

COMMITTEE OF THE WHOLE (WORKING SESSION)– JUNE 21, 2011

KLEINBURG ECONOMIC DEVELOPMENT STRATEGY – A MAINSTREET REVITALIZATION PROJECT (KEDS) – FINAL REPORT

Recommendation

The Director of Economic Development, in consultation with the City Manager, recommends:

1. THAT the presentation and strategy report: “*Kleinburg Economic Development Strategy - A Mainstreet Revitalization Project*” by Urban Marketing Collaborative Team be received;
2. THAT the Strategy positioning Kleinburg as an Outdoor Recreation and Meeting Place that residents, visitors and local business people will seek out, be adopted;
3. THAT the City recognize and protect the economic vitality of the Kleinburg Mainstreet and Core areas, and through the Economic Development Department offer support to the Kleinburg Business Improvement Area (KBIA) as a means to enhance retail opportunities and attract visitors;
4. THAT Economic Development staff convene a meeting with the KBIA and stakeholders to discuss a Year 1 workplan; and
5. THAT any financial requirements to implement the strategy, be considered during the annual budget process.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. The objectives and actions in the strategy work toward sustainability by promoting greater integration, input and co-ordination from the business community through the economic development department in policy making and its implementation.

Economic Impact

The costs associated with the preparation of the Kleinburg Economic Development Strategy were approved through the 2008 capital budget (ET3006-08) process. The KEDS has been completed within budget.

Communications Plan

The Kleinburg Economic Development Strategy and its presentation materials will be available in hard copy format and distributed to Mayor, Members of Council and Senior Management. Additional “hard” copies will be available upon request. The Strategy will be highlighted in the September Edition of the Economic Development Newsletter, Business Link, which is distributed to more than 5,000 businesses.

An electronic copy in a PDF format will be posted to Key Projects under the Business Section of the City’s website. In addition, the Executive Summary will be sent to all Kleinburg Business Improvement Area members. An update will be sent to the Kleinburg Area Ratepayers Association for their monthly Spirit Newsletter.

Purpose

To seek Council approval for the adoption of the *Kleinburg Economic Development Strategy – A Mainstreet Revitalization Project* which will provide the KBIA and other external stakeholders with

a plan to assist Kleinburg merchants, property owners and residents to achieve a vibrant economy for the Village.

Background – Analysis and Options

The downtown or mainstreet is the heart and soul of a community. It represents the origins of the community and the ongoing expression of local community development and public life. These areas are rich in architectural heritage and are usually the first place our forefathers sought to live, shop, celebrate, worship, entertain and conduct business.

However downtown areas have gone through profound economic changes in recent decades due to shifts in shopping and purchasing patterns. As downtown areas often have resisted change, or have been slow to respond to market changes, many of them have fallen out of mind and have lost their status as “the destination” for shopping, dining, entertainment or everyday needs.

Despite having a vibrant past as an early trading centre, Kleinburg’s mainstreet is now at a crossroad. The inherent constraints of its physical setting on a narrow ridge, combined with the large housing developments that occurred north and south of the Village in the 1990’s and 2000’s, have enabled other centres within Vaughan to flourish. At the same time, Kleinburg’s relatively high real property values made it difficult for small retailers to survive.

In preparation for the City’s new Official Plan, numerous studies relating to land use, heritage development standards, scale and massing of buildings within the Mainstreet Commercial and Core Area of Kleinburg, have been completed. Members of the KBIA called for an economic development strategy to be initiated to deal with the revitalization of Kleinburg’s mainstreet, in addition to the City’s planning policies.

The Kleinburg Economic Development Strategy embodied in Item No. 4 of the Budget Committee, was adopted by Council on April 23, 2007. Economic Development Staff were instructed to begin the KEDS upon the resolution of any outstanding planning matters.

Study Request for Proposal and Consultant Selection

The Economic Development Department initiated KEDS in late Summer 2010. Through a formal Request for Proposal process, the City retained Urban Marketing Collaborative (UMC), a collaboration of consultancy teams from J.C. Williams Group, Urban Strategies and BA Group. J.C. Williams, an internationally-respected consultancy in downtown revitalization and retail development with project experience throughout North America, led the study.

An internal staff team was formed to guide the study. The KEDS Evaluation Committee Members consisted of staff from the Economic Development, Policy Planning, Development Planning, Heritage & Cultural Services, Engineering, Finance and Legal Departments.

Study Framework and Process

The objectives of the study are to develop a vision and guidelines for the long-term economic viability of Kleinburg, which includes the Mainstreet Commercial and Kleinburg Core Area designations as defined by OPA 633 passed by Vaughan City Council in May 2006.

The approach for the study follows the successful model of the Mainstreet Trust for Historic Preservation. Based on an agreed vision, the four pillars of the process are:

- Community engagement and collaboration
- Physical design and enhanced built and natural environment
- Marketing and communications, and
- Economic development.

The KEDS consists of several key elements, each providing data, insight and feedback leading to a focused and tactical action plan for achieving both business growth and economic development objectives. The study process encompassed the following steps: Fact-finding; Examination of Issues and Opportunities; Economic Development Strategy Development and Follow-Up

The first element consists of a review of background studies and materials. The following is a selected list of the many documents that were reviewed:

- Economic Development Strategy 2010
- Vaughan Official Plan 2010
- Creative Together Cultural Plan 2010
- Employment Sector Strategy Final Report 2010
- OPA 633 - Kleinburg Core Area Review – 2006
- OPA 601 – Kleinburg – Nashville Community Plan - 2001
- Kleinburg-NashvilleHeritage Conservation District Study and Plan - 2003
- City of Vaughan Commercial Land Use Review - April 2010
- North Kleinburg-Nashville Secondary Plan Study - September 2010
- Review of Parking Standards contained within the City of Vaughan's Comprehensive Zoning By-law 1-88
- Draft Islington Avenue Streetscape Master Plan Study -2011

The background studies were complemented with on-the-ground fact-finding initiatives to understand the area's key economic strengths, constraints or weaknesses, opportunities, and threats.

The following surveys were also undertaken: intercept survey (250 respondents); license plate survey (219 plates); parking usage survey; Kleinburg merchant survey and telephone surveys (400 respondents).

Extensive discussions and facilitated workshops were undertaken with the KBIA and Kleinburg Area Ratepayers Association (KARA). Staff from the City and York Region; Ward 1 Councillor Marilyn Iafrate, former Ward 1 Councillor Peter Meffe, McMichael Canadian Art Collection, Toronto and Region Conservation Authority, Regional Tourism Organization 6 (RTO 6), Pierre Berton Discovery Centre, St. Padre Pio Church, Vaughan Mills and the Vaughan Chamber of Commerce were interviewed. In addition, UMC interviewed Kleinburg retailers, property owners, developers, and real estate agents.

Three sets of facilitated evening workshops were undertaken in October and November 2010, and May, 2011.

Key Findings

From these surveys, the consultants completed a market and trade area analyses, and local residents and visitors expectations analyses. The following are some of the salient findings:

- Kleinburg visitors have a high propensity to spend on looking and feeling good
- In the primary trade area, the propensity is to spend on children and home life
- Visitors from the local area want recognition, an efficient shopping experience, better store selection, fair prices and more convenient hours
- The majority of tourists (outside visitors) visited for one purpose
- Lack of or confused identity to Kleinburg
- Small number of merchants require a strong support network
- High rents and property values make it difficult to attract small, independent retailers
- Retailer turnover is an issue
- Heritage regulations and size of properties are a barrier to attracting retail tenants

- Physical setting of Kleinburg presents both positive and negative factors – outdoor and recreation trails provide social, recreational and economic opportunities, however the isolation from main travel routes is a detriment

Removing Stumbling Blocks to Enable Investment and Business Growth

Throughout the strategy process the KBIA raised concerns about signage restrictions, prohibitive heritage conservation and zoning policies, and communications gaps. It is the City's goal to minimize or reduce the number of stumbling blocks, real or perceived, that inhibit or deter investment and growth. While Kleinburg's mainstreet has historical significance, the City's policies should recognize the unique development circumstances of historic cores in order not to override its economic viability. Through the Economic Development Department, external stakeholders will have a single conduit into the City to deal with day-to-day issues as well as longer term projects that require cooperation or multi-stakeholder involvement.

Heritage Guidelines

The Mainstreet areas are part of the designated Kleinburg Heritage Conservation District (HCD). The Heritage Conservation District (HCD) Plan for the Nashville/Kleinburg area became the basis for the preparation of the current Official Plan (OP) and Zoning By-law. Even with the adoption of OPA 633, the OP defers to certain detailed provisions in the HCD Plan, including signage, specific architectural style, and site planning considerations. While the intention of the HCDs and their accompanying guidelines are well understood, such guidelines must be applied with consistency and flexibility, so as to allow the attraction and retention of commercial tenants.

Parking and Vehicular Servicing

Providing and maintaining vehicular parking and servicing facilities for Kleinburg Village Mainstreet and Core properties represents one of the largest investments that developers and property owners, merchants and residential tenants make, relative to the use of land. Vehicular parking and servicing facilities also represent one of the most land-intensive activities that must be accommodated, in many instances, on private lots where the combination of building footprints (existing or proposed) and lot dimensions do not provide for much flexibility.

These circumstances are further complicated by the heritage designation associated with Kleinburg Village. Adaptive reuse of existing heritage buildings adds additional constraints to the provision of dedicated on-site vehicular parking and servicing facilities that must be taken into consideration.

Aligning Planning Policies to Facilitate Redevelopment

The existing planning policies applicable to the Kleinburg Village Mainstreet and Core anticipate some level of intensification. The OP (both in-force OPA 633 and the new Official Plan adopted by Council in September 2010) permits development of designated Mainstreet Commercial properties in the Core at up to 1.0 times the lot area (also described as "Floor Space Index" (FSI) of 1.0).

The City's Zoning By-law 1-88 also provides detailed development regulation through the C11-Mainstreet Commercial zone, which applies to the same properties as the OP designation. Of note is that the Zoning By-law sets the maximum FSI at 0.6 times the lot area, as calculated on the developable area of the lot (that is, excluding valley lands). This discrepancy between the permission afforded through the OP versus the Zoning By-law is challenging for landowners in redeveloping their properties.

Other built form controls established in both the OP (such as height limits) and Zoning By-law (such as lot coverage and setbacks), establishing the permission for 1.0 FSI in the Zoning By-law could go a long way to achieve greater critical mass of retail space and resident population

activity in the Kleinburg Village Mainstreet and Core. The addition of 0.4 FSI can significantly influence the economics of a development project.

Goals and Action Plans

The goals and action plans developed as part of the Kleinburg Economic Development Strategy take into consideration KBIA organizational changes, branding and marketing strategies as well as policies structures, that address the opportunities discussed above.

KEDS provides directions to build a retail mix and cluster that capitalizes on its rich natural heritage assets. It encourages the KBIA to build strength and cohesion with its constituent members as well as undertake programs to assist property owners and merchants with business retention and creating “buzz” for the Village. It also encourages property owners to seek out new, small-scale retailers by being investment ready.

Furthermore, Kleinburg’s role as a meeting place for both locals and visitors should be enhanced with further development of its public and private realm amenities. With a focus on recreation, health-based and lifestyle retail; exciting food services; and entertainment, Kleinburg will be able to position and differentiate itself from other historic Mainstreet and Core areas.

Goal 1 – Position Kleinburg Business Improvement Area as a catalyst for change

The KBIA will be the pivotal organization in Kleinburg’s mainstreet revitalization. Therefore, it will need to be sufficiently resourced financially and with staff in order to handle communications and promotion of area businesses.

Goal 2 – Be investment ready

Kleinburg property owners must be investment-ready and equipped to market their properties to new retailers. In order to reduce the current vacancy levels and attract the desired retail, food and entertainment tenants, a recruitment strategy needs to be developed. As well, a retention program should be put in place by the KBIA, to assist its membership with marketing, promotion, customer service, loyalty programs, etc.

Goal 3 – Establish Kleinburg as an outdoor recreation and meeting place that people seek out to visit

In the past, Kleinburg has had strong brand presence that extended well beyond its borders. Going forward, Kleinburg needs to re-invest in its brand, articulating its unique place as an “outdoor recreation paradise”.

Goal 4 – Use placemaking to create the Kleinburg Experience based on a rich, natural and built heritage

To encourage development of new amenities which will enrich the “Kleinburg experience” for visitors and local residents, such as; trail developments, a village square and way finding signage. However, the strategy recognizes that these projects require a longer incubation period, and must be implemented in concert with the City’s planning and urban design initiatives/projects, and budget process.

Goal 5 – Eliminate barriers to development

To promote investment in Kleinburg, the Economic Development Department will be the conduit for external stakeholders into the City. A single point of contact will help to eliminate perceived or real stumbling blocks to remove any deterrents to growth and investment.

Relationship to Vaughan Vision 20|20 / Strategic Plan

This report is consistent with the Vaughan Vision 20|20 Goal 1: Plan and Manage Growth and Economic Vitality.

Furthermore, the KEDS project is consistent with Goal 4 of the Economic Development Strategy which states “Grow Vaughan’s dynamic quality of place and creative economy”.

In addition, KEDS is consistent with the City Official Plan 2010, Objective 5.2.3.3: “Protect the economic vitality of small-scale retail in Vaughan’s historic villages of Nashville/Kleinburg, Woodbridge, Maple, and Thornhill and support the development of business associations in these areas as a means to enhance retail opportunities and attract visitors”.

Regional Implications

The approved Strategy will be forwarded to the Region of York’s Economic Strategy and Tourism Branch for information.

Conclusion

KEDS marks the first comprehensive document to address the economic revitalization, social and cultural needs of this historic commercial mainstreet and core. It provides guidelines and a reference tool for stakeholders on achieving mainstreet revitalization, however it is a dynamic and evolving plan.

This Strategy document outlines a plan for incremental change that will lead to greater business opportunity and improve Kleinburg’s desirability as local and visitor serving destination. The outcomes envisioned in the strategy will only be achieved by the co-operative efforts of the KBIA. The bulk of the work articulated in KEDS will be assumed by the KBIA with the City taking on a supportive and facilitative role.

In recognition of the hurdles faced by existing businesses, the City will work with the KBIA to clarify signage policies, staff contacts and communications. The Economic Development Department will participate in KBIA meetings to improve communications with the organization and act as the conduit between the City, property owners and tenants on matters affecting business recruitment and operations in Kleinburg.

Overall, the Strategy’s goals are consistent with the City’s new Official Plan and Economic Development Strategy – which is to protect the economic vitality of small-scale mainstreet retail in Vaughan’s historic villages and grow Vaughan’s dynamic quality of place and creative economy.

Attachments

1. *Kleinburg Economic Development Strategy – Mainstreet Revitalization Project*

Report prepared by:

Parag Tandon, Business Development Officer – Creative Economy
Shirley Kam, Senior Manager of Economic Development
Tim Simmonds, Director of Economic Development

Respectfully submitted,

Tim Simmonds
Director of Economic Development



Kleinburg Economic Development Strategy A Mainstreet Revitalization Project

**Urban Marketing Collaborative
Urban Strategies Inc.
BA Group**

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DRAFT



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Executive Summary

The firms Urban Marketing Collaborative (UMC), Urban Strategies Inc. (USI), and BA Group were retained by the City of Vaughan in 2010 to conduct the Kleinburg Economic Development Strategy – a Mainstreet Revitalization Project. The consultants are referred to as the UMC Team.

The lead consultant is a division of the internationally respected retail consulting firm J.C. Williams Group, which works directly with independent, national, and international retailers on issues related to operations, customer segmentation, marketing and branding, multi-channel, and human resources. Further, the company has extensive experience in urban revitalization throughout North America. This experience has provided the team with deep insights into current consumer and retailer trends affecting the retail real estate industry that are of particular interest to Kleinburg and the City of Vaughan.

The objectives of the study are to develop a vision and guidelines for the long-term economic viability of Kleinburg, which includes the Mainstreet Commercial and Kleinburg Core Area designations as defined by OPA 633 passed by Vaughan City Council in May 2006. However, the action items are presented for a five year strategy.

The approach for the project follows the successful model of the Mainstreet Trust for Historic Preservation. Based on an agreed vision, the four pillars of the process are community engagement and collaboration, physical design and enhanced built and natural environment, marketing and communications, and economic investment.

As stated, this report forms a vision and sets guidelines for advising stakeholders involved in the revitalization of Kleinburg.

Other municipalities and business districts have been able to use:

- The action items to plan for incremental change,
- The consumer surveys and demographics to recruit businesses,
- The findings to apply for grants,
- The report as a reference for issues that come forward including parking, transportation, and heritage review, among others.

The aim is for this report to be a living document, a reference tool for stakeholders, and a gauge to measure revitalization progress.

Kleinburg is a historic town set on a narrow ridge between two branches of the Humber River. The area has been significant as a transportation corridor between Lake Ontario and Lake Simcoe. John Kline, a German/Canadian settler, founded Kleinburg. A direct German translation of Kleinburg is “Small Town.” Residents argue that the Town of Kleinburg could be named after its founder or after its landscape (though the latter would necessitate the spelling “Kleinberg” (“Small Mountain” in English)).

In its early days, Kleinburg was dependent on its many flour and wheat mills, located off the Humber River. The large housing developments began in the 1950s in the west and continued in the 1970s southeast of Kleinburg, in 1993 in the south, in 1998 sporadically in the northeast, in the 1990s south of Kleinburg, and in the 2000s to the north.

Kleinburg has been a relatively small, quiet town. During its major expansion in the 1990s and early 2000s, many new large homes were built. The homes north and west of Nashville Road typically cost more than one million dollars. Older, larger and more established properties are valued more than this, while homes built near conservation areas and the Humber River are by far the most expensive.

Map of Kleinburg and Study Areas



- Kleinburg Core Area
- Mainstreet Commercial
- Kleinburg Nashville Heritage Conservation District

With respect to the Kleinburg Mainstreet area, the Kleinburg Business Improvement Area (KBIA) is the organization that represents the interests of all the commercial property owners and merchants and achieves the Mainstreet Trust's goals.

A dedicated, financially capable, and highly organized team of staff and board members with partnerships (e.g., partnerships to the City departments, Kleinburg Area Ratepayers Association (KARA), McMichael Canadian Art Collection, accommodations sector, arts groups, school groups, province, local businesses, Humber Trail, among others) is an essential element in order to successfully implement the action items as detailed in this report. Without a financially secure organization with broad membership support in place, the coordination of Kleinburg's commercial action plans will not move forward successfully.

A business improvement association with guaranteed funding equitably distributed among all stakeholders is a better structure than other funding models (including a membership organization) for a number of reasons. This will include the following:

- Membership organizations must spend a high proportion of their time fundraising thereby taking away valuable time that could be spent on substantive issues such as marketing, customer retention, and events planning.
- BIAs provide a stable, multi-year source of funding.
- BIAs require significant, demonstrated property-owner support; this means that property owners are likely to maintain interest and involvement over the long-term.
- BIAs generally work hard to demonstrate and measure success, where the services they provide can often be clearly measured (new businesses, number of visitors assisted, sales growth, retail rental rates, etc.).
- BIAs provide a more equitable funding approach; all property owners within the district benefit and all pay the assessment. Other voluntary membership organizations are generally characterized by a few civic-minded firms making hefty contributions, with many others getting a free ride.

It should be noted that a BIA is a funding mechanism, not a specific set of programs, although many BIAs do focus on beautification and cleanliness programs as well as marketing.

- Making a business district more attractive is a basic function. Property owners understand that tenants, shoppers, other customers, and visitors are unlikely to rent space or visit the district if it is (or is perceived to be) unsafe and unkempt.
- Some of the best and most publicized BIAs have concentrated heavily on increased beautification type activities, particularly in the first few years.
- Many BIAs were initially formed to counteract the marketing programs produced by competitive malls.

The strategy will provide guidance to local property owners, merchants, and organizations such as the Kleinburg Business Improvement Area (KBIA) on the most economically beneficial business types and mixes required to create a vibrant and active economy for the Village.

Salient Findings from the Socio-economic Characteristics and the Primary Research

According to the socio-economic review of the trade areas:

- The Kleinburg Village area of approximately 2,000 residents is a small residential area somewhat isolated due to a natural growth boundary from a further mix of subdivision and estate housing of 22,000 (that is still growing by a further 15,000 to the north, west, and east by approximately 2031 in the Primary Trade Area and a small section that bleeds into the Secondary Trade Area).
- The small local Village population makes it very difficult to develop the critical mass of residents to support a significant amount of neighbourhood-serving retail (e.g., grocery store, larger pharmacy, specialty food store, alcohol store). Further developments will contribute marginally to the success of local retail.
- A very high proportion of children live in the region. Primary Trade Area households devote a very high proportion of their budget, assuring their children's needs are met. This is also very true of Kleinburg households, but they also spend a very high proportion of their consumption budget on looking and feeling good.
- Commonalities across trade area residential population exist in spending on sporting goods, gardening equipment, packaged travel, and clothing materials, notions, and yarn. Both household groups are very giving to charities and have community spirit.
- There is a noticeable lack of Kleinburg residents in the 20- to 39-year-old age range. The higher home price limits the entry of young families into the area. The Primary Trade Area has a high proportion of 20- to 39-year-olds but the moderately high housing costs means that these households have less disposable income than households do elsewhere in Toronto CMA. However, this age range spends the highest amount on family formation purchases (home furnishings, professional clothing for work, etc.).
- In the future, the shift in the age profile of the children of the families in Kleinburg Village and the Primary Trade Area mean there will be growing pressure to provide goods and services for these new teenagers.
- The collection of activities from McMichael, Doctor's House, sports and recreation, spiritual, and historical ensures that Kleinburg will remain a relevant regional destination. Hospitality focused businesses, especially food services, will be a key component of their servicing needs.

According to the consumer research:

- The primary reasons for being in Kleinburg are related to food services as well as passive and active recreational activities. A small group of local residents are frequently in the Village area, but most visitors tend to come on an infrequent basis.
- Visitors are looking for a combination of a great overall experience combined with quality retailers. They will frequently mention the lack of stores and selection; however, this is one factor that Kleinburg will find difficult (i.e., being competitive with other malls, power centres, and one-stop shopping retailers). Rather, Kleinburg should focus on the other factors to draw customers for unique, quality destination shops than trying to be all things to all people.
- Local residents tend to be more critical of Kleinburg than regional visitors/tourists are. Despite some negative attitudes and perceptions overall, a significant number of respondents believe Kleinburg to be a great and wonderful place to visit.
- Attitudes around health, wellness, family, quality, entertaining, and recreation are important to Kleinburg visitors. As stated, visitors want to feel good about visiting a great place with a range of activities to engage in.

Vision and Opportunities

The overall vision for Kleinburg will be built upon the idea of an outdoor and recreational paradise. It will be community focused with an emphasis on the Village as a meeting place for locals and regional visitors/tourists to socialize.

This focus includes a broad spectrum of ideas that can include the following:

- Linkage with the outdoor recreation trails and recreational activities that are happening in the area (running, cycling, canoeing, cross-country skiing, skating, tennis, golf, etc.).
- Capitalize on the proximity to hundreds of acres of parkland, forested areas, and conservation areas.
- Kleinburg is the only outdoor shopping street in Vaughan.
- Health and wellness are huge trends and something that young families are participating in.
- Charity events can be tied to outdoors and recreation – Run for the Cure.
- Bridal photography that takes place outside.
- Yoga, dance, YMCA services.
- Florist shop.
- Historic buildings, walking historic trails, etc.
- Retaining some of the more rural-oriented roads as entrances into Kleinburg (e.g., Teston Road/Stegman’s Mills).
- The importance of the McMichael geared toward outdoor Canadian landscapes and their highly ranked outdoor walking trails that are being upgraded to provide more outdoor sculptural art and improved connectivity.

- Encouraging locally produced goods such as farm produce, dairy products, health and beauty products, etc.
- Opportunities for retail businesses such as outdoor restaurants, restaurants that use locally produced goods, sporting and recreation businesses such as a bike store, and clothing stores geared to enjoying the outdoors (e.g., woollen coats, rubber boots, scarves, hats, gloves, walking sticks, umbrellas, etc.).

The vision is based on its ability to:

- Satisfy locals – community meeting place for locals to meet up with friends;
- Satisfy tourists coming for the experience;
- Increase local retail – must be narrow and deep (focused selection, expertise provided by owner in product selection and personal service);
- Draw tourists – can be broad and shallow – unique, one-of-a-kind stores, but tourists can appreciate focused retailing.

Action Plan Recommendations

The following represents the action plan recommendations for the Kleinburg Economic Development Strategy based on a five year strategy. These represent the action steps but full details of the rationale are included in each section starting at 7.0. Each department at the City of Vaughan will need to determine the resulting implications for specific policy and programming changes. The KBIA will need to meet with the City to begin to determine the approach to roll out these recommendations and make the needed changes to be a more effective organization.

Kleinburg Economic Development Strategy Goals

To this end, the retail development, marketing, and physical design and transportation recommendations must work toward enhancing the brand image of Kleinburg Village’s sense of belonging, meeting place, and an outdoor and recreation paradise.

The action items are related to five goals that position Kleinburg on the path to revitalization. These goals include:

Phase I

Goal 1 - Position KBIA as a catalyst for change

Goal 2 - Be investment ready

Goal 3 - Establish Kleinburg as an “*Outdoor Recreation and Meeting Place that People Seek Out to Visit*”

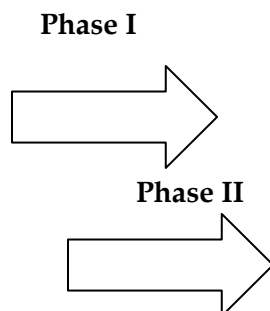
Phase II

Goal 4 - Use placemaking to create the Kleinburg experience based on its rich, natural and built heritage

Goal 5 - Eliminate barriers to development

Action Step Phasing

In the following action steps, the timing is based two major phases. The phased approach is not limited by any specific timeframes/parameters and the actions are in no specific order. Work can begin on most of the action items as early as Year 1 however, some actions will require a multi-year time frame.



The first phase is primarily focused on improving and enhancing the KBIA's communication and organizational capacity so that they can be the voice of the private businesses in Kleinburg. Second, retail recruitment and retention should first focus on serving the local community with retail stores, businesses, recreation, entertainment, and cultural opportunities that support, and are supported by, the nearby residents. This focus on a real and authentic place will engender visitor traffic to want to experience and participate in Kleinburg's unique sense of belonging and way of life. Thirdly, marketing should be based on enhancing Kleinburg's most marketable strengths related to outdoors, recreation, and overall atmosphere.

The second phase then allows for the effective KBIA organization to work collaboratively with the City and other organizations to advance the vision laid out in this document. It is also important to understand that some recommendations directed to the City of Vaughan require budget resources allocations, timing resources, and staffing resources to complete.

Placemaking that focuses on public realm, development opportunities, and programming that reinforces the Village's role as a meeting place and outdoor recreation paradise need to be strengthened. As placemaking programs and development happens in Kleinburg, the scale of development has to have a pedestrian-oriented focus, with strong linkages to trail systems that connect the residential to the commercial areas along Islington Avenue and Nashville Road, as well as to recreational activities. The ease of vehicular access to the village and the provision of parking areas are effectively promoted. This enhances visits to businesses and recreational, cultural, entertainment, and religious venues and effectively begins to remove some barriers to retail success. While preserving the historic buildings is important, the buildings should not be a museum themselves but rather be actively used for commercial purposes in an inviting atmosphere. The overall plan aims first to enhance the overall strengths of Kleinburg and then systematically reduce or eliminate the weaknesses.

Goal One – Position KBIA as a Catalyst for Change

	Action Step	Responsibility
1.1	Increase BIA budget and allow for a natural increase in budget through assessment changes. Consider removing cap on upper limits on levy.	Kleinburg BIA
1.2	City to assist the KBIA to investigate alternate funding opportunities in order to increase the KBIA's budget.	City of Vaughan, Kleinburg BIA
1.3	Make changes to increase board size and set up committees. Continue to evaluate BIA committees ensuring that they are working toward strategic planning and developing tactics to carry out the goals set.	Kleinburg BIA
1.4	Finalize a job responsibility program for the executive director and hire for that position.	Kleinburg BIA
1.5	The marketing committee should have a separate structure that coordinates with the broader community on hospitality issues.	Kleinburg BIA and other similar organizations
1.6	Develop a full set of communication tools, assign a budget, and resource time against each.	Kleinburg BIA
1.7	BIA to canvas for support and increase communication and work with non-members.	Kleinburg BIA and other businesses and organizations
1.8	Coordinate with local groups, clubs, and associations (e.g., KARA, Take 5, Vaughan Business Enterprise Centre (VBEC), McMichael, Copper Creek, Kortright, Humber Trail System, houses of worship, etc.) to discuss opportunities for joint projects.	Kleinburg BIA to lead on business initiatives but others may lead such as KARA and other groups and organizations
1.9	Research other opportunities to hire marketing or maintenance staff through government or university/college programs.	Kleinburg BIA
1.10	Develop a memorandum of understanding between the City and KBIA concerning beautification and maintenance.	City of Vaughan, Kleinburg BIA

Goal Two – Be Investment Ready

	Action Step	Responsibility
2.1	<p>BIA to set goals and objectives for retail recruitment as well as other community activities (community centre, recreational facilities, arts, culture, etc.)</p> <ul style="list-style-type: none"> • Minimum 30% of retail square footage as retail merchandise. • Minimum 20% of retail square footage as food services (maximum 50%). • Vacancy reduced to lower than 5%. • Minimum number of specialty boutiques – ten. • Minimum number of businesses open past 6:00 p.m. – ten. 	Kleinburg BIA
2.2	<p>City to provide or hire a small retail business recruitment and retention person who would be available to assist Kleinburg and other districts preserve and enhance small business opportunities. This is part of the Vaughan Economic Development Strategy to enhance the historic villages and VMC in Vaughan.</p>	City of Vaughan
2.3	<p>Property owners through the KBIA will develop a comprehensive database of properties including noting which ones are for sale or lease. This information will be distributed to other organizations and channels such as the City’s Economic Development Department, Vaughan Business Enterprise Centre, realtors, investors, etc.</p>	Kleinburg BIA property owners.
2.4	<p>Develop and market/advertise a Kleinburg farmers’ market.</p>	Kleinburg BIA
2.5	<p>Begin commercial retention programs - improved merchandising and customer service programs.</p>	Kleinburg BIA
2.6	<p>Develop a one-page “sell sheet” (electronic format as well as hard copy) noting strengths of Kleinburg BIA that a potential retailer would find helpful (facts on why a retailer should locate here).</p>	Kleinburg BIA
2.7	<p>Develop interactive maps showing: (i) for investors available retail storefronts (ii) for customers merchants, services, parking locations, public facilities, etc.</p>	Kleinburg BIA
2.8	<p>Develop program of potential retail and community uses along the entire BIA including conversion of residential to retail, mixed-use building opportunities, other infill potential, and redevelopment of existing buildings. This is a retail block planning strategy.</p>	Kleinburg BIA, City of Vaughan

Goal Three – Establish Kleinburg as an Outdoor Recreation and Meeting Place that People Seek Out to Visit

	Action Step	Responsibility
3.1	Coordinate joint marketing programs among businesses.	Kleinburg BIA
3.2	KBIA should develop budget and spending priorities. Search out other funding from the City or other organizations specifically for marketing or hiring staff (note City funds should not be used for salaries). Any proposed fee-levy against commercial development would require a review by the City’s Fee By-Law and legal department and assessed in conjunction with the development industry.	Kleinburg BIA, City of Vaughan, other stakeholders
3.3	Consider working with a PR firm to develop, review, enhance the Kleinburg brand in the 30-minute to two-hour drive time to create positive news stories in those local areas.	Kleinburg BIA
3.4	Do target marketing with a postcard that evokes the atmosphere and overall feel for Kleinburg into geographic segmented communities throughout the GTA.	Kleinburg BIA
3.5	Work with all businesses to ensure that they include Kleinburg in their address cards, Yellow Pages, website contact information, etc.	Kleinburg BIA
3.6	Redevelop website and use programs such as Constant Contact to develop direct mail campaigns.	Kleinburg BIA
3.7	Develop Kleinburg BIA specific Facebook, Twitter, and other social media accounts. Remove inappropriate posts. Send posts on special promotions, events, special areas to park (e.g., the school during the summer weekends), coordinate with bridal photographers.	Kleinburg BIA
3.8	Collect stories and peer reviews on Kleinburg from different postings and use on Kleinburg BIA website.	Kleinburg BIA
3.9	Enhance public relations with local media including KARA’s <i>The Spirit</i> newsletter and search out, where possible, national coverage in larger circulation media such as <i>The Globe and Mail</i> or blog/Internet sites.	Kleinburg BIA, media
3.10	A tourist information kiosk should be enhanced at the library and Kline House (not necessarily staffed). Use the utility sheds to create a kiosk that displays local events, promotions, etc. This is a type of information board.	Kleinburg BIA, library
3.11	Establish consistent shopping hours to promote the hours of operation. Organize a special village service and retail workshop to discuss hours of operation and customer service excellence.	Kleinburg BIA

Goal Three – Establish Kleinburg as an Outdoor Recreation and Meeting Place that People Seek Out to Visit (Continued)

	Action Step	Responsibility
3.12	Explore the feasibility of cross-marketing businesses with other activities – accommodation, art and cultural programs, Farmers’ Market, and professional services.	Kleinburg BIA, other organizations
3.13	Explore opportunities for increased events and programs that are designed to raise the profile of the Village as a community destination.	Kleinburg BIA
3.14	Explore partnerships with regional tourism sectors, such as York Region, RTO 6, Hills of the Headwater, agri-business and culinary activities, eco-tourism and recreational trails (TRCA, Humber Trails).	Kleinburg BIA, City, and other organizations
3.15	Search out other niche marketing programs such as sporting, recreation, ladies groups, gays and lesbians, etc.	Kleinburg BIA

Goal Four – Placemaking: Physical Design

	Action Step	Responsibility
4.1	The Streetscape Master Plan is a flexible document and should take this Economic Development Strategy into consideration for implementation.	City of Vaughan
4.2	Review public and private signage. While the use of poles for banners was part of the Streetscape Master Plan a more detailed design assessment should be conducted.	City of Vaughan
4.3	Develop a coordinated natural heritage and trail program with TRCA, City, KBIA, and other stakeholders. This will require cost sharing.	City of Vaughan, Kleinburg BIA, TRCA
4.4	Explore the feasibility of the development of a Village Square on the former gas station lot and adjacent house. This may require cost sharing.	City of Vaughan and Kleinburg BIA
4.5	As part of the overall enhanced streetscape works for the Village of Kleinburg, develop and establish distinctive gateways on the approaches to Kleinburg and signage within the Village that reinforces a consistent theme and provides useful/ effective information. Ensure that these are both pedestrian and vehicular scaled. This will require input and possible cost sharing agreements.	City of Vaughan, and Kleinburg BIA

Goal Four – Placemaking: Accessibility and Circulation

	Action Step	Responsibility
4.6	<p>The City of Vaughan’s transportation planning and engineering staff should review the existing boulevard parking within the Village Mainstreet and Core areas overall (and in the village) to ensure proper sight distance characteristics exist to facilitate:</p> <ul style="list-style-type: none"> • Pedestrian crossing opportunities; • Entry and exit manoeuvres to and from the parallel parking; and, • To ensure that existing boulevard parking does not encroach upon pedestrian sidewalks. 	City of Vaughan
4.7	<p>Assessment and implementation should be coordinated with Streetscape Master Plan actions.</p> <p>BIA and KARA partner in broadening the community commitment to the YRP Road Watch Program.</p>	<p>City of Vaughan</p> <p>Kleinburg BIA and KARA</p>
4.8	<p>The City of Vaughan’s transportation planning and engineering staff should assess the need for bicycle parking facilities for the Village Mainstreet and Core areas on the basis of the total land-use intensities. The type of bicycle parking facilities should respond to both the long-term and short-term requirements of the Village Mainstreet and Core areas (may include cost sharing).</p>	City of Vaughan, Kleinburg BIA, KARA
4.9	<p>Encourage and permit property owners, through the development review and site plan process, to explore the opportunity to ‘link’ private parking lots to increase the efficiency of smaller individual private parking supplies within the Village Mainstreet and Core areas. City of Vaughan transportation planning and engineering staff should recognize any increases in private parking supply in the review of development applications toward satisfying overall shared parking requirements of the subject developments. Staff should also explore whether the need to secure cross-access easements are required to ensure the long term benefits of these opportunities.</p>	City of Vaughan
4.10	<p>Engage the BIA to create a policy amongst its membership to direct staff and employee parking to the more remote publicly available parking within the Village Mainstreet and Core areas.</p>	Kleinburg BIA

Goal Four – Placemaking: Accessibility and Circulation (Continued)

	Action Step	Responsibility
4.11	City of Vaughan transportation planning and engineering staff should encourage pedestrian connections across private and public lands to achieve better overall pedestrian mobility within the Village Mainstreet and Core areas. Further, private shuttle services (even if seasonal) should be investigated by the BIA and KARA to determine if there is any willingness or market for this service to be offered (consider a Kleinburg version of Bixi bicycle program).	City of Vaughan, Kleinburg BIA, KARA
4.12	BIA and KARA representatives should discuss with the City of Vaughan engineering staff the opportunities and costs to create a Kleinburg Village Mainstreet and Core areas snow clearing and removal program for moderate and major snow events during winter months.	City of Vaughan, Kleinburg BIA, KARA

Goal Five – Eliminate Barriers to Development: Planning

	Action Step	Responsibility
5.1	Review opportunities for financial and development assistance measures to help new businesses establish and grown in Kleinburg. This should be developed in conjunction with using Section 37 (height and density) in exchange for community benefits. In addition, using Section 28 to designate the village core as a Community Improvement Project (CIP). Note that the City may begin the CIP process as part of Phase One.	Kleinburg BIA, City of Vaughan
5.2	When Zoning By-Law is reviewed for consistency with new OP, consider revising maximum FSI to be consistent with OP. However, the Kleinburg Heritage District Plan policies should also be considered.	City of Vaughan
5.3	Remove outright restriction on entertainment on patios and outdoor merchandising. Also consider different manners of addressing some of the noise and sight line concerns through other measures such as building materials that increase sound proofing, having a committee to increase communications when events are happening, setting a time when music must be turned off, prohibiting the use of amplifiers on patios, etc.	City of Vaughan

Goal Five – Eliminate Barriers to Development: Planning

	Action Step	Responsibility
5.4	During the Zoning By-Law review, review other use issues such as whether nursery schools should be allowed along Islington Avenue (especially in light of the YMCA childcare at Kleinburg Public School).	City of Vaughan
5.5	During Zoning By-Law review, consider adding zoning requirement for minimum retail frontage on ground floor or similarly a restriction on the amount of professional service commercial space that can be on the ground floor to ensure that the Mainstreet is activated with primarily retail uses. This requires a lengthy discussion on the pros and cons of such a change and will require additional resources such as a fully articulated public parking strategy.	City of Vaughan
5.6	HCD guidelines should be applied consistently but with flexibility to recognize the challenges of operating modern retail businesses in buildings not designed for such. Certain guidelines are more constraining than others when it comes to retail. The HCD design guidelines need to be complied with however, they should be flexible to accommodate retail business uses. Consider working with the HCD design guidelines as they apply to ground-floor retail uses in order to enhance retail opportunities, i.e., allow larger windows without/with fewer mullions, allow wider variety of signage to allow businesses to promote stores especially when they are well set back from the street. However, it is also recognized that the heritage features must be enhanced and that too much signage or backlit signage is not appropriate.	City of Vaughan
5.7	The above could be considered following a future detailed massing and urban design study of all properties within the Mainstreet Commercial area. The appropriateness of additional development permissions (one or two storeys) on a site-by-site basis could also be determined at this time. The City may determine this is a worthwhile endeavour to answer further development questions and could be undertaken as par to of the Zoning By-Law review.	City of Vaughan
5.8	Consider establishing HCD area-specific standards for other services such as garbage and parking, which recognize the atypical nature of HCD areas compared to typical suburban conditions.	City of Vaughan

Goal Five – Eliminating Barriers to Development: Parking and Vehicular Servicing

	Action Step	Responsibility
5.9	On a practical basis moving forward this study encourages the adoption and application of the recently recommended (March 2010) parking supply rate requirements for development applications within the Kleinburg Village Mainstreet and Core areas in advance of Council approval.	City of Vaughan
5.10	On a practical basis moving forward, adopt and apply the shared parking calculation methodology to the Kleinburg Village Mainstreet and Core areas for development applications in advance of Council approval.	City of Vaughan
5.11	The City of Vaughan’s transportation planning and engineering staff should establish a benchmark of publicly available parking supply for the Village Mainstreet and Core areas, and update it over time (as public parking in the Village Mainstreet and Core areas changes). This benchmark supply would form the basis of parking assessments associated with development applications within the Village Mainstreet and Core areas	City of Vaughan
5.12	The City should make formal contact with both the YRDSB and the Vaughan Public Library Board to establish conditions under which use can be made of their parking resources by the general public to support the commercial parking needs of the Village Mainstreet and Core areas. Furthermore, City of Vaughan transportation planning and engineering staff should ensure that parking supplies are considered when assessing the parking needs of the Village Mainstreet and Core areas whenever development applications are made.	City of Vaughan
5.13	The City of Vaughan’s transportation planning and engineering staff should investigate extending the boulevard parking north of Nashville Road along Islington Avenue (on the east side at a minimum) to Treelawn Boulevard and any necessary changes to existing parking regulations. The United Church parking lot layout should be reviewed by staff toward maximizing parking opportunities for public supply.	City of Vaughan
5.14	The City of Vaughan’s transportation planning and engineering staff and the City of Vaughan’s Planning Staff (where necessary) implement the above policies and practices identified when addressing the provision of private on-site parking and loading associated with a development application in the Kleinburg Village Mainstreet and Core areas.	City of Vaughan

Goal Five – Eliminate Barriers to Development: Parking and Vehicular Servicing (Continued)

	Action Step	Responsibility
5.15	As part of the formal discussions with the YRDSB, the City of Vaughan transportation planning and engineering staff should identify the right side of the one-way (northbound) pick-up and drop-off area at the Kleinburg Public School as the preferred location for tour bus parking while their passengers are visiting the Village Mainstreet and Core areas. Tour buses would have to park, engines off, while awaiting return of their passengers. Consideration should be given to establishing a maximum dwell period for buses to ensure a reasonable turnover of bus parking supply over the course of a typical day. Review other policies in Unionville, Kortright Centre, Niagara-on-the-Lake, etc.	City of Vaughan and other stakeholders and potential partners
5.16	City should examine policies related to using venues such as Bindertwine Park (and other parts of Kleinburg) for large social gatherings (e.g., concerts) to ensure permitting requirements, noise, and safety issues are understood. This may be part of the initiative to review patio entertainment.	City of Vaughan
5.17	Amend Bylaw 159-2006, Cash-in-Lieu of Parking Policy in the Community of Kleinburg, to update the calculation of the cost of the cash-in-lieu of on-site parking to reflect a formula that better takes into account current best practices. The recently completed review (IBI Group, March 2010) of the parking standards contained within the City of Vaughan’s Comprehensive Zoning By-Law 1-88 provides direction on the cost of cash-in-lieu parking and should form the basis of the amended calculation within the By-Law.	City of Vaughan
5.18	When determining the amount of parking that would be the subject of a cash-in-lieu parking calculation, the benchmark against which a parking supply for a proposed development application should be measured should be 1) the application of the recently recommended (IBI Group, March 2010) parking supply rate requirements or 2) the results of a technical study of parking demand for the proposed development application. -	City of Vaughan

Goal Five - Eliminate Barriers to Development: Development-Related Transportation

	Action Step	Responsibility
5.19	Engage the City of Vaughan, the Business Improvement Area (BIA) membership, and the local Ratepayers group (KARA) in an exercise to establish priority transportation-related projects so Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund can be put to work as soon as possible.	City of Vaughan, Kleinburg BIA
5.20	Amend Bylaw 180-2006, Cash in Lieu of On-Site Parking - Kleinburg Reserve Fund, to permit monies collected under the Bylaw's authority to be spent upon transportation related projects that will contribute positively to mobility issues (regardless of mode) that are related to development in the Village Core.	City of Vaughan, Kleinburg BIA

Next Steps

As stated, the action plan recommendations included in this report are for guidance purposes for the property owners, merchants, KBIA, and the City of Vaughan. They should be used as a guide to frame further discussion and debate on improving the effectiveness of the business improvement area’s organization, recruitment strategies that are based a shared vision with property owners, developers, the City of Vaughan, marketing tactics that can be used to secure greater consumer draw, and physical design, parking, and transportation issues that have a retail, economic development focus.

The next steps should include convening a meeting with KBIA and KARA to share the findings of the report and to begin to understand various policies and programs that can be used to create a shared understanding of retail opportunities and any necessary changes to move this forward.

The KBIA will need to begin to re-assess their organizational structure and begin active communication and recruitment of board members to carry out this new agenda. Under its current structure, the BIA will not be able to accomplish all these tasks and it will appear very daunting. Focus on the weaknesses will not move the process forward; rather, a focus on what is great and working well and strengthening that should be a key driver in the first phase of the revitalization. Hiring a staff person is critical to forward the BIA communication arm of these recommendations.

1.0 Introduction

The firms Urban Marketing Collaborative (UMC), Urban Strategies Inc. (USI), and BA Group were retained by the City of Vaughan in 2010 to conduct the Kleinburg Economic Development Strategy – a Mainstreet Revitalization Project.

The objectives of the study are to develop a vision and guidelines for the long-term economic viability of Kleinburg, which includes the Mainstreet Commercial and Kleinburg Core Area designations as defined by OPA 633 passed by Vaughan City Council in May 2006.

The work builds off several studies including the Economic Development Strategy completed by Millier Dickinson Blais. There are four major themes that developed from that strategy that are particularly relevant to the Kleinburg Economic Development Strategy. These include:

- Gateway concept
- City as an incubator for businesses
- Best in class economic development
- Placemaking and creative economy

The research illustrated the draw that Kleinburg has especially to regions to the north west. Kleinburg is an important gateway and the enhancement of some of the rural access routes (e.g., Stegman’s Mills Road) should be pursued. The small scale nature of the historic mainstreet in Kleinburg is ideally suited for new and innovative retailer concepts including food services, specialty food, farmers’ markets, and retail merchandise that appeal to niche markets. Recognizing that Kleinburg and the other village cores are unique in Vaughan and can serve as locations for unique businesses to grow and thrive needs to be encouraged from the City. Kleinburg has a strong brand that is well recognized but it continues to evolve and needs to be marketed. Placemaking including streetscaping, urban design, retailer concepts, and marketing based upon an agreed upon vision that sets Kleinburg up as unique and special within the region places it top-of-mind in the competitive retail landscape.

Specific action items from the Vaughan Economic Development Strategy include accessing tourism marketing and ensuring that Kleinburg is one of the key drivers of tourism for the City and Region. Other action items include the need to protect the economic vitality of small-scale retail in Vaughan’s historic villages. The economic vitality is contingent upon not treating these villages in the same manner as other retail commercial areas (e.g., public works, parking ratios, heritage and urban design, etc.) but thrive as people places and meeting places for local residents to congregate and form communities. Finally, the growth of the buy local, artisanal, slow food industry is particularly well suited to Kleinburg given its historic roots, the adjacency to rural

agricultural areas, the small scale, unique building retail environment, and the overall emphasis on hospitality. The KBIA should have a significant marketing focus the works to develop hospitality and concierge programs as a significant platform in their overall marketing and partnership campaign.

Other reports that have aided this understanding include:

- City of Vaughan Commercial Land Use Review 2010
- City of Vaughan Official Plan 2010
- Cultural Plan for the City of Vaughan 2010
- Employment Sector Strategy Final Report 2010
- North Kleinburg Nashville Secondary Plan 2010
- Review of Parking Standards Contained within the City of Vaughan's Comprehensive Zoning By-Law 1-88.

As stated, this report forms a vision and sets guidelines for advising stakeholders involved in the revitalization of Kleinburg.

Other municipalities and business districts have been able to use:

- The action items to plan for incremental change,
- The consumer surveys and demographics to recruit businesses,
- The findings to apply for grants,
- The report as a reference for issues that come forward including parking, transportation, heritage review, among others.

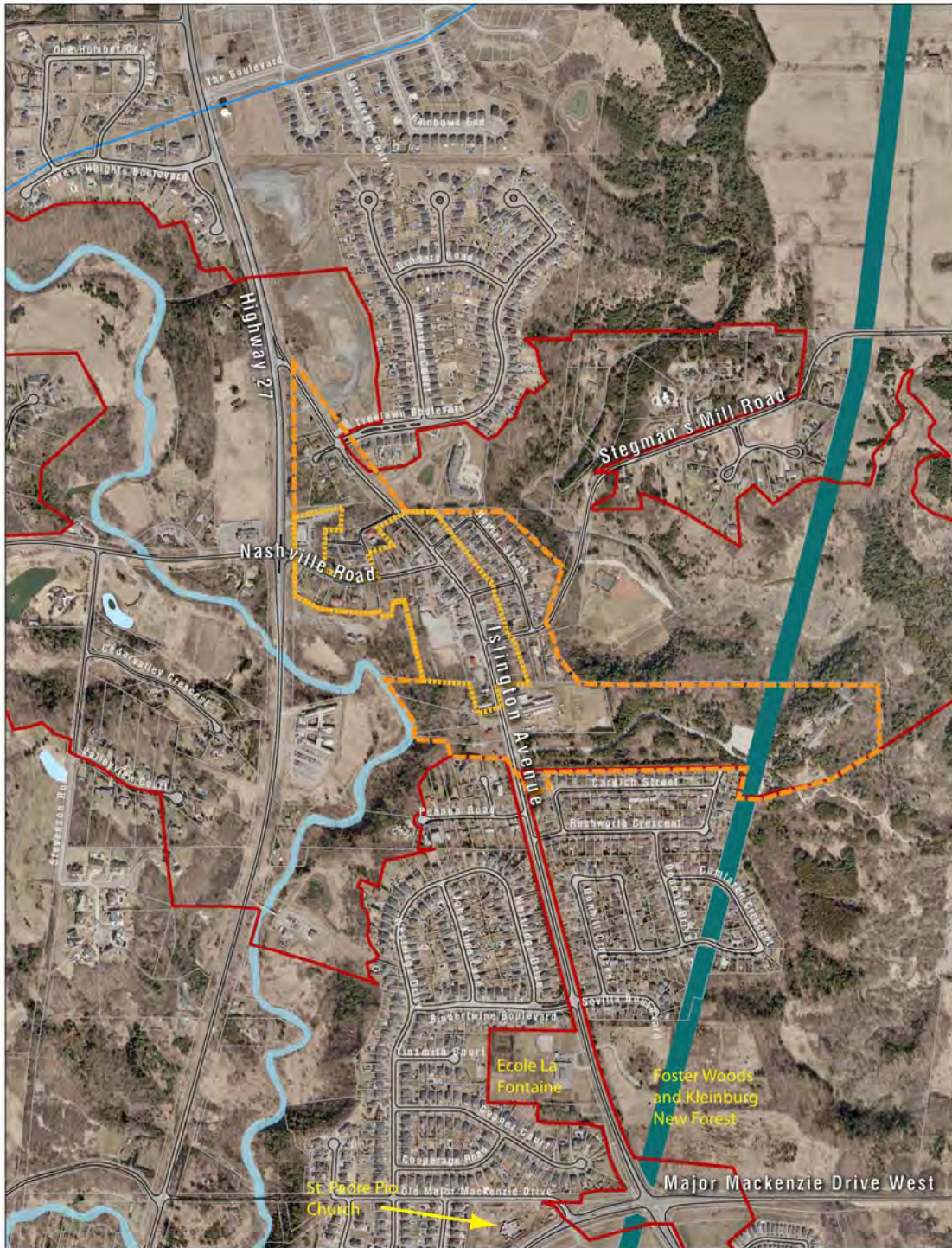
The aim is for this report to be a living document, a reference tool for stakeholders, and a gauge to measure revitalization progress.

Map of Kleinburg and Study Areas – Zoomed In



- Kleinburg Core Area
- - - - Mainstreet Commercial
- Kleinburg Nashville Heritage Conservation District

Map of Kleinburg and Study Areas – Zoomed Out



- Kleinburg Core Area
- - - - Mainstreet Commercial
- Kleinburg Nashville Heritage Conservation District

Kleinburg is an historic town set on a narrow ridge between two branches of the Humber River. The area has been significant as a transportation corridor between Lake Ontario and Lake Simcoe. John Kline, a German/Canadian settler, founded Kleinburg. A direct German translation of Kleinburg is “Small Town.” Residents argue that the Town of Kleinburg could be named after its founder or after its landscape (though the latter would necessitate the spelling “Kleinberg” (“Small Mountain” in English). In its early days, Kleinburg was dependent on its many flour and wheat mills, located off the Humber River.

The large housing developments began in the 1950s in the west and continued in the 1970s southeast of Kleinburg, in 1993 in the south, 1998 sporadically in the northeast, 1990s south of Kleinburg and the 2000s to the north.

Kleinburg has always been a small, quiet town, attracting many affluent visitors and residents. During its major expansion in the 1990s and early 2000s, many new large homes have been built. The homes north and west of Nashville Road typically cost more than one million dollars. Older, larger and more established properties are valued more than this, while homes built near conservation areas and the Humber River are by far the most expensive. Further residential developments in the North Kleinburg Nashville area are moving forward.

With respect to the Kleinburg Mainstreet area, the Kleinburg Business Improvement Area (KBIA) is the organization that represents the interests of all the commercial property owners and merchants and achieves the Mainstreet Trust’s goals.

A dedicated, financially capable, and highly organized team of staff and board members with partnerships (e.g. partnerships to the: City departments, Kleinburg Area Ratepayers Association (KARA), McMichael Canadian Art Collection, accommodations sector, arts groups, school groups, province, local businesses, Humber Trail, among others) is an essential element in order to successfully implement the action items as detailed in this report. Without a financially secure, organization with broad membership support in place, the coordination of Kleinburg’s commercial action plans will not move forward successfully.

A business improvement association with guaranteed funding equitably distributed among all stakeholders is a better structure than other funding models (including a membership organization) for a number of reasons. This will include the following:

- Membership organizations must spend a high proportion of their time fundraising thereby taking away valuable time that could be spent on substantive issues such as marketing, customer retention, and events planning.
- BIAs provides a stable, multi-year source of funding.

- BIAs require significant, demonstrated property-owner support; this means that property owners are likely to maintain interest and involvement over the long-term.
- BIAs generally work hard to demonstrate and measure success, where the services they provide can often be clearly measured (new businesses, number of visitors assisted, sales growth, retail rental rates, etc.)
- BIAs provides a more equitable funding approach; all property owners within the district benefit and all pay the assessment. Other voluntary membership organizations are generally characterized by a few civic-minded firms making hefty contributions, with many others getting a free ride.

It should be noted that a BIA is a funding mechanism, not a specific set of programs, although many BIAs do focus on beautification and cleanliness programs as well as marketing.

- Making a business district more attractive is a basic function. Property owners understand that tenants, shoppers, other customers and visitors are unlikely to rent space or visit the district if it is (or is perceived to be) unsafe and unkempt;
- Some of the best and most publicized BIA's have concentrated heavily on increased beautification type activities, particularly in the first few years; and,
- Many BIAs were initially formed to counteract the marketing programs produced by competitive malls.

The strategy will provide guidance to local property owners, merchants, and organizations such as the Kleinburg Business Improvement Area (KBIA) on the most economically beneficial business types and mixes required to create a vibrant and active economy for the Village.

Several studies and plans have preceded this study including the aforementioned OPA 633, the Kleinburg-Nashville Heritage Conservation District Study and Plan, and the Kleinburg Core Area Study, the Kleinburg-Nashville Focus Area Review (Secondary Plan), and the Islington Avenue Streetscape Plan (draft). These clearly define policies related to appropriate land-use definitions, permitted uses, development standards, and the scale and massing of buildings for the Mainstreet Commercial and Care Area of Kleinburg as well as programs and policies to encourage pedestrian movement achieved through streetscape improvements.

1.1 Approach

The approach for the project follows the successful model of the Mainstreet Trust for Historic Preservation. Based on an agreed vision, the four pillars of the process are community engagement and collaboration, physical design and enhanced built and natural environment, marketing and communications, and economic development.

As a first step in assisting Kleinburg, the existing conditions report was produced. The UMC Team conducted fact-finding initiatives to understand the area's key economic strengths, constraints or weaknesses, opportunities, and threats. The initiatives included the following:

Customer Profile

- Trade area delineation review;
- Demographic analysis of Kleinburg Mainstreet's trade areas; and
- Review of previous study and information from the KBIA.

Retailer/Supply Side Profile

- Interviews with a variety of retailers, property owners, and key stakeholders to identify issues and opinions about commercial success in the area;
- Inventory and inspection of the businesses and services; and
- Review of the physical environment.

Strengths, Weaknesses, Opportunities, and Threats

- Summary of the findings and impact on Kleinburg Economic Development Strategy.

This report summarizes the findings of these activities and provides background information from which the following Action Plan was developed.

Methodology

The methodology used by the consultants places the consumer first. The vision and strategy must derive from an understanding of what the current and future consumer wants. A good demand-side driven strategy will affect the supply side by ensuring the retailers, property owners, developers, and the City of Vaughan that they can achieve their goals of a healthy and prosperous Mainstreet.

The process included:

- A review of existing studies including OPA 633, the Nashville-Kleinburg Heritage Conservation District Plan, the draft Islington Avenue Streetscape Plan, the Vaughan Economic Development Strategy, the Vaughan Commercial Land Use Review, the Vaughan Official Plan, and the North Kleinburg-Nashville Secondary Plan, among many others that factored into a better understanding of Kleinburg, Vaughan, and York Region.
- Face-to-face and telephone interviews with KBIA, retailers, merchants, property owners, and developers in Kleinburg. The interviews included 17 property owners (some of whom were retailers) and a further 8 retailers.
- A merchant survey that was emailed and hand delivered to retailers and merchants. Three responses were received.
- Stakeholder interviews, which included McMichael, Vaughan Chamber of Commerce, Kortright Centre for Conservation, St. Padre Pio Church, Pierre Berton Discovery Centre, and Vaughan Mills Shopping Centre.
- KARA board members, KBIA liaison members, and five focus groups arranged by the KARA board representing different groups such as Take 5 mothers, Nashville area, Treelawn area, and the south subdivision.
- The City of Vaughan including Economic Development, Heritage, Planning, Urban Design, former Ward 1 Councillor Meffe and current Ward 1 Councillor Marilyn Iafrate, and the City Manager.
- License plate surveys of on-street parking, McMichael, and four major plazas in Kleinburg as a basis for defining where visitors come from.
- Two hundred and fifty on-street intercept surveys conducted in late August 2010 that included local residents and regional visitors/tourists.
- Four hundred telephone surveys conducted for a local trade area that included western Vaughan and stretched to the northwest to include Nobleton and Bolton.
- Several site visits at different times of the day and week to observe pedestrian traffic, visit businesses, and conduct the retail commercial audit.
- A parking usage survey conducted in August.
- Organization of two workshops: one for businesses and stakeholders, and another for the open public to attend including KARA. Beyond consultants, City staff, and councillors, there were twenty-one attendees at the first workshop and 30 attendees for the second one.

2.0 Review of Reports

A review of existing reports revealed the following findings that are relevant to the Kleinburg Economic Development Strategy.

City of Vaughan Commercial Land Use Review, Urban Metrics, April 2010

A review of the report revealed key findings, guidelines, and recommendations for both the four Village core areas as well as specifics for Kleinburg.

The report acknowledged that each of the cores has different challenges and strengths. Guidelines include the following:

- Encourage residential intensification within and in proximity to the core areas, where feasible.
- Promote a continuous and concentrated commercial street front by discouraging at-grade residential, parking between the sidewalk and store entrances, and internal mall retailing.
- Identify opportunities for civic functions such as libraries, community centres, recreation facilities, etc. within the pedestrian precinct of each core.
- Provide flexible zoning standards to allow both small and larger stores to act as anchors.
- Provide for street-front parking, where practical.
- Maintain high design standards with opportunities for creative public spaces.
- Where possible, develop design guidelines that maximize sunlight within key pedestrian areas.

The report recognizes that the Village Cores are hidden gems in the City's retail structure and that the larger-format big-box developments and major malls overshadow them. Core Village visitation by Vaughan residents is estimated to be approximately twenty-five percent having shopped at one of the four Village cores in the past year. In addition, the Village Cores did not score very highly in terms of shopping areas that Vaughan residents felt represented their lifestyles. It was noted that these villages might play an important role in terms of defining their surrounding neighbourhoods, but that they lack in food and beverage stores (i.e., no supermarkets). It was noted that Kleinburg is more oriented toward comparison-shopping and the tourist market.

The license plate survey for Kleinburg illustrated that 44% of plates came from Vaughan and a further 12% from elsewhere in York Region, 15% from the City of Toronto, 19% from Peel Region, and 9% from other Ontario areas.

The Kleinburg-Nashville study area should provide local resident serving retail facilities of 15 to 20 sq. ft. per resident (e.g., a community that adds a further 6,000 residents would support a further 90,000 to 120,000 sq. ft. of retail but not necessarily in one specific location). This may include food and beverage stores, small grocers, convenience stores, pharmacies, alcohol stores, personal services such as travel agents, banks, and dry cleaners, as well as small food services including coffee shops.

Additionally, Village Cores are irreplaceable in the City's commercial hierarchy (referred to as fragile) and should be provided with an economic and policy climate that allows them to fulfill several key functions:

- As neighbourhood centres providing food, convenient retail, and services for nearby residents;
- As locations for small independent retailers and service providers that may not desire or be able to afford locations in power centres or planned shopping centres; and
- As cultural, heritage, recreation, and small-scale entertainment centres serving visitors and Vaughan residents.

Other findings include the following:

- Rebuilding Neighbourhood Retail documents the challenge of main streets in North America. It recommends forceful policies and incentives (where necessary) that must be in place to allow existing commercial streets to flourish and function to support the surrounding neighbourhoods (particularly to compete against lifestyle centre formats that may develop in the area).
- When developing planning policies for retail sites, municipalities must envision land uses more fluidly, recognizing uses and densities that may supersede that in existence or proposed. Flexibility should be built into strategic sites to allow for intensification and mixed-land uses.

Specific ideas related to Kleinburg included in the Commercial Land Use Review report that help set the framework for the action items in this specific report are:

- In part because of the McMichael and its long-standing rural setting, Kleinburg has functioned much more as a visitor destination rather than a neighbourhood serving retail destination. Minimal intensification opportunity exists within the core, and its heritage character would make significant change less desirable. There is a sentiment that commercial uses serving this area should remain local in nature and not detract from the tourist/heritage function of the Village Core and the rural nature of northwest Vaughan.
- Kleinburg functions reasonably well as a tourist destination but is vulnerable due to its lack of neighbourhood-serving retailers.

- With additional residential development scheduled for the Kleinburg-Nashville area, it is likely that the Kleinburg core will see its function shift somewhat from being a tourist destination to providing recreation and cultural amenities to the surrounding neighbourhoods. While intensification opportunities within the core are very limited, the historic residential development patterns in the area suggest that new residents will have above average incomes and thus would support specialty retail and service facilities that may not be supportable in other parts of the City. Over time, with the additional population planned for the Kleinburg-Nashville Community, there will be increased demand within the Kleinburg core for both casual and formal eating establishments, personal services, and unique boutiques. The keys to preserving the success of the core will be to maintain high-quality design standards, preserving the heritage character of the area, ensuring an efficient traffic circulation pattern, strong vehicular and alternative transportation connections to the commercial core from the existing and future neighbourhoods, and provision for adequate parking.

Of further interest are the proposed or to-be proposed commercial developments in the regional area affecting Kleinburg.

Commercial Development in Vaughan – Building Permit Approval

Major Mackenzie / Islington	1,292 sq. ft.
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Approved Commercial Site Plan Zoning and Official Plan Applications

Langstaff / Huntington (further away but significant)	119,022 sq. ft.
Major Mackenzie / Starling Blvd	37,443 sq. ft.

Commercial Developments with Site Plan, Zoning and Official Plan Applications in Progress or Under Review

Major Mackenzie / Fossil Hill	21,528 sq. ft.
Major Mackenzie / Vellore Ave	28,524 sq. ft.
Major Mackenzie / Weston	542,287 sq. ft.
Weston Rd west side, north of Major Mackenzie	21,824 sq. ft.
Nashville east of Huntington	3,060 sq. ft.
Major Mackenzie / Huntington	201,700 sq. ft.
Teston / Hwy 400	33,215 sq. ft.

Greenfield Sites with Commercial Development Potential

Teston/ Pine Valley	21,500 sq. ft.
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Nashville-Kleinburg Secondary Study, The Planning Partnership (2010)

Further definition of the current and planned retail commercial areas in the Kleinburg and Nashville areas, from the City of Vaughan’s Special Committee of the Whole August 31, 2010 Response to Public, Government, and Agency Submissions (File 12.5.12.3 – pp 8), include the following specific quote from City staff with respect to questions raised about The Planning Partnership’s report:

“As a community, Kleinburg-Nashville is defined by two strong historical core areas, and it is unique in several respects. The first is that the residential neighbourhoods beyond the historical cores are widely dispersed; they have or will have distinct characteristics (e.g., densities and form), and they are not well connected due to the Humber River valley system and the presence of road and rail infrastructure. Secondly, due to the size and nature of the historical core, there is no opportunity to establish a community-scale retail presence to support the surrounding residential areas.

It is unlikely that the Kleinburg-Nashville core areas will ever fulfill the role as the retail centre for the entire community. As a result, the residential population will continue to look beyond the Kleinburg-Nashville core for many retail services, with the respective cores providing more specialized retail uses along with retail facilities serving the needs of the immediate population.

The Block 61 Secondary Plan provides the opportunity for a more major retail presence near the Major Mackenzie Drive and Huntington Road intersection. It also identifies locations for local convenience uses. Similarly, locally oriented retail opportunities are necessary to serve the needs of the Huntington Road Community (Area 2) and the Kipling Avenue Community (Areas 5 and 6) due to the walking distance to alternatives. The convenience retail needs of the Village of Nashville (Area 1) would be met along the Nashville Road frontage.”

Other Reports and Facts

Other important considerations include:

- The extension of Highway 427 to Major Mackenzie Drive;
- The widening of Major Mackenzie Drive and the re-alignment west of Highway 27;
- The potential widening of Highway 27 north of Major Mackenzie Drive;
- The proposed GO line from Union Station to Bolton with stops in western Vaughan; and
- The protection of land along Teston Road near Kipling for a green corridor.

3.0 Consumer and Retailer Trends

The following section highlights key aspects of retail selling and recent trends that are affecting sales-level activities. The lead consultant is a division of the internationally respected retail consulting firm J.C. Williams Group that work directly with independent, national, and international retailers on issues related to operations, customer segmentation, marketing and branding, multi-channel, and human resources. This experience has provided the team with deep insights into current consumer and retailer trends affecting the retail real estate industry.

Increased Sales Activity

Increasing retail sales is affected by three major elements:

1. The ability to draw more traffic into the store. Retailers look for great visibility and accessibility to attract them into the store. Programs aimed at encouraging higher pedestrian traffic help win exposure and potentially new sales. This can be accomplished with a customer visiting again after a satisfactory shopping experience, being in the right location, marketing, PR, events, flow of new items in the store, great visibility, signs, window displays, good sight lines, and word-of-mouth advertising. This includes both existing consumers coming back more often or new customers that haven't been to the store visiting for the first time.
2. Conversion. Once the consumer is in the store, it is up to the retailer to ensure he or she does not leave empty handed. They must close the sale. This can be accomplished through the right products and services but also enhanced by exemplary customer service, intense merchandising, ease of shopping, encouraging longer stays, having products in-stock, adjacent complementary products, promotions and deals, and seasonality.
3. Higher prices through increased value. While consumers may not be willing to pay higher prices during economic difficulties, they will pay more for things that add value to them such as convenience, being offered a range of price points, bundling products together, added value/service, and good staff-selling skills.

Value-Oriented Retailing

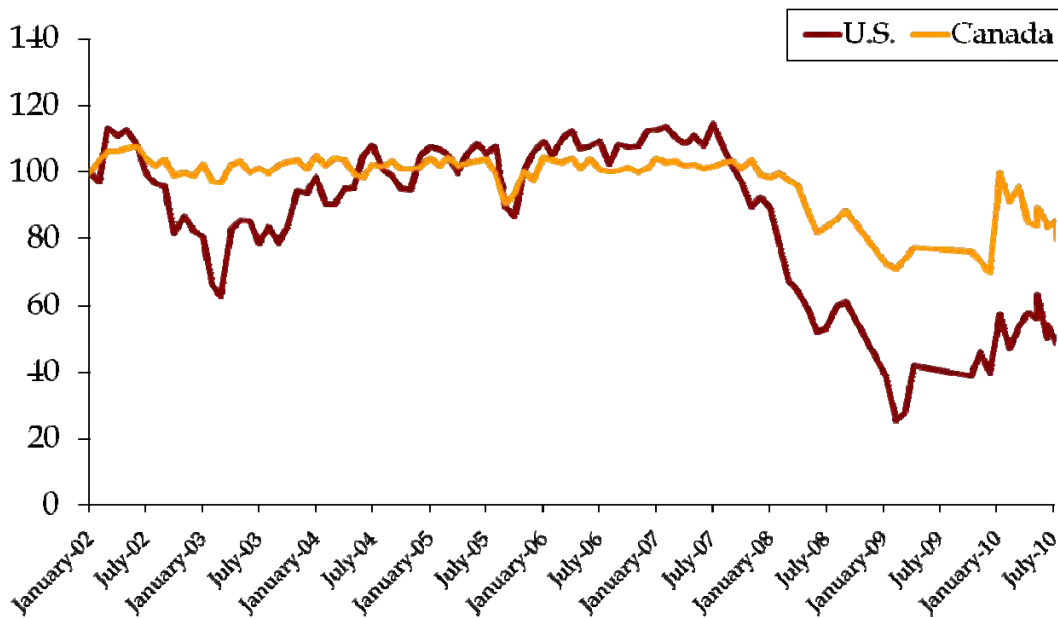
Some contend that the economic downturn has changed everything about how retail functions. The forecast is that the downturn is accelerating a shift to value and potentially affecting consumer behaviour in the long term. However, most will acknowledge that the fundamentals of retail have not changed and that winning retail will still focus on the consumer, and winning retailers will not be those that focus solely on pricing and discounts.

The recent economic downturn has further pushed the concept of discounting as providing value to consumers. This has resulted in slower sales for higher-end luxury goods. Throughout North America, luxury retailers have felt the effects more than others have. The shift to value does not necessarily mean a shift to lower prices. There are programs that retailers can engage in to provide value that does not include discounts, promotions, sales, or price-cutting.

Customers are expecting more quality, service, trust, convenience and, at the same time, less risk, hassle, confusion, and uncertainty. The extra value that the retailer provides does not include price-cutting. The changes in the consumer confidence index illustrate the unease consumers have.

The consumer confidence index for Canada has rebounded well since the recession, but has recently started to slide in the latter portion of 2010. The addition of new taxes and fees at various government levels are partially responsible for the dip in consumer confidence.

Consumer Confidence Index (Indexed to 2002 = 100)



Source: U.S. Conference Board and Conference Board of Canada

Trading Up and Trading Down

The result of the of shifting confidence is that consumers are still in a process of trading up and trading down. They are making decisions on where to spend their consumption dollars strategically. While splurging on a nice dinner out is something worthwhile, they will save money by shopping for necessities at the local large-format discounter. The effect is the erosion of some traditional retailers who appeal neither as a specialty product or service nor as a value through a discounting approach.

New Definition of Luxury

As stated, the definition of luxury retail is changing. Many luxury retailers hit during the recession are still struggling to find their core markets once again. For many luxury retailers, it is not the very high-income households that have stopped shopping, but those who aspire to be affluent who have curtailed their luxury spending.

For the consumers and, in particular, younger consumers, their definition of what luxury is has changed. While older households may still value high-end brand names on apparel and home furnishings products, others are willing to spend on different items. Luxury for a young family may include being able to have a long lunch with friends, having fewer better items instead of many things, an organized closet, organic foods for their children, nice bed linens, etc. Luxury may include additional perks such as insider information on when products are available, jumping the queue, after-hours openings, and reserved parking spots.



Examples of the New Luxury

Solution-Oriented Retail

The increased pressure on households has led to increased stress levels. Time and money are scarce commodities for them. Urban Marketing Collaborative and J.C. Williams Group research on shopping behaviour and attitudes reveals that consumers are increasingly stressed by the shopping experience. They want to shop less, have less time to shop, tend to prefer alternative hours, and state that big-box stores are not necessarily making their lives easier. Retailers, businesses, and downtown districts that will succeed are those that can provide a benefit or solution that they may have.

The following are three examples:

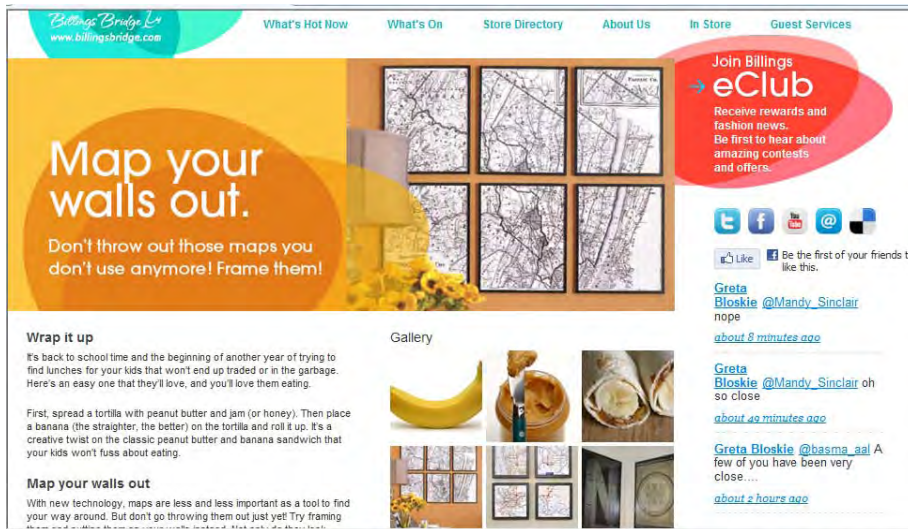
The Container Store is more than just a store that sells hangers, racks, and shelves. It provides expert assistance to families to help them organize their lives better. A better-organized life means that there is more time at the end of the day to spend with the family.



Container Store, U.S.

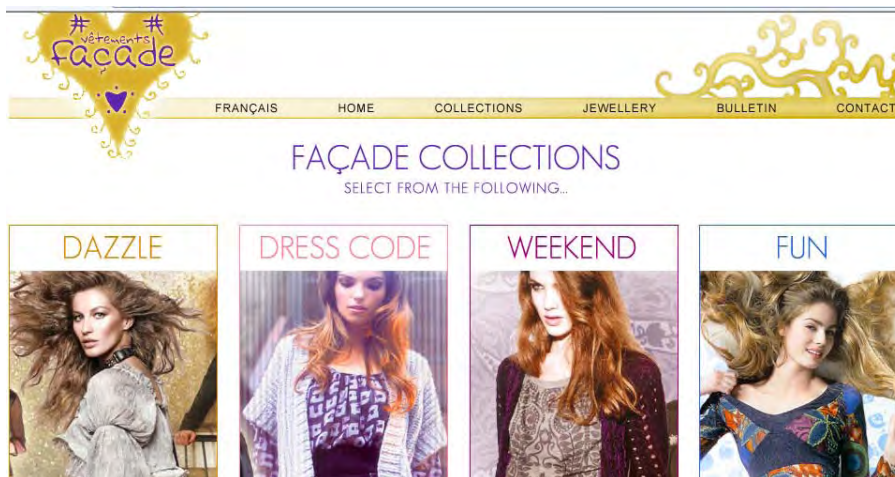


The shopping mall in Ottawa offers great tips and advice on ideas for feeding kids and on how to use existing things at home to make their rooms more attractive.



Billings Bridge Mall, Ottawa

This small women’s clothing retailer in Hudson, Quebec, effectively markets women’s clothing for different attitudes or places they might find themselves – dazzle, dress code (work), weekend, and fun.



Vetements Facade, Hudson

Lands' End does a good job marketing itself as solution oriented for different body types.

The screenshot shows the Lands' End website header with the brand name 'LANDS' END' on the left. To the right, there are links for 'Store Locator', 'Gift Cards', and 'Shopping Bag'. Below this, a phone number '800.963.4816' is displayed, followed by links for 'Customer Service', 'My Account', 'Sign Up for E-mail', and 'Sign In'. A navigation menu includes 'Swim', 'Women', 'Men', 'Girls', 'Boys', 'Shoes', 'Home & Travel', and 'Overstocks'. A search bar with the placeholder 'keyword or item #' and a 'Search' button is also present.

The main banner features a woman in a white and blue patterned halter top and a blue skirt. To her right, the text reads: 'Suitable Solutions for every anxiety zone'. Below this, it says 'Shop by anxiety zone to find the suits that fit and flatter you best.' There are four categories listed with corresponding icons: a red star for 'Want a universally flattering suit? SHOP these suits.', a green inverted triangle for 'Shoulders & Bust' (Want to minimize your shoulders and bust area – or need a little extra support? SHOP these suits.), an orange square for 'Waist & Tummy' (Want to create a slimmer or more curvaceous waist? SHOP these suits.), and a blue triangle for 'Hips & Thighs' (Want to minimize your hips or maximize your coverage? SHOP these suits.).

Lands' End

This is also true for restaurants and food stores. They should not market themselves as just providing food for homes but as solutions for busy working families. Healthy home meal replacement ideas can effectively help families who are constantly on the go.

Consumer Goods to Services

Consumers are not shopping for retail merchandise consumer goods as they have in the past. This is especially true for tourists. Over eight in ten women prefer to “do something for themselves” rather than “buy something for themselves” according to American Demographics. The result is that luxury services are often in strong demand and that, according to American Demographics, 72% of women said that their last luxury purchase was because they wanted to “treat themselves to something special.”

Retailers that can add a service component to their businesses often find additional sales growth. This may include a bicycle store that fixes and maintains, and can rent out bicycles, a grocery store that offers delivery, or a food store that offers prepared meals to go, etc.

Mass Appeal to Individualization

The trend toward customization has continued. People want customized ring tones, hot beverages, unique covers for their handheld electronic devices, customized jeans, and can order individually made sneakers from Adidas, Reebok, and Nike.

Younger Demographic

A lot of focus has been put on uncovering what and how the next generation of consumers will shop. They are much more likely to use a variety of forms of shopping including bricks and mortar, online, and m-commerce. Some of the key drivers include a lot of choice, customized goods and services, ability to scrutinize, peer reviews, openness, fun, and speed.

Retailers that add short videos to their websites are able to realize growth in sales due to instant peer reviews that are provided or illustrations on how the product is useful. This generation is less likely to read Web text than to watch a video.

Zappos.com has reshaped the retailing industry moving beyond just an online shoe company. They actually don't even market themselves as a shoe company but rather a service company. Their philosophy is related to the idea of doing things that make you happy and creating communities of people that want to share similar ideas of fun, shopping, and shoes.

Note their tagline: "We are a service company that happens to sell."



Zappos.com Website

Further down on the site there are solutions – such as helping you get ready for a marathon as well as peer reviews.



Zappos.com Website

It is also noted that although online sales overall are still a very small proportion of total sales, website and online information is projected to influence approximately half of total sales in the U.S. in 2010 (source: Jupiter Research).

Health and Wellness

Health and wellness is a significant megatrend encompassing anti-aging and beauty, disease prevention, weight loss, search for holistic vitality, do-it-yourself healthcare, organic products, and healthy self-rejuvenation. It includes:

- The concepts of moving from absence of illness to the pursuit of wellness, to the attention to wholeness with regard to overall health;
- Increasing spending on healthcare of all types. Expenditure on health and wellness products has increased at an annual rate of 6.3 from 2005 to 2009. Similarly, total spending (less automotive) was up an annual rate of 4.2%;
- Alternative and conventional health care growth;
- Belief that natural and organic products are healthiest and promote wellness, including spiritual wellness; and
- Combining personal and social virtue: good for my family, the environment, and me.

Combined with health and wellness is the focus on the slow food movement. Consumers are increasingly aware of where their products are coming from and are making conscious efforts for health and environmental benefits. Farmers' Market Ontario has maintained work with 154 markets, with new markets being added on a continual basis. Many small towns have gained momentum on this movement developing "Taste of ..." events, marketing themselves around the Savour program, developing wine trails, Terroir, food, culinary, gastro type festivals, and developing small independent grocers, cheese, bakeries, and meat shops that specialize in unique products. Many provide locally produced products to neighbouring restaurants such as Cumbrae's in Toronto.

Cumbrae's has become Toronto's meeting place for people who love to buy, prepare, and eat great food. For leading chefs, ardent connoisseurs, and families who value quality, Cumbrae's enthusiastic staff set the standard for personal service, great cooking advice, and true enjoyment of food.

International Retailers Coming to Canada

Ten years ago, six of the top ten retail corporations were Canadian-owned companies. Today, that figure is reversed, as only four are Canadian owned. The increased push by U.S. and international retailers continues. The poor performance by retailers in the U.S. means that many retailers are considering Canadian expansion. Recent launches include Victoria's Secret, Crate & Barrel, and Hot Topic, and there are expansion plans for Target, Kohl's, and Marshall's.

It is increasingly difficult for smaller independent stores to compete with the larger retailers and discount formats. Stores such as Winners now carry exclusive brands that a store may have carried in the past. In the U.S., Kohl's recently launched the new design collection for Vera Wang and Diana Buchman that provide easy-to-copy solutions for stylish women at discount prices.



Kohl's, U.S.

4.0 Target Market and Trade Area Review

Local residents and regional visitors/tourists comprise the two main target markets for Kleinburg Mainstreet businesses. To help delineate between what would be considered a local resident visiting Kleinburg as opposed to a Regional Visitor, the following analysis was undertaken.

Most retail merchandise-type businesses rely heavily on the Regional Visitor. The exact geographic boundary of when a Kleinburg visitor is not considered local but rather a Regional Visitor (not a formal definition of a tourist but the term is used in this report) is fluid and not an exact science.

Access and Visibility

Retailers rely heavily on the ability for consumers to see them and gain access to them that is easy and intuitive. For example, rents can be higher at corner locations due to the double exposure on two sides of the building. Accessibility is a key driver to retail success.

Kleinburg Village is isolated from other built-up areas by a natural growth boundary. The Boyd Conservation Area, the Kortright Conservation Area, the Humber Valley Conservation Area, Copper Creek Golf Course, the McMichael parklands, and other parkland, new forests, and green spaces effectively create a circle of green space surrounding the Village, protecting it from outside. This has allowed the Village to evolve slowly and retain many of the wonderful heritage features that make Kleinburg unique. The isolated features of Kleinburg are both a strength and a constraint from business development and marketing perspectives. While the culture and “insurance against large-scale development” is entrenched, the businesses and organizations have to expend additional effort to market themselves to a broad target market base (e.g., Kleinburg retailers, McMichael, events and festivals, etc.).

There are only four major access points into the Village (Highway 27, Nashville Road, Stegman’s Mills Road, and Islington Avenue at Major Mackenzie Drive). However, although these access points do provide good accessibility into the Village Main Street area, they are limited. There are gateways at three of the entrances (excluding Stegman’s Mills Road), but it is not obvious that there is a retail commercial downtown located on the ridge. Combined with this finding, and through the key person interviews support the finding in the Draft Streetscape Study (2010) that there is a lack of sense of arrival in Kleinburg. This has led to confusion on where visitors can or should park and to uncertainty about where the retail shops are located. Current on-street parking is not well marked. In addition, private parking at each business is fenced off from adjacent properties.

Despite load controls on Islington Avenue and Nashville Road and speed control measures, Islington Avenue through Kleinburg is still used as a thoroughfare for pass-through traffic. This adds more traffic through the Mainstreet area without any real economic or monetary benefit for local establishments. Improved enforcement of the rules is a partial solution.

The Main Street area of Kleinburg is a Historic Conservation District. Many of the buildings are protected through heritage legislation, as is the overall Core Area. The mixture of businesses includes historic and older commercial buildings, historic and older homes that have been converted to commercial operations, and relatively newer mixed-use buildings with retail commercial at grade constructed per design guidelines established by the City of Vaughan for Kleinburg Mainstreet Commercial. The result is a Mainstreet that is different from most Ontario and North American Downtowns. Rather than a four- or five-block single stretch of mixed-use historic buildings built to the lot line, the commercial buildings have varying setbacks often with entrances that are elevated from the sidewalk. The mix adds variety and interest for the visitor but can be difficult for retailers to merchandise effectively. Visitors often cannot see inside the buildings well enough to determine if they are residential, retail, or professional services businesses.



Despite the large picture windows, the visitor has difficulty ascertaining what the nature of the business is and whether it is worth opening the gate and going in.



The sign at the sidewalk and the “Welcome” sign above the door add to the accessibility and visibility of this store.



The signage for the businesses is very difficult to see due to the colour palette and size. For vehicular traffic, this sign is not large enough to be noticed at this corner location.



A highly visible sign that can be seen from the street and easily understandable as to the type of business located within the building. However, the by-laws limit the ability for businesses to place additional appeal through the placement of merchandise outside of their businesses, which hinders their ability to communicate to visitors what they have to offer. While it is understood that there is no desire to see the Mainstreet area resemble a flea market there can be a compromise.



The setback of the building and smaller storefronts make it difficult to see any signage related to types of businesses that are located in this plaza. Overall, the plaza appears under-utilized and does not say to visitors that it is a place to shop.

Many of the signs throughout Kleinburg present a non-welcoming image, which affects the image of the commercial area.



Signage meant to help keep order may send a signal that customers are not welcome.

Other images of Kleinburg that must be addressed include comments during the intercept survey that include “it may be too expensive or pricey” or that “it is too boring, plain, and tired looking.” In addition, there is a concern about the shift from what was a quaint rural area to a mixture of country and contemporary, which has left the visitor feeling a little unsure of the overall Kleinburg message.

A final consideration is that Kleinburg is identified as a very pedestrian-oriented, outdoor, walkable commercial area in Vaughan.

Overall, as indicated, the isolated nature of Kleinburg is both a strength and a weakness. The natural growth boundary surrounding this small village on a ridge between both branches of the Humber River ensures that the essence and culture of the place remain intact. The development opportunities are limited and ensure that the size and scale of the Village core will remain relatively intact. However, the businesses must market themselves and be allowed to market to visitors on the street through well-merchandised window displays, attractive signage that is to scale and keeping with the historic district, and being able to create quality outdoor merchandised areas (as referenced in the current zoning By-Law for C11). In addition, affecting accessibility and visibility is the sense of arrival in Kleinburg that is missing. Added to that is a parking program that is not easily understood.

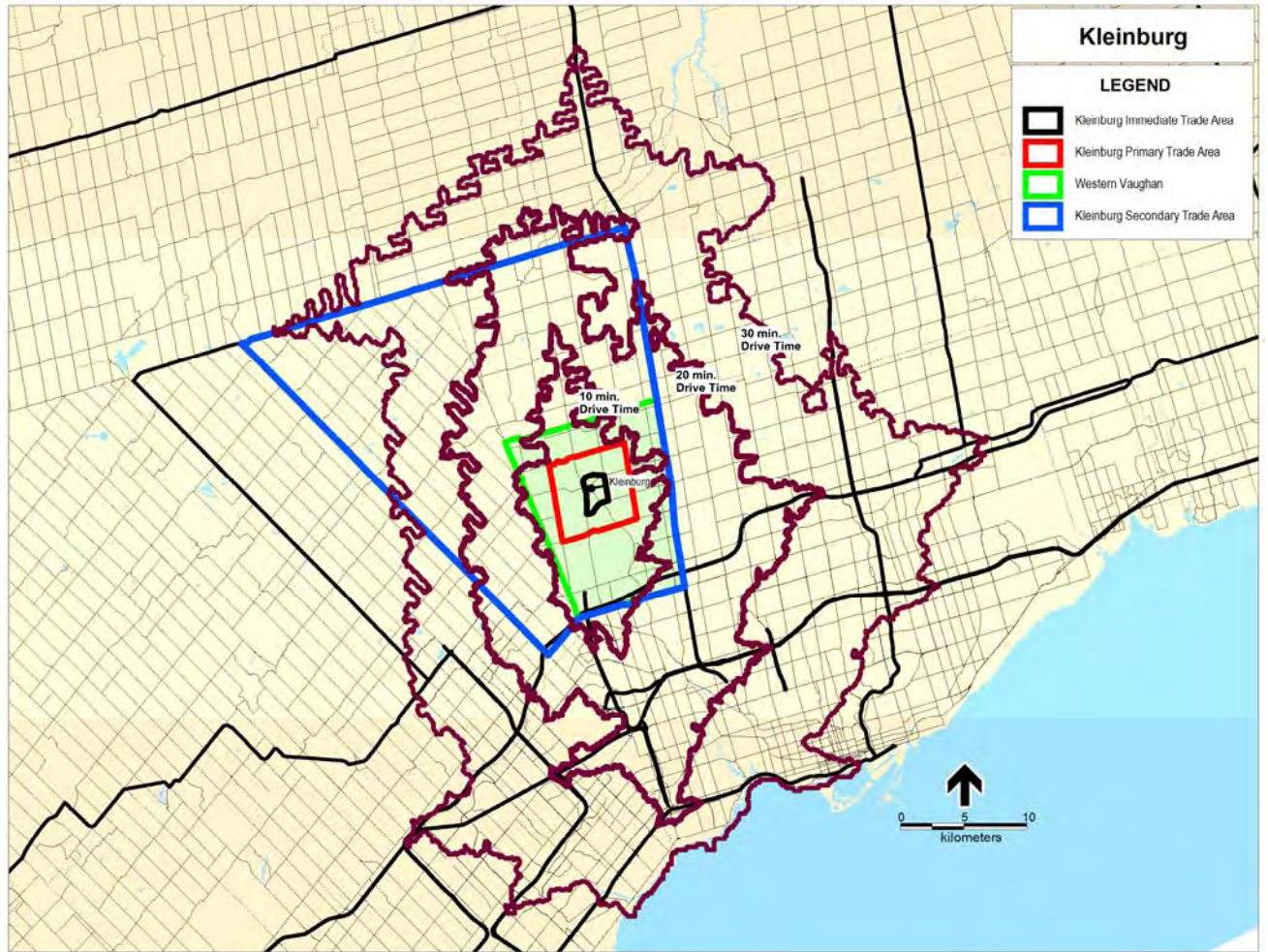
Time Travel Distance

Based on travel times of ten-minute, 20-minute, and 30-minute commutes, the following map illustrates key communities within each travelling time.

A ten-minute drive time includes most of the current built-up western Vaughan including Woodbridge.

The drive times further out are affected by commuting delays but it does indicate that Kleinburg is easily accessible to the GTA; however, it also indicates that Kleinburg and local area residents can easily travel to elsewhere in the GTA for shopping, food, and/or entertainment.

Time Travel Distance



Source: UMC

Size and Nature of the Commercial Area

The commercial core is relatively small and includes approximately 100,000 sq. ft. of commercial space. However, the high proportion of personal and professional services means there is a very small amount of retail merchandise (14% retail merchandise compared to 14% personal service and 29% professional service of total square footage). Food services is very high at 23% of total square footage. In this situation, each business must count toward the overall goal of a great village experience. The overall length of the mainstreet is adequate to create an enjoyable shopping experience.

Visitation

To assist in understanding the depth of the trade areas, license plate surveys were conducted in Kleinburg over two days: Aug 11th and 14th 2010 (Wed and Sat). A total of 219 license plates were collected. The survey included on-street parking, four plazas (Canadiana Square, Post Office, 10480 Islington Avenue, and 110 Nashville Road), and the visitor parking at McMichael. Duplicated license plates were removed, as these may represent business owners, residents, or employees.

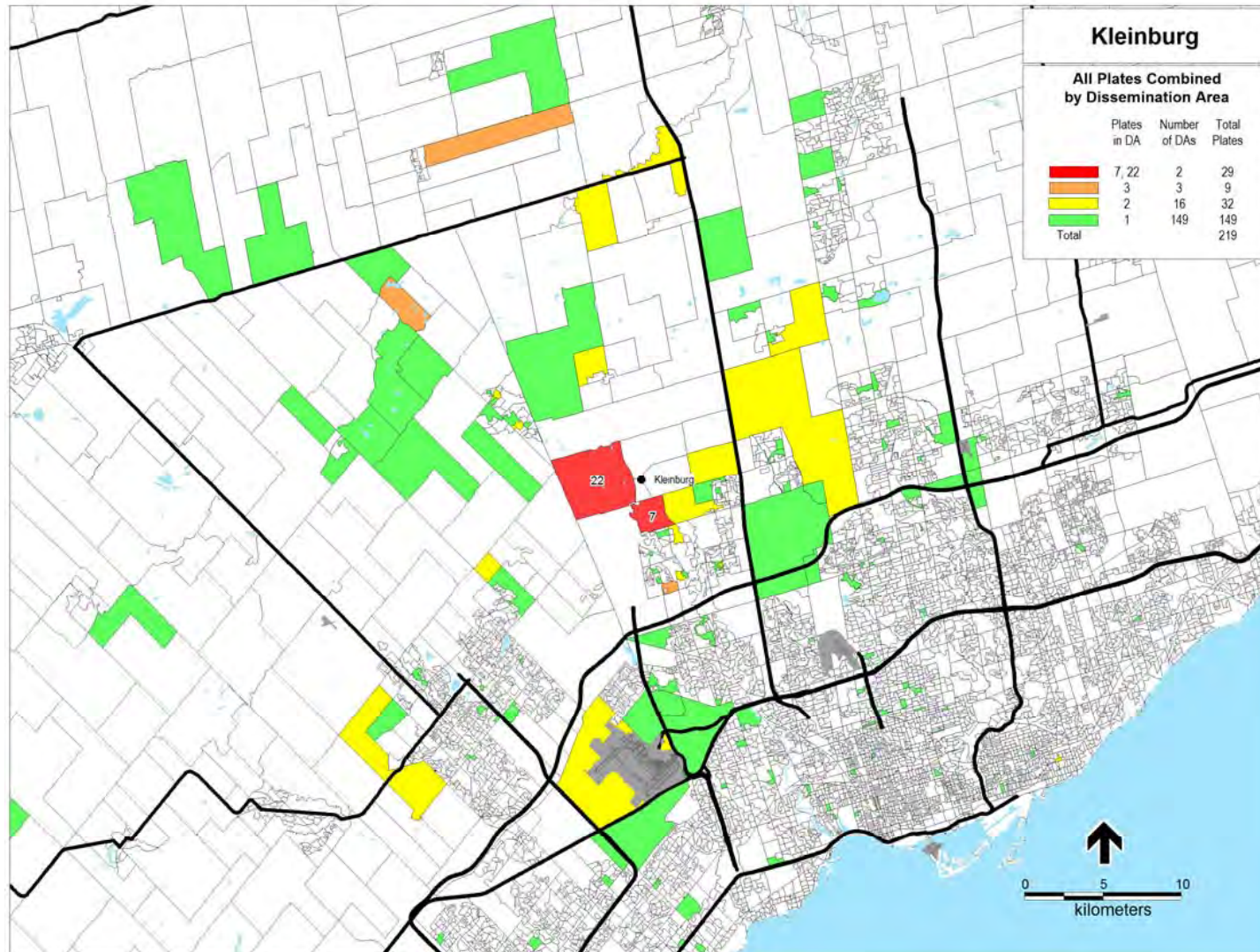
Limitations may include visitors who have moved recently and not changed their address on their license, how many people were in each vehicle, whether the vehicle is registered with a company address instead of a home address, and car rentals, among others. However, it does provide a good starting point. In addition, it excludes those visitors who walked, were dropped off, or arrived on a bus or were part of a tour.

Each license plate is associated with a Dissemination Area (DA). DAs are small geographic areas that represent approximately 400 to 700 residents. The analysis must be read and analyzed with caution, noting that rural DAs are larger but still may only represent one vehicle.

Green-coloured DAs indicate that on either of the days when the survey was completed, one vehicle registered in that area was found in Kleinburg; yellow indicates two vehicles, etc.

The following map illustrate surveyed vehicles at McMichael, the four plazas, on-street, and in total.

License Plate Surveys



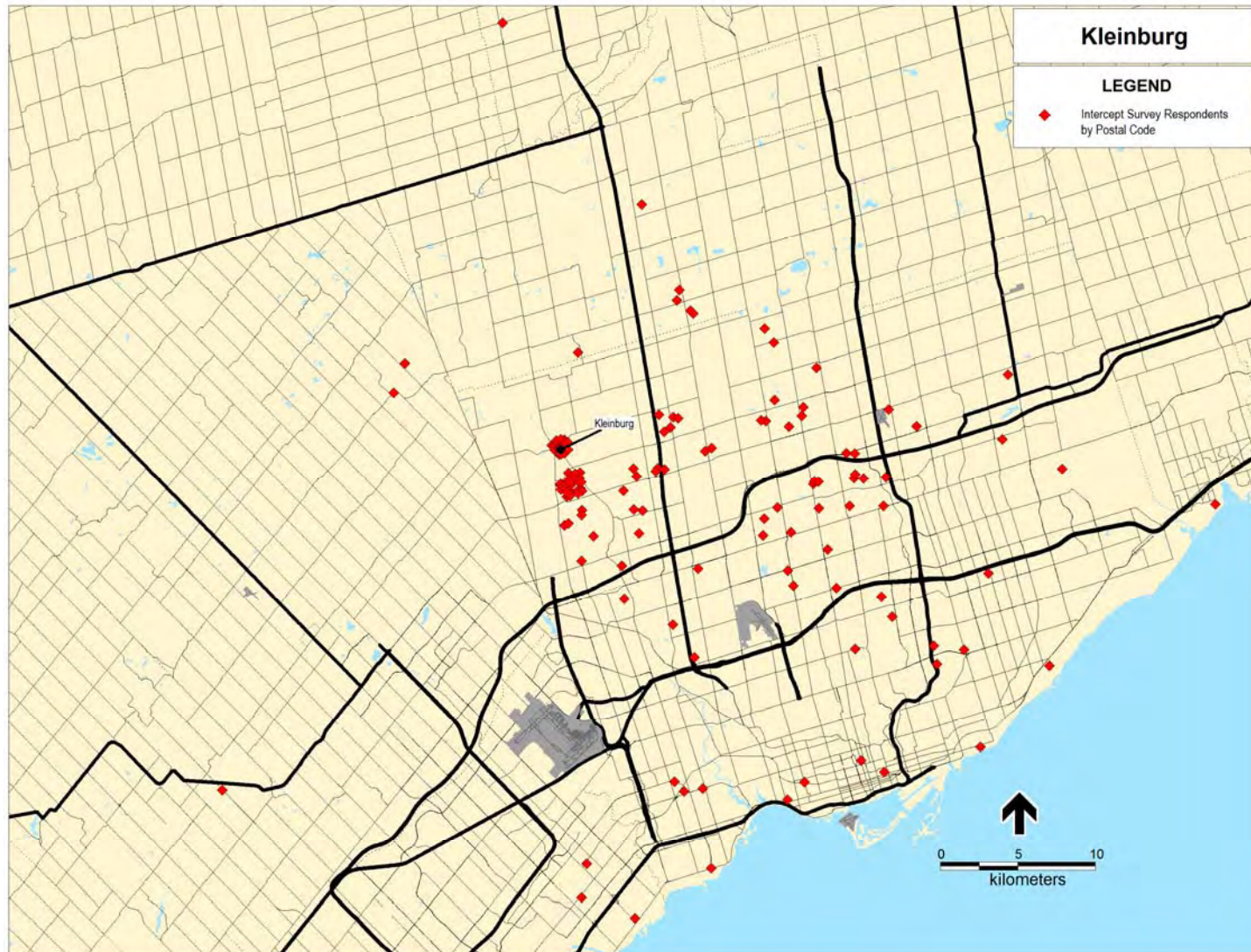
Source: UMC, Ontario Ministry of Transportation - MTO

Initial findings include the following:

- About 18% are local residents (west of Hwy 400 and on or near Rutherford Rd north to Vaughan border).
- There is a strong draw from rural areas to the north west and urban areas in the GTA.
- Note the vehicles near the airport that are likely associated with car rentals.

The intercept survey conducted in late August 2010 included 250 respondents on the street in Kleinburg. Several participants refused to give their postal code. Of the 225 who responded, the results indicated that approximately 18% of the visitors were local from postal code L0J 1C0, which is unique to the Kleinburg Village core including south to Major Mackenzie Drive and north to Treelawn Ave.

Intercept Survey Place of Origin



Source: UMC

Note the cluster of dots that are attributed to LOJ 1C0 but come from throughout Kleinburg.

York Region Bus Availability

York Region Bus Route 13 operates eight southbound and seven northbound trips in the Kleinburg area during the weekday. There is no weekend service to Kleinburg on Route 13. Embarkation and Disembarkation statistics include:

York Region Bus Route 13

Date	Embarkation	Disembarkation	Total
Sept 17, 2010	14	18	32
Sept 27, 2010	9	17	26
Nov 9, 2010	15	11	26
Average	13	15	28

Source: York Region Transit

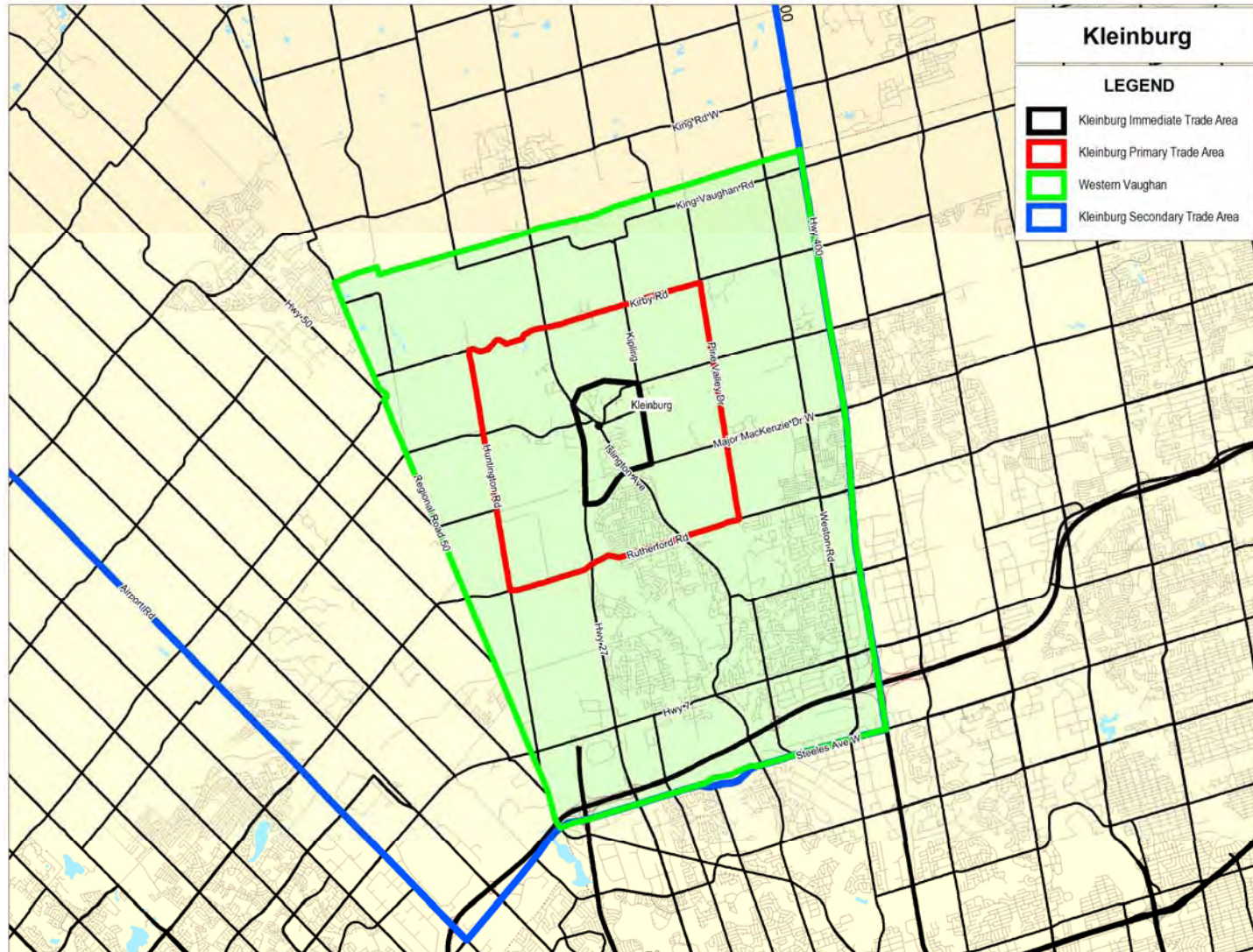
4.1 Local Visitor Trade Areas

Based on the preceding analysis, the following trade areas were determined to be the most relevant for local and visitor shopping in Kleinburg. These trade areas still represent only a fraction of the total draw for Kleinburg. Beyond these localized areas, visitors come from all over rural and urban areas in the Greater Toronto Area as well as from further afield.

- Kleinburg Village – residents from Islington Avenue and Hwy 27 (including the Treelawn Boulevard developments) to Major Mackenzie Drive and from Hwy 27 to Kipling Avenue.
- Primary Trade Area – Kirby Avenue to Rutherford Road and from Huntington Road to Pine Grove.
- Secondary Trade Area – Western Vaughan, west of Highway 400.
- Tertiary Trade Area – Highway 9 to Steeles Avenue and from Airport Road to Highway 400.

Note that the following analysis of each trade area is exclusive of the ones preceding it (i.e., the Primary Trade Area excludes the residents living in Kleinburg Village). Total trade area and Toronto CMA (Census Metropolitan Area) are included for benchmarking and comparison purposes.

Local Visitor Trade Areas



Source: UMC

4.2 Trade Area Socio-Economic Profile

A review of the salient findings of the socio-economic profile of the four trade areas associated with the Village of Kleinburg reveals the following information.

Population and Household Size

	Kleinburg	Primary Trade Area	Secondary Trade Area - Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Population estimate 2009	1,971	22,007	95,276	105,936	225,190	5,628,403
Annual population growth	3.4%	8.3%	4.2%	6.5%	6.5%	1.7%
Household estimate 2009	608	6,490	28,022	29,917	65,037	2,006,728
Annual household growth	6.1%	9.9%	5.6%	8.2%	7.2%	2.3%
Persons per household	3.29	3.37	3.38	3.53	3.45	2.78

Source: Statistics Canada, Environics estimate for 2009

- The population of Kleinburg is relatively small. There are approximately 2,000 residents living within the Village, from Major Mackenzie Drive to the intersection of Islington Avenue and Hwy 27.
- Within a 3.0 km square block radius of the Village, there are an additional 22,000 residents above the approximate 2,000 in the Village. This includes the subdivisions south of Major Mackenzie and the estate lots to the west, north, and east of the Village. This represents a sizeable population from which Kleinburg businesses can draw from; however, the additional 22,000 residents beyond the Village are separated by the natural growth boundary. As stated, there is a wide natural growth boundary of conservation area, parkland, and golf courses protecting the Village.
- The projected population growth for the Primary Trade Area from 2004 to 2009 is very high at 8.3% annually. Overall, the trade areas have grown at a high rate. High growth rates can make it difficult for planning to keep pace with the demands of consumers. Similar situations have occurred in Fort McMurray, Grande Prairie, and other communities.
- UMC's understanding is that there are a further 3,390 units being planned for Block 61 (a further 821 in Block 55 and 750 in Block 62). The North Kleinburg – Nashville Secondary Plan includes the accommodation of a further 6,400 persons and jobs. It is estimated that the total build out of the Primary Trade Area will be at least 40,000 residents.

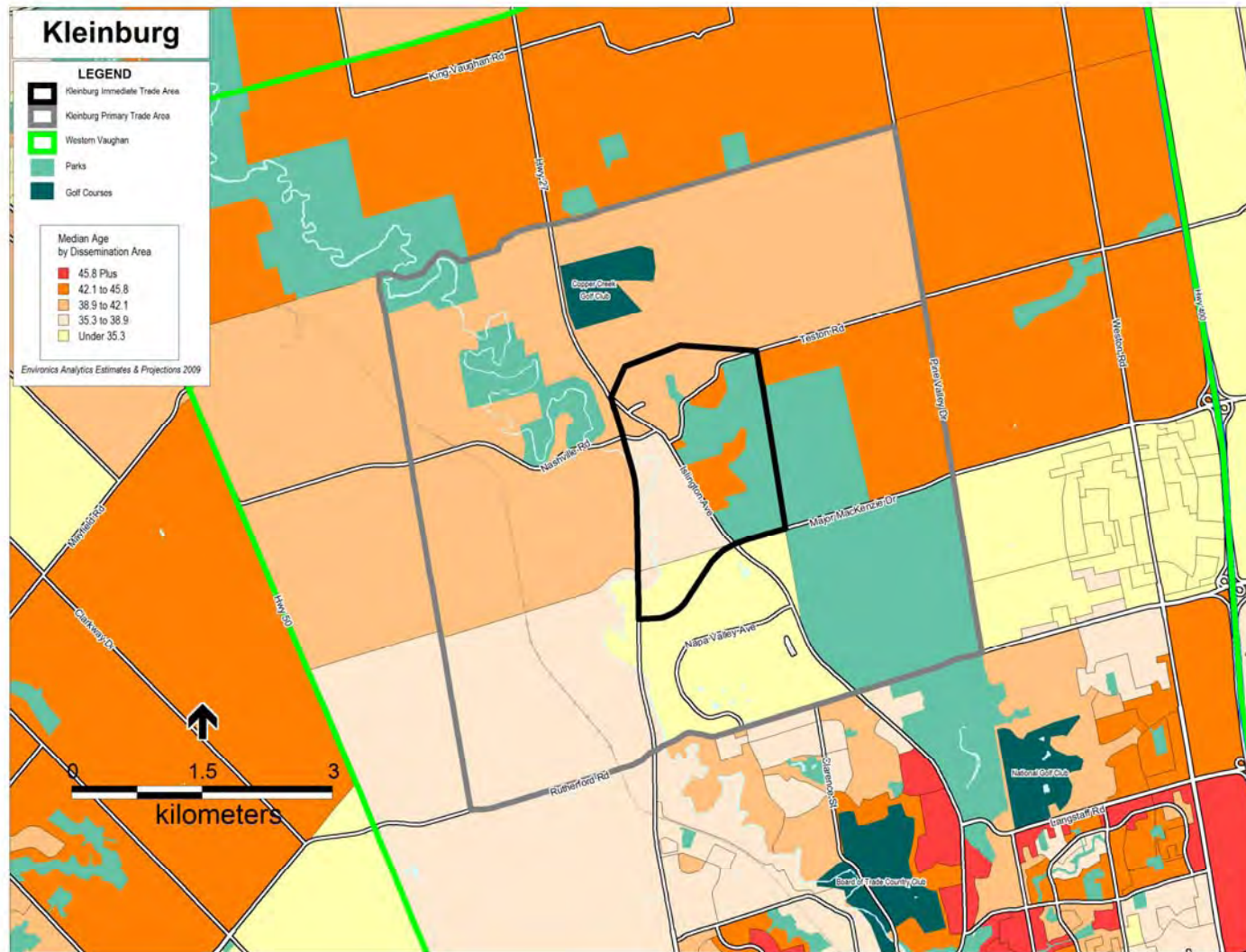
Age Profile

	Kleinburg	Primary Trade Area	Secondary Trade Area - Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
< 10	15.3%	18.0%	11.7%	14.3%	13.5%	10.9%
10 to 19	15.7%	12.7%	13.3%	15.3%	14.1%	12.8%
20 to 29	9.0%	10.2%	14.1%	13.6%	14.5%	14.8%
30 to 39	12.3%	22.1%	15.2%	15.5%	15.9%	15.4%
40 to 49	20.7%	16.3%	16.2%	16.8%	16.5%	16.4%
50 to 59	10.7%	8.8%	12.6%	11.6%	11.8%	13.0%
60 to 69	6.8%	6.5%	9.2%	7.7%	8.2%	8.2%
70 +	10.4%	5.2%	7.7%	5.5%	6.4%	8.4%
Median Age	38.6	34.5	36.8	34.7	35.9	37.5

Source: Statistics Canada, Environics estimate for 2009

- There are very high proportions of residents from 0 to 19 years of age in all trade areas. The proportion of children in the trade areas ranges from 25% to 31%. Kleinburg has the highest proportion of children (31%). The Village also has a higher than average proportion of seniors aged 70+. There are proportionately less 20- to 39-year-olds. Alternatively, the Primary and Secondary Trade Areas have higher than average 20- to 39-year-olds. This reflects new families moving into the Primary and Secondary Trade Area, and when they can afford it, they will relocate later to the Kleinburg Village area. After the under 19-year-old age cohort, those aged 40 to 49 are also a dominant age group in the Village.

Median Age



Source: Statistics Canada, Environics estimate for 2009

The surrounding population has a relatively young median age. The developments between Major Mackenzie Drive and Rutherford Road have very young families whereas to the north the age of families is slightly older reflecting the older age at which families are able to buy into these homes. The older subdivisions in Woodbridge have older-aged families that present a future opportunity when these soon-to-be empty nesters sell their homes to new families to repopulate the area again.

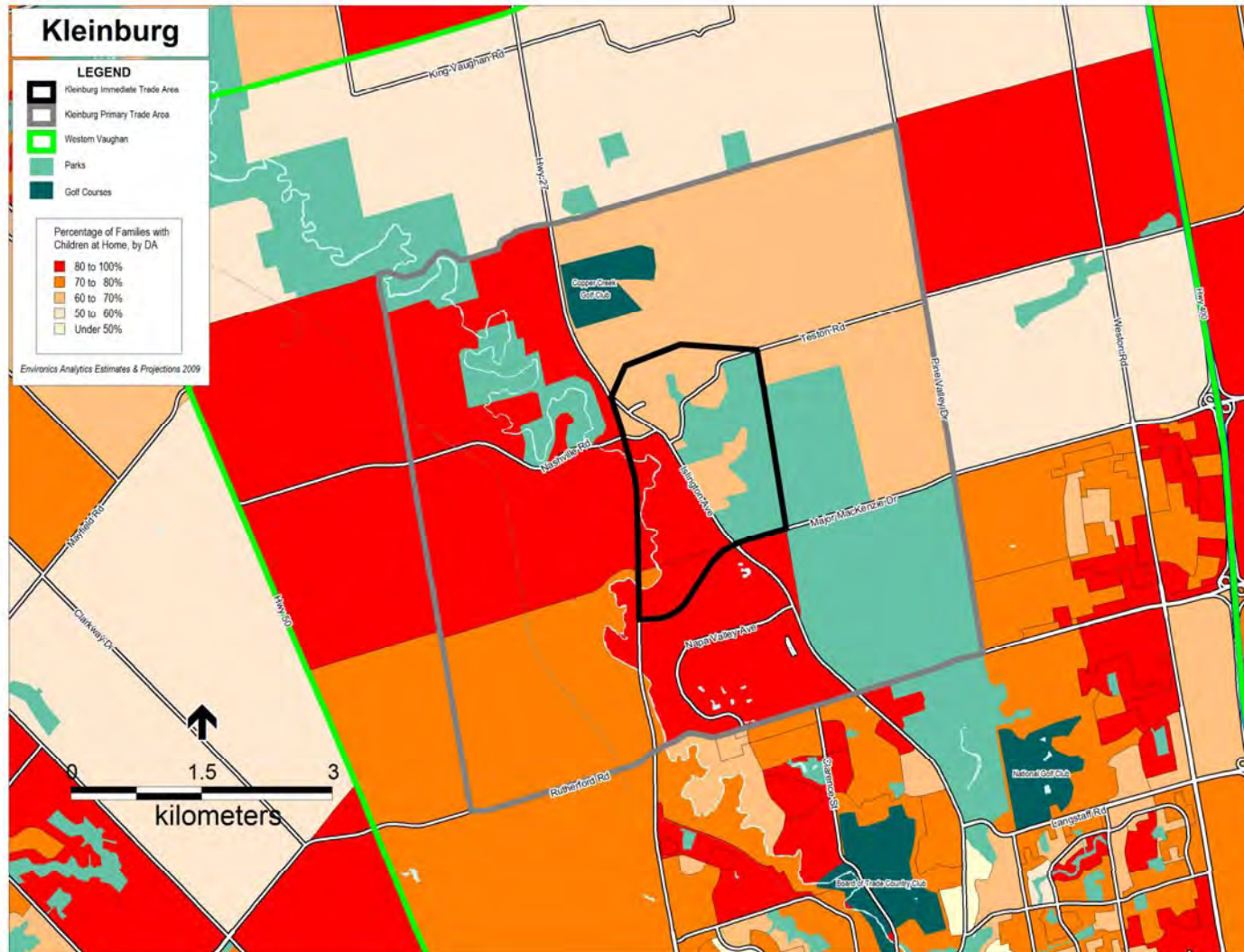
Household Size

	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Persons Per Household	3.29	3.37	3.38	3.53	3.45	2.78
1 Person	10.5%	7.0%	8.4%	8.5%	8.2%	22.6%
2 Persons	22.0%	20.1%	22.9%	21.7%	21.7%	27.0%
3 Persons	16.1%	24.8%	18.5%	17.8%	19.1%	17.9%
4 to 5 Persons	46.1%	45.3%	42.2%	40.7%	41.9%	27.3%
6+ Persons	5.4%	5.9%	8.1%	11.4%	9.1%	5.1%
Children at Home	70.7%	76.4%	74.0%	74.1%	74.2%	54.8%

Source: Statistics Canada, Environics estimate for 2009

- With the higher number of children in the trade areas, the result is that household sizes are large. The persons per household ranges from 3.3 to 3.5. The proportion of households that have children at home is approximately three-quarters throughout the trade areas. Kleinburg is a mix of a high proportion of families with larger families as well as older residents, many of whom are either single or two-person households.

Families with Children at Home



Source: Statistics Canada, Environics estimate for 2009

Overall, there are very high proportions of households with children living at home regardless of the median age profile.

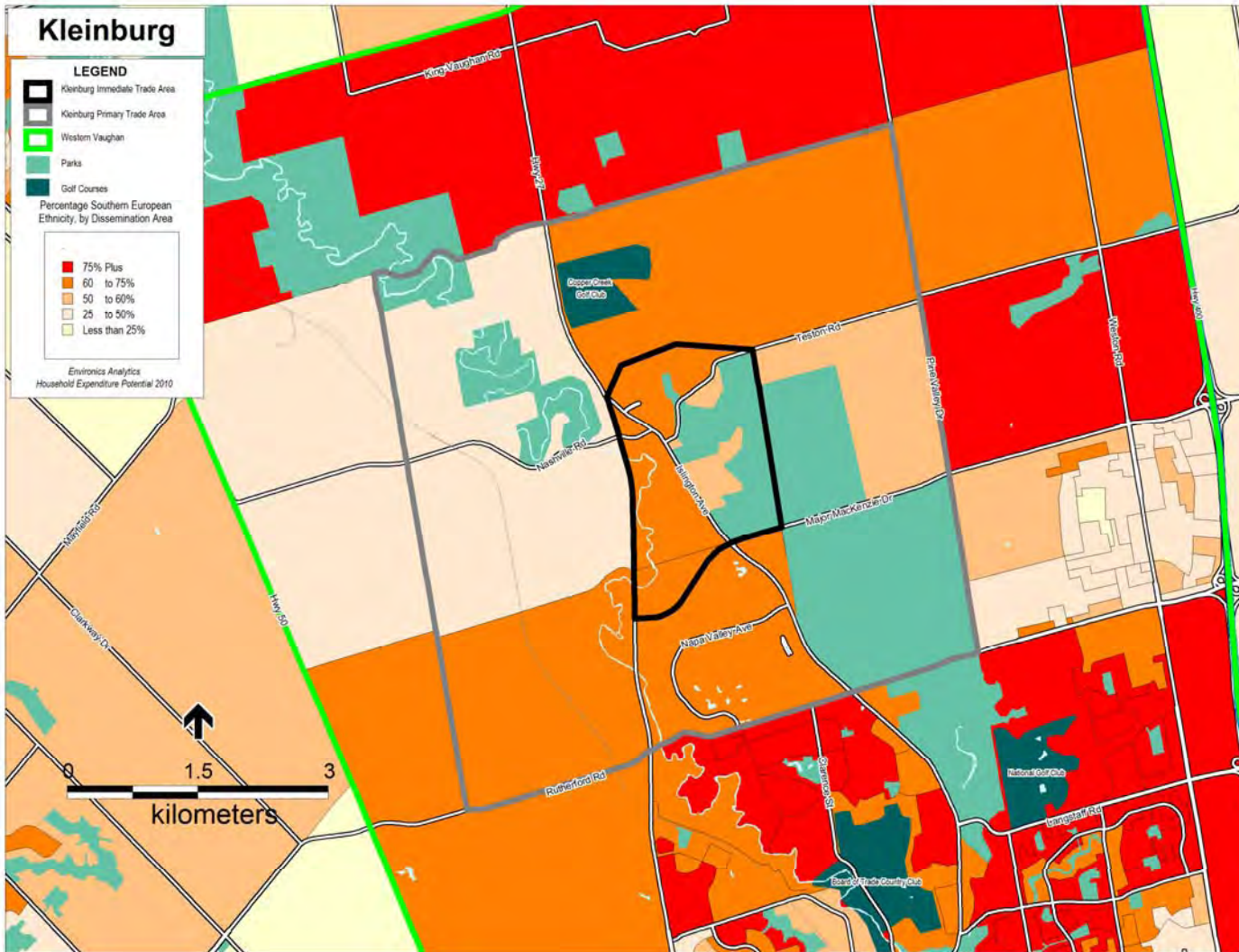
Ethnicity

	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Southern Europe	69%	68%	68%	30%	51%	19%
British	18%	10%	6%	26%	16%	26%
Canadian	11%	8%	5%	14%	10%	13%
Western Europe	9%	1%	0%	1%	1%	1%
French	3%	2%	2%	4%	3%	5%
East and South East Asian	3%	3%	7%	4%	5%	17%
Latin American/S. American	2%	5%	4%	6%	5%	8%
West Asian	2%	2%	2%	1%	2%	3%
Jewish	1%	1%	0%	0%	0%	3%
African	1%	1%	1%	2%	2%	3%
South Asian	1%	6%	9%	23%	15%	14%
Native North American	1%	0%	0%	1%	1%	1%
Northern Europe	0%	4%	3%	8%	5%	5%
Eastern Europe	0%	5%	5%	6%	6%	10%
Arab	0%	2%	2%	1%	2%	2%
Oceania	0%	0%	0%	0%	0%	0%

Source: Statistics Canada, Environics estimate for 2009

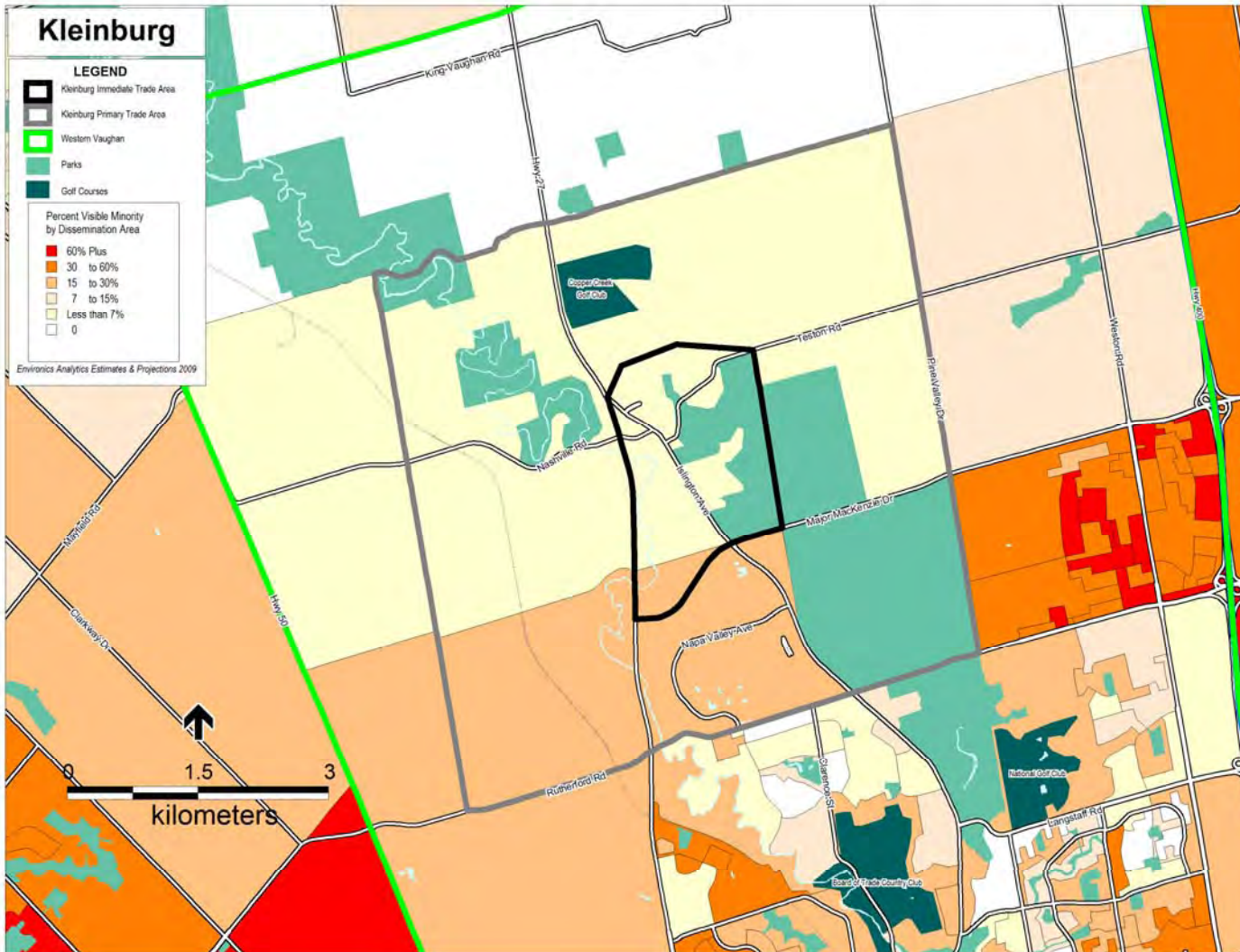
Within the Kleinburg Village, the Primary, and the Secondary Trade Areas, Southern European ethnicity comprises approximately two-thirds of the population. This is primarily residents of Italian descent. Beyond the Vaughan boundary and into the Tertiary Trade Area, Southern European ethnicities still dominate but there is a greater mix of British, Canadian, and South Asian ethnicities.

Southern European Ethnicity



Source: Statistics Canada, EnviroNics estimate for 2009

Visible Minority Ethnicity



Source: Statistics Canada, EnviroNics estimate for 2009

There are large pockets of residents who identify as Southern European throughout the Village and trade area. The Vellore neighbourhood is more characterized as having a higher visible minority population including residents of South Asian descent.

Marital Status (15 Years and Older)

	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Single, Never Married	22.6%	19.7%	26.3%	22.1%	23.6%	27.4%
Married, Common Law	67.4%	71.3%	64.3%	67.6%	66.6%	58.3%
Separated, Divorced, Widowed	10.0%	9.0%	9.4%	10.3%	9.7%	14.3%

Source: Statistics Canada, Environics estimate for 2009

The trade areas are relatively homogenous in that a very high proportion of residents (15 years of age and older) are married. There are relatively few common law partners. The Primary Trade Area has a higher than average proportion of married or common-law couples. In addition, a slightly higher proportion of residents are in their teenage years compared to the other trade areas.

Education Level (15 Years and Older)

Education Level	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Less than High School	20.4%	24.0%	27.5%	21.7%	24.4%	19.5%
High School Graduate	22.5%	24.7%	24.9%	27.9%	26.2%	25.5%
College, Certificate, Diploma	25.3%	26.7%	25.2%	26.8%	26.1%	22.3%
University or above	31.8%	24.7%	22.4%	23.7%	23.3%	32.7%

Source: Statistics Canada, Environics estimate for 2009

Higher education levels are more evident in Kleinburg Village. They are approximately equivalent to Toronto CMA. Beyond Kleinburg Village, the education levels among the residents (aged 15 years and over) is very similar.

Occupation (25 years and Older)

	Kleinburg	Primary Trade Area	Secondary Trade Area - Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Management, Business, Finance, Admin.	42.2%	37.8%	35.8%	33.4%	35.0%	32.5%
Science Related	7.5%	7.1%	6.0%	6.3%	6.2%	7.9%
Health Related	1.5%	2.2%	2.6%	3.2%	2.9%	4.3%
Government and Quasi Government	9.5%	7.7%	7.3%	6.4%	6.9%	8.1%
Arts, Culture, Recreation	2.1%	2.1%	2.0%	1.8%	1.9%	3.7%
Sales and Service	19.2%	20.6%	22.5%	18.7%	20.6%	22.0%
Trade and Transport	10.0%	15.2%	15.8%	17.1%	16.3%	11.8%
Primary Industries	2.3%	1.3%	0.9%	2.2%	1.6%	0.9%
Manufacturing, Utilities	1.4%	4.6%	6.3%	9.1%	7.4%	6.9%
Other	4.3%	1.4%	0.8%	1.8%	1.2%	1.9%
Labour Force Participation	78.9%	73.7%	76.5%	72.1%	74.2%	68.9%

Source: Statistics Canada, Environics estimate for 2009

A very high proportion of employed persons in Kleinburg Village have occupations associated with management, business, finance, or administration. There is a high proportion of government and quasi government-type occupations as well. The health-related occupations are relatively low in comparison to Toronto CMA. This may be due to the lack of hospitals in the Vaughan area, but the new hospital development will begin to drive demand for housing from health professionals. Equally, the City's focus on arts and culture should push the proportion of workers in these professions higher and more on par with elsewhere in the CMA.

A review of the Employment Study (Hemson 2009) indicates that a high proportion of Vaughan residents commute out of the City for professional-related employment occupations that include finance, insurance, health, education, professionals, and scientific and technical experts. The result is that Kleinburg Village and Primary Trade Area residents often have to commute longer distances thus affecting their consumption behaviours. These resident types will prefer to shop at places that have non-regular hours such as evening and weekends (including Sunday) and be more inclined to one-stop shopping efficiencies.

Household Income

	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
< \$20,000	3.8%	9.3%	9.0%	7.2%	8.1%	14.4%
\$20,000 to \$39,999	4.8%	12.8%	12.2%	9.5%	10.9%	17.5%
\$40,000 to \$59,999	6.1%	13.5%	13.5%	12.4%	12.9%	16.3%
\$60,000 to \$79,999	5.4%	11.2%	12.3%	12.8%	12.4%	13.4%
\$80,000 to \$99,999	10.9%	10.4%	10.3%	15.4%	12.6%	9.5%
\$100,000 +	68.9%	42.8%	42.7%	42.6%	42.9%	28.8%
Average Household Income	\$296,249	\$126,441	\$136,000	\$126,430	\$129,869	\$100,048
Median Household Income	\$109,150	\$85,327	\$85,597	\$90,770	\$88,510	\$62,466
Real Annual Household Income Growth	2.0%	2.7%	1.8%	0.7%	1.4%	1.4%

Source: Statistics Canada, Environics estimate for 2009

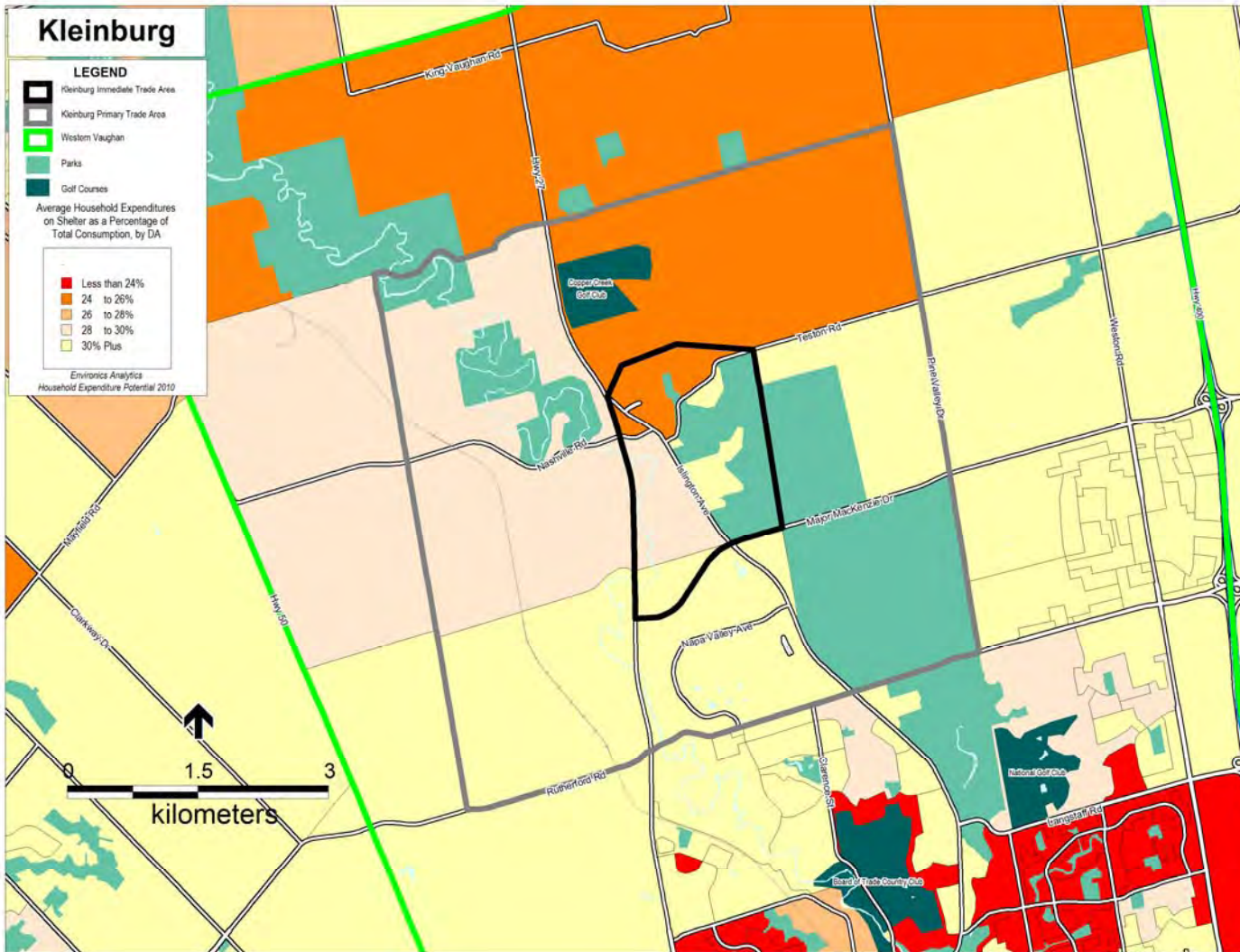
Household incomes within the trade areas are higher than the Toronto CMA average. Most are 25% to 30% higher. However, in Kleinburg Village the average household income is approximately three times greater than in Toronto CMA. Average household income is approximately \$300,000 in Kleinburg Village. However, the absolute number of these households is relatively small.

Real household income growth (excluding inflation) is estimated to have grown by 2.0% annually to 2009 in Kleinburg Village.

It is important to note that some newer developments such as those south of Teston Road and west of Highway 400 have not been accounted for in this specific analysis.

North of Major Mackenzie Drive, average household income is very high. In addition, south of Rutherford Road, there are ample pockets of high-income neighbourhoods. Between Major Mackenzie Drive and Rutherford Road, average household incomes are higher than average but not as high as elsewhere. Furthermore, households in this section are the most stretched in terms of paying a higher proportion of their consumption on shelter costs (mortgage, rent, property taxes, and utilities).

Shelter Costs as a Percent of Total Consumption (note - lighter shaded areas have higher proportions and are a concern)



Source: Statistics Canada, EnviroNics estimate for 2009

It is interesting to note the low shelter costs associated with households in Woodbridge. These more established homes with older residents have paid down a high proportion of their mortgages. The higher-income households coupled with lower shelter costs means that these residents have additional funds to spend on non-essentials such as eating out, luxury items, or services such as travel or beauty.

Average Household Expenditure

The following analysis illustrates key annual household expenditures for the four trade areas as compared to Toronto CMA. These are reflective of the overall high household incomes but are also influenced by household size, family structure, and age profile, among other factors.

Average Household Expenditure

	Kleinburg	Primary Trade Area	Secondary Trade Area – Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Retail Merchandise						
Furniture	\$2,592	\$1,368	\$1,137	\$1,228	\$1,216	\$951
Rugs, Window Treatments, and Textiles	\$786	\$401	\$393	\$431	\$416	\$397
Art and Antiques	\$547	\$243	\$169	\$187	\$188	\$177
Appliances	\$2,015	\$1,057	\$900	\$1,112	\$1,028	\$694
Home Furnishings	\$523	\$244	\$218	\$244	\$235	\$181
Home Equipment						
Home Entertainment	\$1,760	\$763	\$761	\$821	\$800	\$646
Women’s Clothing and Accessories	\$5,332	\$2,022	\$2,329	\$2,193	\$2,260	\$1,713
Men’s Clothing and Accessories	\$3,467	\$1,359	\$1,513	\$1,289	\$1,406	\$1,130
Children’s Clothing and Accessories	\$1,196	\$700	\$668	\$630	\$657	\$451
Clothing Materials, Yarns	\$258	\$87	\$54	\$99	\$353	\$53
Pet Supplies	\$670	\$389	\$345	\$350	\$355	\$245
Garden Equipment Supplies	\$892	\$347	\$314	\$367	\$348	\$223
Sporting Goods	\$694	\$332	\$255	\$340	\$308	\$212
Toys	\$259	\$228	\$171	\$178	\$181	\$147
Electronic Games	\$227	\$107	\$91	\$107	\$101	\$89
Hobby Supplies	\$104	\$74	\$56	\$64	\$62	\$55

Average Household Expenditure

	Kleinburg	Primary Trade Area	Secondary Trade Area - Western Vaughan	Tertiary Trade Area	Total Trade Area	Toronto CMA
Computer Equipment	\$1,488	\$683	\$634	\$649	\$654	\$521
Photographic Equipment	\$723	\$416	\$322	\$362	\$354	\$278
Reading Materials	\$1,281	\$497	\$521	\$506	\$518	\$425
Convenience Goods						
Food from Stores, Household Supplies	\$19,198	\$9,579	\$10,788	\$9,580	\$10,158	\$8,272
Health and Personal Care Supplies	\$2,627	\$1,388	\$1,498	\$1,294	\$1,398	\$1,178
Alcohol Purchased from Stores	\$2,104	\$803	\$837	\$877	\$864	\$663
Food Services						
Food from Restaurants	\$5,812	\$2,395	\$3,546	\$2,458	\$2,518	\$2,314
Alcohol Served from Premises	\$898	\$363	\$418	\$286	\$353	\$322
Services						
Personal Care Services	\$2,016	\$830	\$932	\$829	\$882	\$649
Dry Cleaning	\$617	\$180	\$207	\$164	\$187	\$145
Packaged Travel	\$2,324	\$1,134	\$842	\$918	\$920	\$574
Movies	\$481	\$226	\$258	\$224	\$240	\$189
Other						
Shelter	\$51,398	\$25,192	\$22,579	\$24,303	\$23,923	\$19,994
Charities - Money	\$6,977	\$4,807	\$2,738	\$2,871	\$1,351	\$1,946

Source: Statistics Canada, Environics estimate for 2009

As indicated, the average household income in Kleinburg Village is approximately three times greater than Toronto CMA's average, and the surrounding trade areas also have higher than average household incomes albeit with larger household sizes and high overall shelter costs.

A review of annual household expenditures indexed to Toronto CMA reveals those retail categories that households spend a **very high** percentage of their budget on, a **high** percentage, and an **average** amount on. This analysis has been done for both Kleinburg Village and the Primary Trade Area.

Note that in both Kleinburg Village and the Primary Trade Area, household expenditures in absolute terms are higher than Toronto CMA in all instances.

Kleinburg Village Household Expenditure Analysis

Spend a Very High Percentage on	Spend a High Percentage on	Spend an Average Percentage on
Clothing materials, notions, yarn	Computer equipment	Photographic supplies
Dry Cleaning	Alcohol served	Shelter
Packaged travel	Pet supplies	Electronic games
Garden equipment	Furniture	Movies
Charities	Home entertainment	Restaurants
Sporting goods	Children’s clothing	Food from stores
Alcohol purchased		Health care supplies
Women’s clothing		Rugs, window treatments, textiles
Personal care services		Hobby
Art and antiques		Toys
Men’s clothing		
Reading materials		
Appliances		
Home furnishings		

Primary Trade Area Household Expenditure Analysis

Spend a Very High Percentage on	Spend a High Percentage on	Spend an Average Percentage on
Charities	Photographic supplies	Shelter
Packaged travel	Furniture	Dry cleaning
Clothing materials, notions, yarn	Arts and antiques	Alcohol purchased
Pet supplies	Home furnishings	Men’s clothing
Sporting goods	Hobby	Electronic games
Garden equipment	Computer equipment	Movies
Children’s clothing	Personal care services	Home entertainment
Toys		Women’s clothing
Appliances		Health care supplies
		Reading materials
		Food from stores
		Alcohol served
		Restaurants
		Rugs, window treatments

Source: Statistics Canada, Environics estimate for 2009

Commonalities in retail category spending between Kleinburg Village and the Primary Trade Area include high proportionate spending on:

- Clothing material, notions, and yarn
- Garden equipment
- Sporting goods
- Packaged travel
- Charities

Kleinburg Village residents are interested in purchasing products and services associated with looking and feeling good. Products such as women’s and men’s clothing, dry cleaning, art, antiques, personal care services, and packaged travel reinforce this idea. Households also spend a high proportion on family and children-related expenses such as pet supplies, children’s clothing, and photographic supplies.

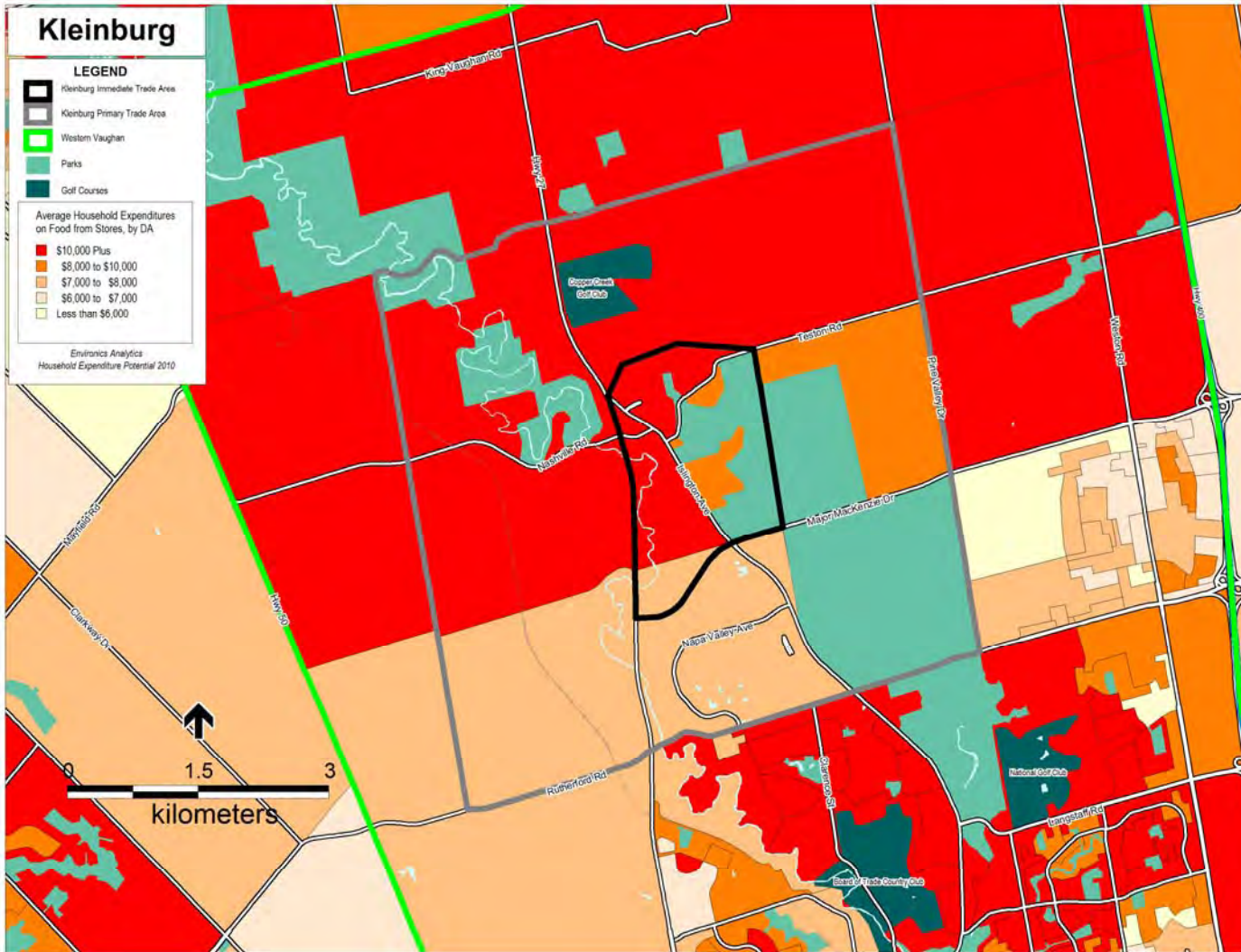
Primary Trade Area residents are interested in purchasing products and services associated with raising their children. High proportionate spending on products and services such as children’s clothing, toys, sporting goods, and pet supplies reinforce this idea. Expenditures on women’s and men’s clothing are lower on the list of priorities (albeit households do spend a high average amount in comparison to Toronto CMA).

Although much higher than elsewhere in Toronto CMA, neither trade area spends exceptionally high amounts on restaurants.

Those businesses that are missing in Kleinburg and may possibly have an opportunity include clothing material, notions, yarn, dry cleaning, small garden equipment store, sporting goods, alcohol store (not LCBO or Beer Store but a smaller wine store), men’s clothing, reading materials, pet supplies, children’s clothing, and toys.

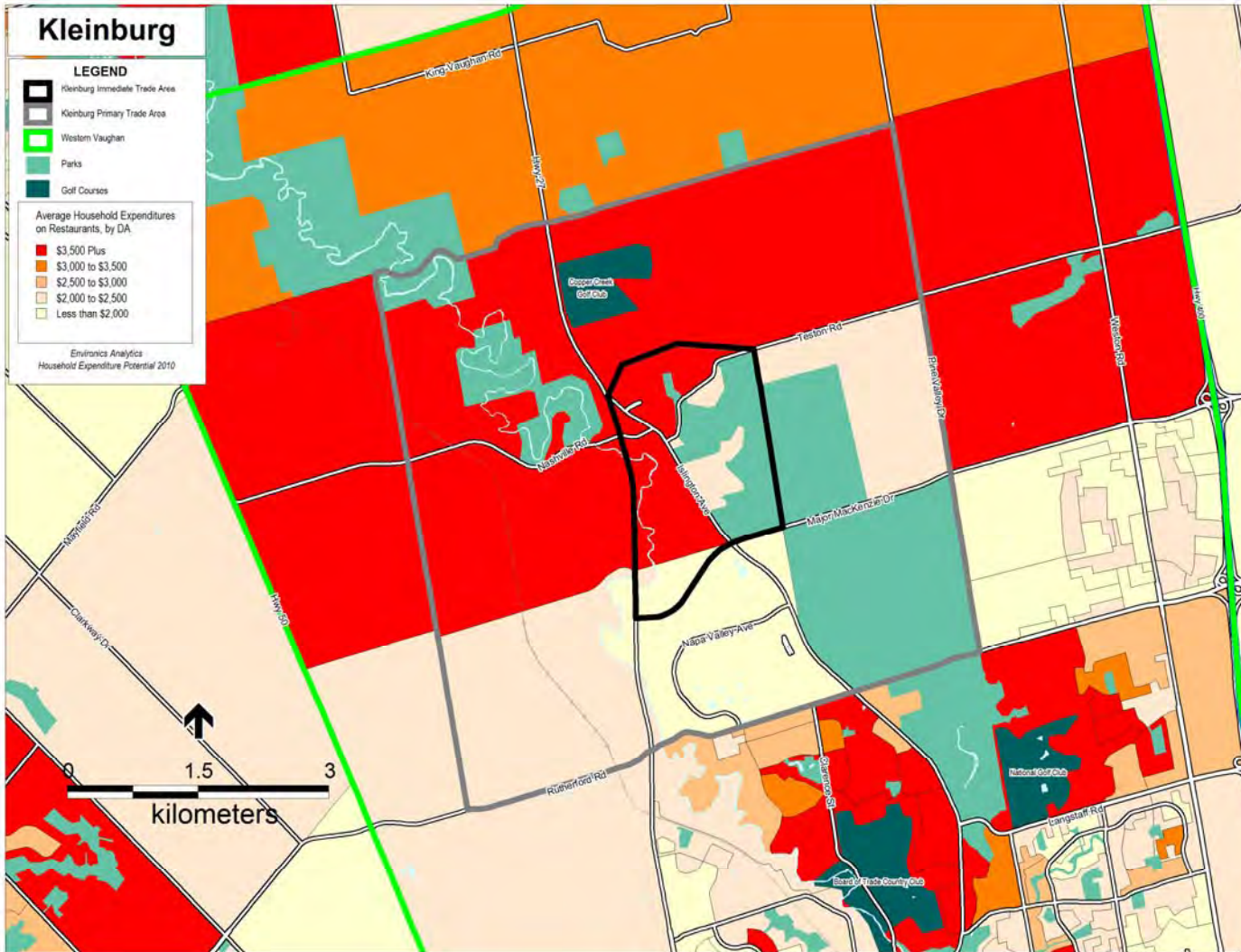
A final observation is that both trade areas are very giving and charitable. Compared to Toronto CMA, Primary Trade Area residents spend a very high proportion of their consumption budget on charities. Equally, Kleinburg Village households apportion a very high percentage toward monetary charity donations. This is also evident in the success of events such as the Binder Twine Festival, the work that went toward redeveloping Kleinburg Public School, and the proposed improvements to Binder Twine Park.

Average Household Expenditure at Food from Stores



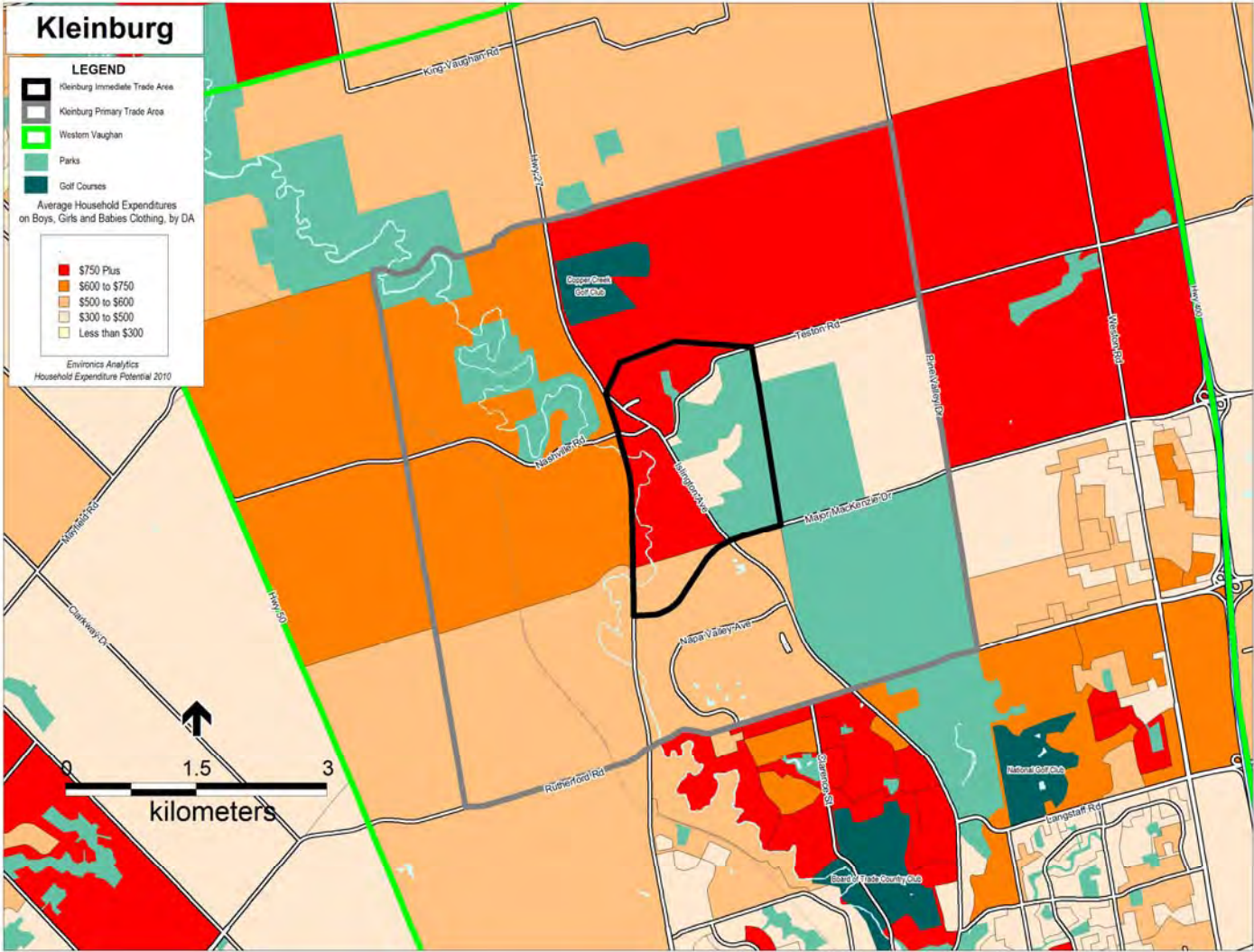
Source: Statistics Canada, Environics estimate for 2009

Average Household Expenditure at Food from Restaurants



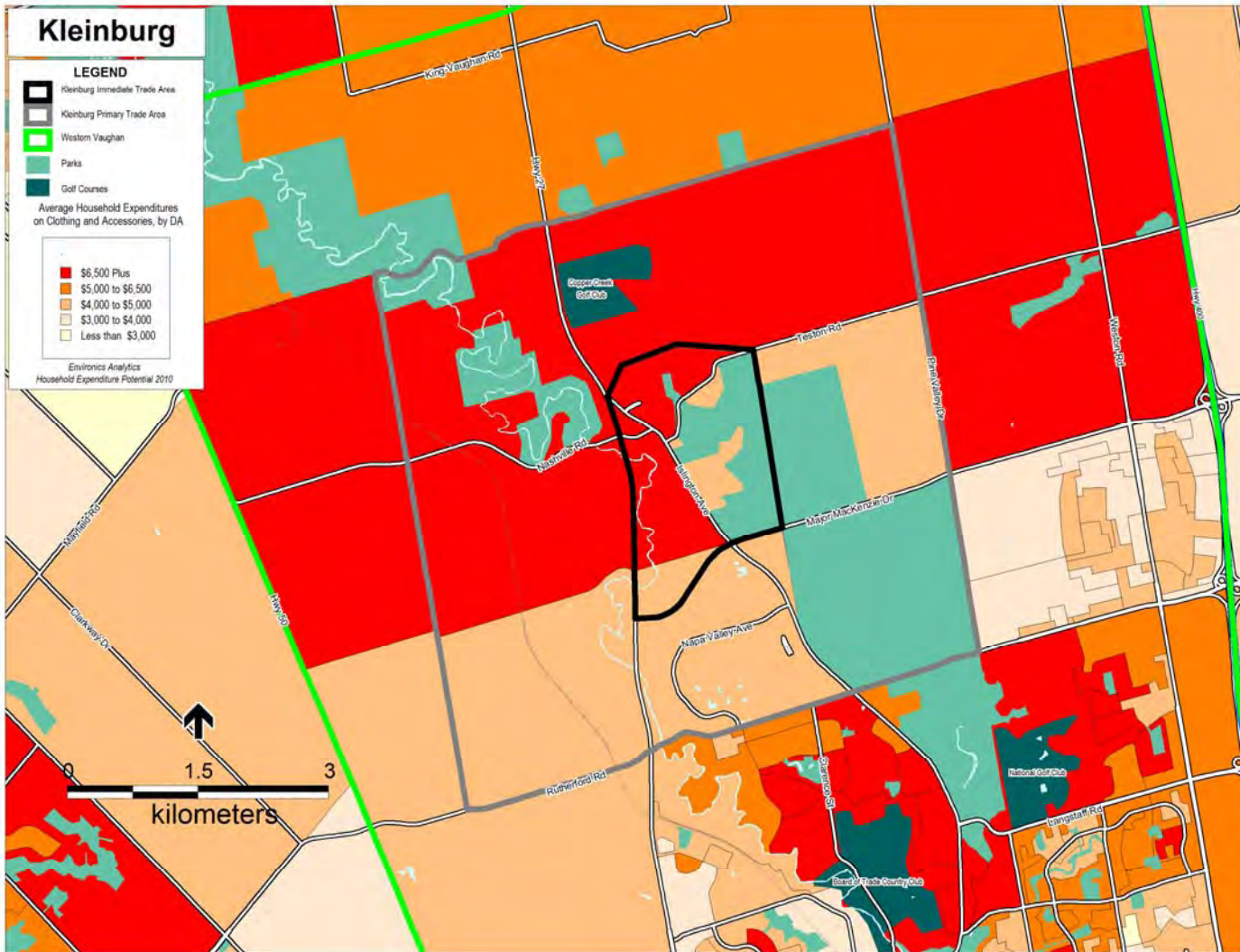
Source: Statistics Canada, Environics estimate for 2009

Average Household Expenditure on Boys, Girls, and Babies Clothing



Source: Statistics Canada, Environics estimate for 2009

Average Household Expenditure on Clothing and Accessories



Source: Statistics Canada, Environics estimate for 2009

Summary

Salient findings and implications for business and retail development opportunities include the following:

- The Kleinburg Village area of approximately 2,000 residents is a small residential area somewhat isolated due to a natural growth boundary from a further mix of subdivision and estate housing of 22,000 (that is still growing by a further 15,000 to the north, west, and east by approximately 2031 in the Primary Trade Area and a small section that bleeds into the Secondary Trade Area).
- The small local Village population makes it very difficult to develop the critical mass of residents to support a significant amount of neighbourhood-serving retail (e.g., grocery store, larger pharmacy, specialty food store, alcohol store). Further developments will contribute marginally to the success of local retail. The small pocket of very high household incomes and small population makes it difficult to develop products and services geared to this target market.
- The very high local household incomes should be carefully assessed as the competitive arena where the households can spend their budgets is very broad including malls, Downtown Toronto, as well as international cities that are well beyond the Greater Toronto Area such as New York, Paris, London, Milan, and Rome, among other destinations.
- A very high proportion of children live in all the trade areas, including Kleinburg. Primary Trade Area households devote a very high proportion of their budget assuring their children's needs are met. This is also very true of Kleinburg households, but they also spend a very high proportion of their consumption budget on looking and feeling good.
- Commonalities exist in spending on sporting goods, gardening equipment, packaged travel, and clothing materials, notions, and yarn. Both household groups are very giving to charities and have community spirit.
- There is a noticeable lack of Kleinburg residents in the 20- to 39-year-old age range. The higher home price limits the entry of young families into the area. The Primary Trade Area has a high proportion of 20- to 39-year-olds but the moderately high housing costs means that these households have less disposable income than households elsewhere in Toronto CMA. However, this age range spend the highest amount on family formation purchases (home furnishings, professional clothing for work, etc.).
- The growing age profile of the children of the families in Kleinburg Village and the Primary Trade Area mean there will be growing pressure to provide goods and services for these teenagers.

4.3 Regional Visitor Market

As stated, the geographic point at which a resident is no longer considered a local resident visiting Kleinburg and when they become classified as a Regional Visitor or a tourist is very fluid (note the term tourist is not a strict definition according to the province). Residents in Bolton or Nobleton may feel that having a meal in Kleinburg is not a tourism activity, but a visitor from Toronto travelling for the afternoon to visit the McMichael and having an afternoon patio snack would. Understanding the regional visitor market and Kleinburg's role in it is integral to the overall Vaughan Economic Development Strategy.

York Region Tourism

Starting in 2010, York Region planned a range of marketing and promotional initiatives in coordination with the tourism industry to attract more visitors. Another aim is to encourage tourism industry stakeholders to work together to develop new products, tour packages, and visitor services.

The most recent data indicates that 2.87 million visitors spent \$335 million on tourism activities in 2007 in York Region. Seventy percent (two million) of the visits were same-day excursions and approximately 852,000 were overnight visitors. Ninety percent were from Ontario. Metro Toronto accounted for 21% of the overnight visitors and 26% of the same-day visitors.

Reasons for overnight stays include:

Visiting friends and relatives	471,000 visits
Pleasure	229,000 visits
Business travel	78,000 visits

RTO 6

Regional Tourism Organization 6 is one of thirteen tourism districts in Ontario set up by the government to develop regional based marketing programs around tourism. The area includes Durham Region, York Region, and Hills of the Headwater. A transition team has been struck with a board (www.rto6transition.ca). The process began in early 2010 and has guaranteed funding for two years. RTO6 began with early radio spots boosting awareness of the different area attractions.

Kleinburg Regional Visitation

The lack of overnight accommodation in the area (except for the Kleinburg Inn) means it is difficult to assess the size and nature of the tourism market.

During the intercept survey conducted in August 2010, approximately half of the respondents on the street identified themselves as a visitor from elsewhere, either in the GTA or further afield.

The following salient features of the tourism market are identified.

McMichael

McMichael indicated that attendance has varied from approximately 100,000 to 160,000. The continuing lack of cross-border visitation has affected the operating performance. Of the approximate 120,000 visitors, one-third is school-aged children. The gallery is open year-round, hosting events and offering programming to extend the appeal. Ultimately, visitation is dependent upon the quality and appeal of the programming and exhibits.

McMichael indicated that their outside grounds score just as highly as the art collection in terms of why visitors come and their overall experience. Current projects include the addition of an outdoor sculpture garden, improved outdoor space, and walking trails both to Islington Avenue and to the Humber River trail system. Improved connectivity is a strong theme that will allow better flow of pedestrians to stay longer and make the visit a worthwhile trip.

Kleinburg Village benefits extensively from their annual marketing budget (that includes salaried staff) that McMichael spends. The national exposure of the art gallery/museum to a cross-section of visitors and Canadians has helped Village retailers that would not exist in many other smaller Canadian towns.

Kortright Centre

While not connected to the Humber Trail system, the relative proximity of this leader in sustainable practices attracts over 125,000 visitors including school-aged children (approximately 75,000), weddings, corporate events, and other community-related events (e.g., Halloween, Maple Syrup Run, Dog Sled Race, among others). The marketing budget is smaller than other venues. At \$25,000, the organization finds it difficult to effectively market to the broad range of target markets and relies heavily on word-of-mouth. The Kortright Centre recognizes the need to improve its image continually, as it is often perceived as geared to younger children rather than an educational and learning facility centred on sustainability.

Plans include improvements such as programmed events that may include music and theatre in the park, an urban farm that would be used in the cafe, and a farmers' market. Other ideas include adding zip lines and a tree top canopy walk that will potentially improve connectivity with other trails in the area.

While the centre is not 100% connected to the Humber Trail system and the Boyd Conservation Area, there may be opportunities in the future. Difficulties include the need to protect the sensitive plants and security at the many buildings on the site.

Pierre Berton Discovery Centre

The City of Vaughan has purchased the former United Church on Islington Avenue for the purposes of developing the Pierre Berton Discovery Centre. The centre would include the church building along with an approximate 8,000 sq. ft. interactive experience centred on Pierre Berton’s life, memorabilia, as well as changing exhibits that keep it fresh and exciting.

The church building may be used by the Discovery Centre or may be open to the community for events.

Kline House

The City of Vaughan rents the property from the Royal Bank and allows community groups to use the facility. Inside there are photographs, maps, and artefacts from Kleinburg’s past.

Walking Tours

KARA organizes walking tours for visitors to Kleinburg. There is also a self-guided walking tour of places of historical significance including buildings, cemeteries, and former buildings.

St. Padre Pio Church

The relatively new church will house six relics of St. Padre Pio. The church is open to the public Monday to Friday and Saturday and Sunday during mass. The 1,000-seat church with 400 parking spots has already garnered the support of 3,000 local families. The anticipation is that visitors will be coming by buses and organized tours to visit the relics. The church is very open to any cross-promotional ideas (e.g., coupons, business directories, tours with McMichael, etc.) There is no sense of the size or nature of the tourism visitation for the church and the relics.

Canada Dry Site

The southeast corner of Nashville Road and Highway 27 was the site of Canada Dry water source.

Lester B. Pearson

The former Prime Minister lived in Kleinburg and there is a memorial to him in the cemetery on Nashville Road.

Hill Academy and Learning Institutions

The students of the highly respected sporting school reside in Kleinburg. In addition, Kleinburg is home to Kleinburg Public School, Montessori School, the French elementary school Ecole La Fontaine, and Kleinburg Christian Academy.

Humber River Trails

There are extensive walking and biking trails throughout the Kleinburg area that link back to the Village Mainstreet area. There is the Norman Foster recreational area. KARA has funded tree-planting initiatives near Treelawn Boulevard and near Major Mackenzie Drive, identified as New Forests.

Binder Twine Festival

The annual festival on the Saturday after Labour Day attracts approximately 20,000 visitors for the one-day event that includes arts and crafts, a parade, watermelon spitting contests, and the competition and crowning of the annual Binder Twine Queen.

Other Events and Activities

Other events such as the fireworks during May 24th Weekend, Canada Day, and the Tree Lighting Ceremony are good community-focused events. Other events have been tried with mixed results such as an Arts Festival, Spring Fling, and Pumpkin Fest, among others.

Copper Creek Golf Course north of the commercial area is a draw for the area.

Bridal Photography

Kleinburg is a popular location for bridal parties to take engagement and wedding photographs. The historic homes and buildings make attractive backdrops, as does the Doctor's House Chapel.

Doctor's House

This banquet facility attracts wedding parties and corporate events. There are programmed events such as jazz music concerts. There are plans to develop an 80-room hotel at the property. Vaughan overall has a high proportion of banquet facilities in the area.

Other Activities in Vaughan

According to the 2005 Vaughan Tourism Strategy, there were an estimated 3.4 million visitors to Canada's Wonderland. Recent interviews with Ivanhoe Cambridge indicate that Vaughan Mills draws extensively throughout Ontario to achieve approximately 14 million visitors and sales of \$600/sq. ft. In addition, there are three wineries. Black Creek Pioneer Village is an educational place for families and school children nearby to Vaughan.

Salient findings from the intercept survey that focused on those visitors to Kleinburg:

- Composition of pedestrian traffic – 50% of those intercept respondents were considered visitors from outside the local area.
- Age profile – 26% are 20 to 29 years of age. A further 26% were over 50 years of age.
- Reasons for visiting – 33% meeting people, 31% eating and drinking, 27% passing through, 17% McMichael. Only 9% shopped.
- Visitation – one-third visit two to six times per year and a further one-third visit once a year.
- Length of visitation – varied, but 27% spend three hours or longer. Most visits are relatively short.
- Marketing – 45% do not recall looking up or seeing marketing for Kleinburg; 29% came because a friend referred them.
- Top five importance and ranking of shopping factors (Mean Scores – Scale of 1 to 10).

Importance and Rating for Visitors to Kleinburg

Factor	Importance	Kleinburg Rating	Difference
Quality of stores	9.21	7.83	-1.38
Excellent service	8.98	8.03	-0.95
Cleanliness and overall appearance	8.97	8.45	-0.53
Overall atmosphere	8.73	8.19	-0.54
Selection of stores	8.72	6.58	-2.14

Note that price of goods, parking, and open extended hours were rated high in importance, but not as high as the following four factors:

- The selection of stores is the biggest threat to Kleinburg followed by the quality of the stores. The other factors can be tweaked over time.
- Overall, Kleinburg visitors gave good ratings to streetscaping and overall atmosphere. Shopping was rated 7.84 on a scale of 1 to 10.
- Improvements – more stores and selection, longer hours, improved parking, greater variety of restaurants, and food and beverage retailer operations.
- Most visitors would use words to describe Kleinburg shopping as small, cozy, relaxing, calm, peaceful, and quiet. Some are more negative including boring, plain, tired, ok, average, and mediocre. Some used terms such as unique, different, nice, lovely, and pleasant. Some refer to the heritage and use terms such as old, rustic, and heritage. A small proportion use the terms pricey and expensive.

4.4 Consumer Survey – General Overview

Background and Methodology

To understand the consumer dynamics and retail potential, 250 intercept surveys were conducted in the Kleinburg Mainstreet area in late August 2010. The license plate surveys gathered earlier in the month complemented these surveys. Together, these surveys helped to define the trade areas for both locals and regional visitors/tourists.

Based on the trade area analysis, a telephone survey was conducted of 400 residents in the overall trade area for local residents. This included both ‘Visitors’ (visited Kleinburg within the past three months) and ‘Non-Visitors’ (have not visited Kleinburg within the past three months). Note that visitation excluded the popular Binder Twine Festival held in early September.

These surveys were undertaken as part of the research required to understand the consumer market. The telephone survey examines the behaviour of a wider cross-section that includes Kleinburg, Nashville, Woodbridge, Bolton, Nobleton, Schomberg, Cedar Mills, and Caledon East residents. The intercept survey examines the behaviour of those who visit Kleinburg frequently.

The following tables summarize results for the following:

- Intercept total – summary of all 250 respondents regardless of their home.
- Intercept local – those respondents primarily living in Western Vaughan including Kleinburg, Nashville, and Woodbridge.
- Intercept visitor – those respondents outside of Vaughan including Toronto, Markham, other York and Peel Region, etc.
- Telephone visitor – those respondents who live in the area defined by Highway 9 to Steeles Avenue and Airport Road to Highway 400 including Western Vaughan and the rural areas, towns, and cities to the north west (e.g., Bolton, Caledon East, Schomberg, Nobleton) and have visited Kleinburg in the past three months (excluding Binder Twine Festival).
- Telephone non-visitor – those respondents who live in the area defined by Highway 9 to Steeles Avenue and Airport Road to Highway 400 including Western Vaughan and the rural areas, towns, and cities to the north west (e.g., Bolton, Caledon East, Schomberg, Nobleton) and have not visited Kleinburg in the past three months (excluding Binder Twine Festival).

Market Penetration

Of the total household population of 65,037 in the Tertiary Trade Area, 30% had visited the Kleinburg Mainstreet area in the past three months. This is equivalent to 19,511 households. This is approximately 500,000 to 730,000 visits annually by local residents in Western Vaughan and to the north west areas that include York and Peel Region (e.g., Caledon East, Bolton, Nobleton, Cedar Mills, Schomberg).

Market Penetration by Region

Region	Market Penetration
Kleinburg	92%
Nashville-Kleinburg (L4H)	60%
Woodbridge	40%
Bolton	28%
York Region to Highway 9	30%
Other Eastern Peel Region – to Airport Rd.	11%

Respondent Profiles

Before proceeding to analyze the survey results, it is important to understand the way in which the profile of the various survey respondents differs from one another. Differences in demographic characteristics offer important insights that can help explain survey results.

Demographic Comparisons

Age	Intercept			Telephone	
	Total	Local	Regional Visitor	Visitor	Non-Visitor
16 to 19	14.5%	16.7%	12.4%	2.5%	3.6%
20 to 29	17.3%	10.8%	25.7%	9.2%	7.5%
30 to 39	18.1%	15.0%	16.8%	13.3%	18.5%
40 to 49	22.5%	25.8%	19.5%	38.3%	27.8%
50 to 59	14.9%	15.8%	14.2%	25.9%	22.4%
60 to 69	5.2%	5.0%	6.2%	6.7%	13.9%
70+	7.6%	10.8%	5.3%	4.2%	6.4%

Length of Time Lived in Current Home	Intercept			Telephone	
	Total	Local	Regional Visitor	Visitor	Non-Visitor
Under a year	8.0%	5.8%	8.0%	2.5%	3.2%
1 to 5 years	32.5%	32.5%	33.6%	12.5%	22.1%
6 to 10 years	25.3%	23.3%	26.5%	32.5%	24.2%
11 to 15 years	9.2%	10.0%	8.8%	18.3%	17.1%
16 to 20 years	6.8%	9.2%	5.3%	12.5%	11.0%
20+ years	10.0%	10.8%	9.7%	21.7%	22.1%
Refused	8.0%	8.3%	8.0%	0.0%	0.4%

Employment Status	Intercept			Telephone	
	Total	Local	Regional Visitor	Visitor	Non-Visitor
Working full-time	43.8%	35.8%	47.8%	61.7%	50.8%
Working part-time	7.2%	8.3%	4.4%	8.3%	12.5%
Retired	11.2%	12.5%	11.5%	11.7%	17.1%
Homemaker (stay at home)	3.2%	5.8%	0.9%	10.0%	10.3%
Student	19.7%	19.2%	23.0%	3.3%	5.0%
Other non-working	2.4%	3.3%	1.8%	5.0%	3.6%
Refused	12.4%	15.0%	10.6%	0.0%	0.7%

Primary Shopper for Household	Intercept			Telephone	
	Total	Local	Visitor	Visitor	Non-Visitor
Yes	56.9%	54.6%	56.6%	68.3%	66.9%

Has Children Under 19 Years of Age at Home	Intercept			Telephone	
	Total	Local	Visitor	Visitor	Non-Visitor
Yes	31.7%	28.6%	33.9%	50.8%	49.1%

Gender	Intercept			Telephone	
	Total	Local	Visitor	Visitor	Non-Visitor
Male	50.6%	50.0%	54.0%	35.0%	29.9%
Female	49.4%	50.0%	46.0%	65.0%	70.1%

A summary of some of the most significant differences between the visitors, non-visitors, and intercept respondents is provided below.

There are no obvious indicators related to the socio-economic characteristics of the local visitors, regional visitors/tourists, and non-visitors. While the local population in Kleinburg does not have a high proportion of young adults, there is a relatively high proportion included in the intercept survey. A high proportion of visitors are 30 to 59 years of age.

Households that have moved into the Western Vaughan area recently are likely to visit Kleinburg; however, new residents outside of Vaughan in other communities are less likely to visit.

Non-Visitors

The main reasons residents do not visit Kleinburg Mainstreet area include the following:

Primary Reason for Not Visiting Kleinburg

Reason	Non-Visitor
No reason given	27.0%
Nothing to do there, not enough to do	16.7%
Too busy	14.2%
Other stores are closer to me	8.2%
Inconvenient to get to, traffic flow	7.1%
Too far away/not close to home	5.0%
Never heard of it, unfamiliar, don't know where it is	4.6%
No need	4.3%
Other	3.2%
No transportation options	2.8%
Not interested	2.5%
Don't go that way	1.8%
Poor selection of stores	1.8%
Problems with my health	1.4%
Inconvenient hours of operation	0.7%
Too expensive	0.7%
Not enough parking	0.4%
Lack of social gathering spaces	0.4%

What are the main reasons you have not visited Kleinburg recently?

Most felt there was no particular reason why they had not visited. Those who gave a reason were primarily split between three reasons: (i) the lack of things to do due to the lack of activities, the lack of store selection, or the inconvenient hours of operation, (ii) their busy lives, and (iii) the inconvenience of getting there, primarily distance and traffic related.

Western Vaughan residents who do not visit are more likely to say that they don't visit Kleinburg because they are too busy or that there is nothing to do there.

Improvements and related comments by non-visitors include the following:

Improvements to Kleinburg to Encourage Non-Visitors to Reconsider

Reason	Visitors
Nothing	58.4%
More stores, better selection of stores, more variety of restaurants	25.3%
More advertising, flyer, let me know what is out there	9.3%
More special events, activities	5.0%
Better location closer to my home	3.6%
Miscellaneous	3.6%
Improve parking, more parking	2.5%
Better public transit access	1.1%
Improve road, safer road	1.1%
Better landscaping	1.1%
More affordable	1.1%
Better hours of operation, extended hours, open in the evening	0.4%

What changes could be made to Kleinburg Mainstreet area to encourage you to go there more often?

The majority said nothing would convince them to come to Kleinburg but one-quarter mentioned more variety of stores and restaurants including clothing, grocery, convenience stores, drug store, bakery, and other mentions. Nine percent mentioned more advertising.

Western Vaughan non-visitors were more likely to mention increased variety of stores rather than advertising as the primary improvements that would encourage them to come to Kleinburg.

Activities of Kleinburg Mainstreet Area Visitors

People who visit Kleinburg primarily come for eating-related activities. The primary reasons include the following:

Primary Reason for Visiting Kleinburg Mainstreet Area

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Eating, drinking, café, coffee	18.1%	26.7%	11.5%	23.3%
Meeting people – friends and family	14.9%	8.3%	23.9%	5.0%
Passing through – just visiting for various reasons	13.3%	6.7%	22.1%	13.3%
Local resident, live here	11.6%	21.7%	1.8%	0.8%
Working, meeting clients, business	7.6%	2.5%	4.4%	2.5%
McMichael	7.2%	1.7%	14.2%	5.8%
Other personal service (banking, travel, post office, etc.)	5.6%	8.3%	3.5%	5.8%
Shopping retail goods and services – apparel, footwear, furnishings, florist, art, general merch.	4.8%	5.0%	5.3%	15.0%
Drug store, pharmacy, or health-related shopping	3.2%	6.7%	0.0%	0.8%
Beauty services – spa, hair, nail, tanning	3.2%	2.5%	3.5%	2.5%
Professional business – lawyers, accountant, photography, financial, etc.	2.8%	0.8%	2.7%	1.7%
Event, wedding, celebration	2.4%	1.7%	3.5%	6.6%
Grocery or food shopping	2.0%	3.3%	0.9%	2.5%
Trails, fitness, recreation, hiking, biking, Kortright	2.0%	3.3%	0.9%	13.3%
Medical, veterinary services	0.8%	0.8%	0.9%	0.0%
Social organization, non-profit organization, meeting	0.4%	0.0%	0.9%	0.8%

The last time you visited Kleinburg, what was your primary reason you were there? Primary reason for being in Kleinburg today? (unaided)

In addition, there are some passive-related activities, but other reasons that are highly rated include meeting up with friends, recreational activities, McMichael, and to some degree shopping.

Combining all primary and other reasons for being in Kleinburg, the overall strength of the Kleinburg Mainstreet Area is eating-related activities. However, activities that include passive enjoyment of being in Kleinburg combined with active reasons, such as hiking and biking, are important as well. Twenty-five percent of local visitors will shop when they are in Kleinburg.

It is important to note that 47% of respondents stated they had not nor planned to do anything else in Kleinburg beyond their primary reason.

Primary and Other Reasons Combined for Visiting Kleinburg

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Eating, drinking, café, coffee	29.7%	32.5%	31.0%	45.8%
Meeting people – friends and family	26.1%	23.3%	32.7%	6.7%
Passing through	18.5%	12.5%	27.4%	22.5%
Local resident, live here	15.7%	29.2%	2.7%	0.8%
McMichael	8.4%	1.7%	16.8%	10.0%
Working, meeting clients, business	8.4%	4.2%	4.4%	2.5%
Shopping retail goods and services – apparel, footwear, furnishings, florist, art, general merch.	7.2%	6.7%	8.8%	25.0%
Other personal service (banking, travel, post office, etc.)	7.2%	10.8%	4.4%	11.7%
Beauty services – spa, hair, nail, tanning	5.2%	4.2%	6.2%	2.5%
Drug store, pharmacy, or health-related shopping	3.6%	7.5%	0.0%	2.5%
Trails, fitness, recreation, hiking, biking, Kortright	3.6%	6.7%	0.9%	15.0%
Grocery or food shopping	2.8%	5.0%	0.9%	5.0%
Professional business – lawyers, accountant, photography, financial, etc.	2.8%	0.8%	2.7%	1.7%
Event, wedding, celebration	2.8%	1.7%	4.4%	7.5%
Medical, veterinary services	0.8%	0.8%	0.9%	0.0%
Social organization, non-profit organization, meeting	0.4%	0.0%	0.9%	0.8%
No other activity	n/a	n/a	n/a	47.2%

Primary and other reasons for being in Kleinburg today or last time you visited? (unaided)

Western Vaughan residents are more likely to visit Kleinburg for eating and drinking, and using personal services. They are slightly less likely to shop there compared to other local visitors.

Visitation

The average size of the parties that visit Kleinburg include 3.01 individuals composed of 2.26 adults and 0.75 children. Visitors from Western Vaughan tend to have smaller party sizes but also tend to have a higher probability of having a child with them.

One of the primary reasons to do both an intercept survey on the street and a telephone survey is that it provides a perspective from both those loyal visitors who are in Kleinburg on a very frequent basis compared to those in the broader trade area who do not visit as frequently.

This is evident in the visitation profile of intercept respondents compared to telephone respondents. Local intercept respondents visit quite frequently (70% visit once a week or more). This is also partially due to the need for local residents to collect their post in Kleinburg.

Visitation from regional visitors/tourists is infrequent. The majority visit once a year to approximately four times a year.

From the telephone survey, visitation was spread out across the entire spectrum and includes a mixture of frequent to infrequent visitation.

Kleinburg Visitation

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Daily	20.9%	31.7%	4.4%	4.2%
Two times a week or more	18.5%	29.2%	5.3%	8.5%
Once a week	4.4%	8.3%	0.0%	12.7%
Two to three times a month	4.0%	6.7%	1.8%	15.3%
Once a month	5.2%	6.7%	4.4%	12.7%
Less than once a month but more than six times a year	4.8%	4.2%	6.2%	10.2%
Two to six times a year	18.1%	4.2%	34.5%	25.4%
Once a year	17.7%	3.3%	35.4%	11.0%
Don't know/refused	4.4%	1.7%	8.0%	0.0%
I live here	2.0%	4.2%	0.0%	0.0%

How often do you visit Kleinburg?

Local residents tend to stay a relatively short amount of time. Over one-third of intercept respondents who identified as local spend less than one hour in Kleinburg. The majority of visitors stay for one to four hours in Kleinburg.

The current lengths of visitation and efforts to extend the visitor stay have great implications for Kleinburg’s parking strategy. Encouraging long-term parking off-site should be reviewed.

Length of Visitation

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
< 30 minutes	6.5%	6.7%	6.3%	12.7%
30 minutes to 1 hour	20.3%	28.6%	14.4%	17.8%
1 to 2 hours	28.7%	31.1%	29.7%	33.4%
2 to 3 hours	17.5%	14.3%	21.6%	22.0%
3 to 4 hours	8.9%	1.2%	17.1%	8.5%
4 to 5 hours	3.3%	3.4%	3.6%	2.5%
5 to 6 hours	2.8%	2.5%	2.7%	1.7%
> 6 hours	7.3%	1.7%	4.5%	1.7%
I live here	4.5%	9.2%	0.9%	0.0%

How long do you typically stay when you are in Kleinburg?

Amount Spent

Of the 30% who have visited Kleinburg recently, they spent an average of \$97.82 (the average for all trade area respondents was \$29.35) on their last visit.

Of those who visited, 20% spent \$0 and 15% spent over \$150.

Transportation, Parking, and Party Size

A large percentage of locals walk to Kleinburg. However, beyond the Village, the majority arrive by vehicle. Approximately 50% of local intercept visitors walked or rode their bicycle to Kleinburg.

Public transportation is not well used by Kleinburg visitors because of its limitations. York Region Transit Bus Line 13 travels to Kleinburg on weekdays only (eight southbound and seven northbound daily).

Method of Transportation

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Arrived by private vehicle (driver or passenger)	68.3%	50.0%	87.6%	93.3%
Public transportation, or bus	4.8%	0.8%	5.3%	0.0%
Taxi	1.2%	0.0%	2.7%	0.0%
Walk	20.9%	41.7%	1.8%	5.0%
Bicycle	4.8%	7.5%	2.7%	1.7%

How did you arrive?

Parking in Kleinburg

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
On-street	44.1%	47.4%	44.8%	37.5%
In a plaza or business parking lot	30.7%	33.2%	24.8%	37.5%
Doctor's House	12.6%	3.5%	18.3%	3.8%
At McMichael	7.8%	5.3%	10.1%	6.7%
At the public school	2.4%	5.3%	1.0%	2.9%
Other	2.4%	5.3%	1.0%	11.6%

Where did you end up parking your vehicle?

The majority park on street, especially visitors. The difficulty is that many visitors tend to spend a longer time in Kleinburg than local residents do.

A small proportion (6% of local and 9% of visitors) moved their vehicle from one parking spot to another when they visited Kleinburg.

Marketing

For regional visitors/tourists, 45% did not actively look or hear about information related to their visit to Kleinburg. Twenty-nine percent were referred to Kleinburg by a friend. Other important sources include McMichael.

Local residents, beyond just hearing about what is happening, will rely on KBIA, City of Vaughan, KARA, and other business-specific marketing. However, none is overwhelmingly used by the respondents.

Marketing

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Live here, just know what is happening	26.5%	50.8%	2.7%	18.3%
Friend referred me	24.9%	21.7%	29.2%	10.0%
Kleinburg BIA website, advertising, or newsletter	6.0%	8.3%	2.7%	6.7%
City of Vaughan website, advertising, or newsletter	3.6%	4.2%	3.5%	15.0%
McMichael	3.2%	0.8%	6.2%	1.7%
KARA website, advertising, or newsletter	2.0%	2.5%	1.8%	5.8%
Business-specific marketing	0.8%	0.8%	0.9%	4.2%
Kortright, trails	0.8%	1.7%	0.0%	1.7%
Other advertising	6.4%	4.2%	8.0%	4.2%
Other forms	4.8%	3.3%	4.4%	31.7%
Don't know	26.9%	8.3%	45.1%	11.7%

How did you find out about what is happening in Kleinburg such as shopping, activities, or events?

Image of Kleinburg

In terms of the overall image of Kleinburg shopping, the responses vary across visitor types from very positive to negative. Common themes are that it is unique, different, nice, lovely, wonderful, fun, and interesting. Local residents also describe it as relaxing, calm, and peaceful with some even going so far as to label it old, dull, and boring.

A small proportion would describe Kleinburg shopping as too expensive.

Image of Kleinburg Mainstreet Area

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Relaxing, calm, peaceful, quiet	15.7%	20.9%	13.3%	3.3%
Boring, plain, tired, bad, hopeless, declining, limited, empty, dead closed	18.8%	21.7%	16.8%	11.7%
Unique, different, nice, lovely, pleasant, good, excellent, wonderful, attractive, beautiful, cool, fun, interesting	22.8%	19.1%	24.8%	38.3%
Small, small townish, cozy, home, home-town feeling, comfortable	10.0%	6.7%	13.3%	0.0%
Average/okay/fair/mediocre/room for improvement	6.4%	7.5%	4.4%	4.2%
Expensive, pricey, exclusive, upscale, classy	4.4%	8.4%	0.9%	3.3%
Old, slow	4.4%	5.9%	2.7%	3.3%
Rustic, cottagey, old-fashioned, antique, historic, quaint, charming, natural	6.0%	2.5%	9.7%	11.7%
Friendly, welcoming, inviting	0.8%	0.0%	1.8%	5.0%
Secluded	0.8%	0.0%	1.8%	0.0%
Other negative comments	1.2%	1.7%	0.9%	1.7%
Vacation	0.8%	0.8%	0.9%	0.0%
Don't know/not stated	2.4%	2.5%	2.7%	17.5%

What one word or group of words best describes shopping in Kleinburg?

This mixed positive and negative image is evident in the average overall ratings for Kleinburg shopping and Kleinburg activities overall.

Shopping and Experience Rating

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Shopping overall	7.66	7.49	7.84	7.14
Experience Overall	8.23	8.18	8.32	7.83

On a scale of one to ten, how would you rank Kleinburg shopping overall? How would you rank your Kleinburg experience?

The mean scores for Kleinburg range from a 7.14 to 8.32. The overall experience of Kleinburg rates higher than the shopping experience by a factor of approximately 0.5 points. Local residents tend to be more critical of Kleinburg than regional visitors/ tourists. The local visitors from the intercept survey who represent the most loyal visitors gave Kleinburg a higher rating compared to the telephone respondents.

Strengths and Weaknesses

The most important factors affecting where local residents and visitors decide where to shop include a mix of quality retailers, excellent services, selection, and overall appearance and atmosphere (it makes them feel good to be there). Kleinburg will always struggle with providing the retail selection and cannot compete against large malls, power centres, and one-stop large format retailers.

It is interesting to note that for the telephone visitors, selection is not that highly rated in terms of importance compared to other factors.

For non-visitors, convenience, price, and selection are very highly rated. It will be difficult to convince these non-visitors that Kleinburg is competitive on these fronts. Rather, Kleinburg should concentrate on the quality of the stores, excellent service, cleanliness, and atmosphere as primary motivators to attract customers.

Importance of Factors Affecting Shopping Behaviour

	Intercept			Telephone	
	Total	Local	Regional Visitor	Visitor	Non-Visitor
Quality of stores and restaurants	9.21	9.19	9.21	8.16	8.31
Excellent service	8.94	8.88	8.98	8.53	8.53
Selection of stores and restaurants	8.89	9.01	8.72	7.59	8.00
Cleanliness and overall appearance of the area	8.86	8.73	8.97	8.99	8.85
Overall atmosphere	8.67	8.63	8.73	8.38	7.96
Clean, up-to-date businesses	8.61	8.52	8.66	8.51	8.49
Open extended hours	8.52	8.62	8.45	6.64	7.18
Safety	8.51	8.38	8.64	8.38	8.54
Convenient parking	8.51	8.36	8.69	8.22	8.45
Price of goods and services	8.50	8.58	8.43	7.73	8.23
Easy to get to	8.48	8.42	8.48	8.28	8.38
Family friendly environment	8.28	8.23	8.27	8.26	7.86
Festivals and events (e.g., Binder Twine Festival)	8.10	7.53	7.77	6.66	5.94
Unique, one-of-a-kind items	7.87	7.77	7.95	7.13	6.67
Places to socialize	7.66	8.18	7.94	6.74	6.25

On a scale of one to ten, tell me how important each one is in deciding where to shop or dine?

Rating of Kleinburg

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Safety	8.99	8.90	9.10	8.14
Cleanliness and overall appearance of the area	8.26	8.07	8.45	8.30
Family friendly environment	8.20	8.10	8.31	7.84
Easy to get to	8.15	8.18	8.29	8.16
Overall atmosphere	8.05	7.94	8.19	7.84
Excellent service	7.91	7.76	8.03	7.88
Clean, up-to-date businesses	7.90	7.76	8.04	7.50
Places to socialize	7.59	7.70	7.54	7.02
Quality of stores and restaurants	7.64	7.49	7.83	7.35
Unique, one-of-a-kind items	7.49	7.29	7.75	7.47
Convenient parking	7.21	6.94	7.41	6.57
Festivals and events (e.g., Binder Twine Festival)	6.89	6.80	7.04	7.17
Open extended hours	6.73	6.56	6.92	5.73
Price of goods and services	6.52	6.22	6.86	6.37
Selection of stores and restaurants	6.31	6.07	6.58	6.21
Shopping overall	7.66	7.49	7.84	7.14

Please rank Kleinburg in terms of shopping experience on a scale of one to ten?

Regional visitors/tourists to Kleinburg rate the above-listed factors higher than local residents. Visitors are most critical of the hours of operation, the prices of goods, and the selection of stores and restaurants. Local residents are also critical of these factors as well as convenient parking.

Kleinburg receives high marks for safety, cleanliness and overall appearance, and the fact that it is relatively easy to get to. Visitors remarked on the excellent service and the clean, up-to-date businesses. Kleinburg’s family friendly environment was also rated highly.

In terms of the gap between respondents’ expectations and their actual experiences in Kleinburg, the following are an ordered response of the top-listed priorities.

Gap of Kleinburg Rating Compared to Importance

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Safety	0.48	0.52	0.46	-0.24
Places to socialize	-0.25	-0.29	-0.24	0.08
Family friendly environment	-0.08	-0.13	0.04	-0.42
Easy to get to	-0.33	-0.24	-0.19	-0.12
Unique, one-of-a-kind items	-0.46	-0.42	-0.50	-0.38
Cleanliness and overall appearance of the area	-0.60	-0.62	-0.61	-0.50
Overall atmosphere	-0.62	-0.86	-0.41	0.86
Clean, up-to-date businesses	-0.93	-0.92	-0.91	0.38
Excellent service	-1.03	-1.14	-0.90	-1.03
Festivals and events (e.g., Binder Twine Festival)	-0.99	-1.13	-0.73	-0.81
Convenient parking	-1.30	-1.42	-1.28	-1.65
Quality of stores and restaurants	-1.97	-1.93	-1.93	-1.82
Open extended hours	-1.79	-2.06	-1.53	-0.91
Price of goods and services	-1.98	-2.36	-1.57	-1.36
Selection of stores and restaurants	-2.58	-2.94	-2.14	-1.38

The top-ranked factors include safety, places to socialize, a family friendly environment, and easy to get to. Many of the top-listed factors require some additional improvement. This includes the need to continually improve the cleanliness and overall appearance, the overall atmosphere, clean up-to-date businesses, and being able to provide excellent service.

Those factors that need to be addressed with improvements that are more serious include parking, quality of the stores, hours of operation, the price of goods and services, and the selection.

Ratings for Kleinburg’s landscaping, streetscaping, wayfinding, and store signage reveal there is also room for improvement.

Streetscaping and Store Signage Rating

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Sidewalks	8.05	7.84	8.27	7.79
Wayfinding signage	8.03	7.84	8.23	6.92
Store signage	8.02	7.90	8.15	7.09
Benches and waste containers	8.38	8.25	8.53	7.26
Street lighting	8.33	8.26	8.42	7.72
Play spaces for children	7.89	7.75	8.15	5.93

Please tell me what is your impression of the following Kleinburg features?

Improvements to Kleinburg

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Need more stores/better selection of stores (non-specific)	21.7%	21.7%	20.4%	30.3%
More convenient hours/longer hours	10.0%	8.3%	12.4%	4.2%
Improve parking/ more parking	7.6%	7.5%	8.8%	10.8%
More restaurants/variety of restaurants	6.8%	6.7%	7.1%	2.5%
Grocery store/food-related store	5.2%	8.3%	2.7%	8.3%
Convenience store	4.8%	4.2%	5.3%	0.8%
Less pricey/cheaper/more affordable	4.4%	5.8%	3.5%	7.5%
Better access by bus/convenient access by public transit	3.6%	1.7%	3.5%	0.0%
More youthful shops/stores aimed at younger people/teenagers	3.6%	5.8%	1.8%	0.8%
Better signage/more noticeable signs/store signage/parking signs	3.2%	5.8%	0.9%	0.0%
LCBO/wine shop/Beer Store	3.2%	1.7%	5.3%	0.0%
More unique/one-of-a-kind stores/innovative/original	3.2%	2.5%	4.4%	2.5%
Larger stores/bigger stores like Wal-Mart	2.8%	3.3%	0.9%	1.7%
More advertising	2.4%	1.7%	3.5%	5.9%
Provide a variety of services/service-oriented businesses	2.4%	4.2%	0.9%	0.8%
Bring in more people/it's really slow here	2.0%	1.7%	1.8%	0.0%
More coffee places/Starbucks/Tim Hortons	1.6%	1.7%	0.9%	1.7%
Need a bakery/special dessert place	1.6%	1.7%	1.8%	0.0%
More variety	1.6%	1.7%	1.8%	8.3%
Bars/club	1.6%	2.5%	0.9%	0.8%
More garbage cans/place for cigarette butts	1.6%	3.3%	0.0%	0.0%
More events/attractions/add entertainment	1.6%	1.7%	0.9%	0.0%
Make it more exciting/exciting attractions	1.6%	0.8%	2.7%	0.0%
Other specific type of stores mentioned	1.6%	0.8%	2.7%	4.2%
More clothing shops/variety of clothing stores	1.2%	0.8%	1.8%	3.3%
More trees/landscaping/parks	1.2%	1.7%	0.9%	0.0%
Gas station	1.2%	0.0%	2.7%	0.0%
Improve the road/no more huge speed bump	1.2%	1.7%	0.9%	0.8%
Make it more children-friendly/family friendly	1.2%	2.5%	0.0%	0.0%
More antique stores	1.2%	0.8%	1.8%	1.7%
Wider streets/wider traffic lanes	0.8%	0.0%	1.8%	0.0%
Improve crosswalks for pedestrians/more walkways/sidewalks	0.8%	0.8%	0.9%	0.0%
Need (more) biking trails to get there	0.8%	0.8%	0.9%	0.0%
Less pricey restaurants/less upscale restaurants	0.8%	0.8%	0.8%	0.0%

What one improvement would encourage you to shop Kleinburg more?

Other activities that would encourage existing visitors to come more often include wide range of festivals and events as well as a farmers’ market.

Activities That Would Encourage Increased Visitation

	Intercept			Telephone
	Total	Local	Regional Visitor	Visitor
Festivals/street festivals	11.6%	15.0%	7.1%	5.0%
Fairs/carnivals/rides	10.0%	14.2%	7.1%	0.8%
Music festivals/concerts/free concerts	8.4%	10.0%	7.1%	0.8%
Events/activities/attractions (non-specific)	6.0%	5.8%	6.2%	0.0%
Art-related events/meeting artists of Kleinburg/artisan market	3.6%	0.8%	7.1%	1.7%
Activities aimed at children/magic shows/face painting	3.6%	4.2%	0.9%	5.0%
Dances/dance night/dancing contests	2.8%	2.5%	6.4%	0.0%
Farmers’ market	2.8%	1.7%	3.7%	1.7%
More shops/expand shopping area	2.8%	2.5%	1.8%	3.3%
Free events/free entertainment (non-specific)	2.4%	5.0%	2.8%	2.5%
More parks/walking trails/bike paths	2.4%	3.3%	4.6%	0.0%
Sports events	2.0%	3.3%	1.8%	3.3%
More parties/celebrations	2.0%	1.7%	3.7%	0.0%
Activities aimed at teenagers (non specific)	2.0%	2.5%	0.9%	0.8%
Bingo hall	1.6%	1.7%	4.6%	0.0%
Theatre/free movies/theatre night in summer	1.6%	2.5%	1.8%	0.0%
Parades	1.6%	3.3%	0.9%	0.8%
Fireworks	1.6%	2.5%	0.0%	0.0%
Activities aimed at older people/seniors (non-specific)	1.6%	2.5%	0.9%	0.8%
More restaurants/food/tastes of Kleinburg	1.6%	0.8%	0.9%	6.7%
Activities aimed at families/family play day	1.2%	1.7%	2.7%	5.0%
Cultural festivals/events	0.8%	0.8%	0.9%	0.8%
More social activities	0.8%	0.8%	0.9%	1.7%
Free public pool/water park	0.8%	0.8%	0.9%	0.0%
Bar events/pub nights	0.8%	0.8%	0.0%	0.0%
Binder Twine festival twice a year	0.8%	0.0%	1.8%	0.0%
Contests	0.8%	0.8%	0.9%	0.0%
Vendor displays and samples	0.8%	0.0%	1.8%	0.8%
More advertising	0.8%	0.0%	0.9%	0.8%
Fewer activities	0.8%	2.7%	0.0%	0.0%
Nothing/it’s fine	12.9%	16.8%	9.8%	8.3%
Don’t know/not stated	16.1%	5.0%	24.2%	56.7%

What types of activities would you like to see more of in Kleinburg?

Downtown Comparison

Other top-listed Downtowns include Unionville (16%), Niagara-on-the-Lake (8%), Yorkville (6%), Bolton (4%), Orangeville (3%), and St. Jacob's (3%). The rest were primarily single mention areas such as Elora, Port Perry, Stratford, etc.

Reasons Visitors Like Other Downtowns

Good atmosphere, feeling, ambiance	32.5%
Diversity of shops, selection	29.9%
Small town feel	11.7%
Good eating places	9.2%
Historical atmosphere, traditional setting	9.2%
Unique, one-of-a-kind shops	9.2%
Easily walkable	7.5%
Range of events, activities, and shops	6.6%
Friendliness of the people	5.8%
Adjacent to natural environment	4.2%
Clean	3.3%
Good and easy parking	2.5%
Farmers' Market	1.7%
Reasonable prices	0.8%

Please tell me about one other small downtown that has impressed you. What was it that impressed you and will make you return?

A comparison to several tourist-oriented downtowns and the local population with a 1-km and 3-km radius reveals that Kleinburg is quite different from many comparables. Unionville’s population far outstrips Kleinburg’s, and the other downtowns are still very rural based and do not have the same higher levels of population nearby.

Downtown Comparisons – 2009 Estimates

	Kleinburg		Unionville		Creemore		St. Jacob’s		Niagara OTL	
	1 km	3 km	1 km	3 km	1 km	3 km	1 km	3 km	1 km	3 km
Population 2009	1,971	2,207	7,374	67,928	1,327	1,573	1,487	2,620	1,335	4,986
Households 2009	608	6,490	2,408	20,177	476	584	465	858	534	2,053
Average Household Income	\$296,249	\$126,441	\$154,257	\$128,483	\$67,153	\$67,535	\$114,319	\$106,755	\$77,974	\$88,186

Source: Statistics Canada, Environics estimate for 2009

Special Events

Visitation at Kleinburg Special Events

	All the Time	Sometimes	Rarely	Never
Binder Twine Festival	19.2%	31.7%	13.3%	35.8%
Canada Day in Kleinburg	5.0%	15.8%	12.5%	66.7%
Tree Lighting in Kleinburg	8.3%	23.3%	14.2%	54.2%

For the following special events in Kleinburg, please tell me if you usually visit all the time, sometimes, rarely, or never?

Binder Twine Festival is the most popular festival in Kleinburg, which attracts approximately 20,000 visitors. The Tree Lighting Festival is about half as popular.

Improvements to the special events include the following:

Special Event Improvements

Better advertising, communications, media, flyers	18.3%
Have more events	10.0%
Need more shops, stores	8.3%
Improve parking	6.7%
Have stores stay open longer	5.8%
Need more variety of shops	4.2%
Make Binder Twine what it used to be	3.3%
More family oriented events	2.5%
More restaurants	2.5%
Spice things up, do it differently	1.7%
Lower entrance fees	1.7%

What improvements to Kleinburg's special events would encourage you to visit more?

Attitudes

The following represents those respondents who agree or strongly agree with the following statements. The statements should be analyzed as a collective to help illustrate general attitudes.

Attitudes (Agree or Strongly Agree with the Following Statements)

	Visitors
Healthy choices are important to me and my family	98.3%
I enjoy keeping fit	93.3%
I enjoy entertaining	93.3%
I am prepared to pay more for good quality	89.2%
I pay close attention to ingredients in products	89.2%
I enjoy visiting historical areas	85.8%
I look for a broad selection of choice when shopping	84.2%
Sports and recreation are an important part of my family	82.5%
I enjoy dressing for formal occasions	79.2%
I love to cook	76.7%
I love to spend time looking at decorating ideas	70.0%
I feel most comfortable in jeans	66.7%
I like to stay abreast of fashions and styles	65.8%
I will pay a little more to save time shopping	60.8%
There is a lot of stress in my life	45.8%
Big box stores are a waste of my time	36.7%
I generally look for designer labels when shopping	32.5%
I prefer to dine out as opposed to cooking at home	24.2%

Please tell me if you strongly disagree, disagree, neither disagree or agree, agree, or strongly agree with the following?

Health and fitness are top priorities for Kleinburg visitors. Eighty-three percent agree or strongly agree that sports and recreation are important aspects of their family life. Quality is very important as are appearances, but not necessarily staying completely up-to-date in the latest fashions or styles.

While 93% enjoy entertaining, only 77% love to cook. However, most prefer to stay at home and cook rather than dine out.

It is interesting to note that less than half indicated they have stressful lives and as such only 60% indicated they would pay more for increased convenience.

Thirty-seven percent agree or strongly agree with the statement that big-box stores are a waste of my time.

Summary

The primary reasons for being in Kleinburg are related to food services as well as passive and active recreational activities. There are a small group of local residents who are frequently in the Village area, but most visitors tend to come on an infrequent basis.

Visitors are looking for a combination of a great overall experience combined with quality retailers. They will frequently mention the lack of stores and selection; however, this is one factor that Kleinburg will find very difficult (i.e., being competitive with other malls, power centres, and one-stop shopping retailers). Rather, Kleinburg should focus on the other factors to draw customers for unique, quality destination shops than trying to be all things to all people.

Local residents tend to be more critical of Kleinburg than regional visitors/tourists. Despite some negative attitudes and perceptions overall, a significant number of respondents believe Kleinburg to be a great and wonderful place to visit.

Attitudes around health, wellness, family, quality, entertaining, and recreation are important to Kleinburg visitors. As stated, visitors want to feel good about visiting a great place with a range of activities to engage in.

5.0 Retail Commercial Audit

An audit of the existing retail/commercial businesses in the Kleinburg Mainstreet Area was conducted during August 2010 and updated in October 2010 to understand the current retail/commercial situation in the area. The area studied includes the Mainstreet Area, which is primarily along Islington Avenue from 10406 Islington Avenue to 10565 Islington Avenue and along Nashville Road from Hwy 27 to Islington Avenue. It also includes retail on Kellam Avenue and Stegman’s Mills. It is comprised of all retail commercial uses as well as other easily accessible retail spaces. Schools, residential, and other buildings were noted but not included in the audit.

In completing this inventory, the strengths and weaknesses of Kleinburg Village’s business mix were identified. The following are the salient findings based on the retail audit:

- There are 65 retail commercial businesses representing 115,000 sq. ft. of space.
- The length of the primary commercial area from 10460 Islington Avenue (Canada Square) north and then west to 30 Nashville Road is approximately 400 m. This fair-sized retail stretch is similar to places such as Creemore, Unionville, and St. Jacob’s. It is slightly shorter than other business districts in Toronto such as The Danforth. Interestingly, Forest Hill Village and Summerhill in Rosedale are approximately 200 m in length.
- Vacancy is higher than normal at 9%, but due to the small number of buildings, a new tenant can easily improve the vacancy rate to an acceptable proportion. Normal vacancy should be less than 4% to 5%.
- Professional services occupy the most amount of total space. Twenty-nine percent of the total square footage is devoted to professional services.
- Personal services (e.g., dry cleaner, travel agent, beauty services, etc.) account for a further 14%, of which personal care services is the dominant category.
- A high proportion of the space is devoted to food service. There are four full-service restaurants and five cafes.
- Retail merchandise accounts for 14% of the total space including a mix of home furnishings, apparel, and leisure-related retail. This is relatively low in comparison to other downtowns.
- Convenience retail is the smallest category including a pharmacy, candy shop, and a specialty meat store.
- Due to the small number of stores and the fact that there is approximately 115,000 sq. ft. of space, each business must work in collaboration to achieve a vision. Every space must count to create the critical mass of stores and services that a consumer will want to visit.

- Many businesses are destination and appointment based. This includes restaurants, professional offices, studio spaces, bridal salons, photographers, beauty salons and spas, and even some retail merchandise stores. The result is that Kleinburg garners support from visitors to visit the one single location, but there is little need to expand their visit to see the other shops and services.
- Most businesses have their own parking lots and there is limited on-street parking. Previous parking studies and a current usage parking study indicate that there is parking available but the distribution of the parking is not ideal.

Thursday August 26, 2010

Location	Capacity	Reading 1	Reading 2	Reading 3	Reading 4	Reading 5	Reading 6
		Thu 8/26/2010 2:00 PM	Thu 8/26/2010 3:00 PM	Thu 8/26/2010 4:00 PM	Thu 8/26/2010 5:00 PM	Thu 8/26/2010 6:00 PM	Thu 8/26/2010 7:00 PM
Conditions		20C Part. Clidy	21C Part. Clidy	20C Part. Clidy	20C Part. Clidy	19C Sunny	19C Sunny
Islington							
Bldv Pkg E. Side from school to Stegman's Mill Rd	17	0	0	0	0	0	0
Bldv Pkg E. Side North of Stegman's Mill Rd. to Nashville Rd	14	10	8	7	8	7	10
Bldv Pkg W. Side	13	5	7	6	7	7	7
Nashville							
South Side	7	1	1	1	1	2	2
North Side	16	1	1	3	1	2	2
Total Public Parking	67	17	17	17	17	18	21
% Used		25%	25%	25%	25%	27%	31%
Plaza - 110 Nashville	65	32	31	21	15	19	26
Plaza - 10504 Islington	6	2	3	3	2	0	3
Plaza - 10462 Islington	48	30	30	25	23	23	22
Plaza - 10480 Islington	27	26	23	23	20	17	12
Total Plazas	146	90	87	72	60	59	63
% Used		62%	60%	49%	41%	40%	43%
The Doctor's House	44	14	13	10	10	7	17
The Doctor's House Overflow	100	0	0	0	0	0	0
School	42	9	5	5	3	2	2
McMichael Art Gallery	152	52	45	18	5	3	1
Total Other	338	75	63	33	18	12	20
% Used		22%	19%	10%	5%	4%	6%
Total	551	182	167	122	95	89	104
%		33%	30%	22%	17%	16%	19%

Source: UMC, BA Group

Saturday August 28, 2010

Location	Capacity	Reading 1	Reading 2	Reading 3	Reading 4	Reading 5	Reading 6	Reading 7	Reading 8
		Sat 8/28/2010 12:00 PM 24C Sunny	Sat 8/28/2010 1:00 PM 24C Sunny	Sat 8/28/2010 2:00 PM 26C Sunny	Sat 8/28/2010 3:00 PM 27C Sunny	Sat 8/28/2010 4:00 PM 27C Sunny	Sat 8/28/2010 5:00 PM 27C Sunny	Sat 8/28/2010 6:00 PM 26C Sunny	Sat 8/28/2010 7:00 PM 25C Sunny
Islington									
Blvd Pkg E. Side from school to Stegman's Mill Rd	17	2	3	5	7	4	1		1
Blvd Pkg E. Side North of Stegman's Mill Rd. to Nashville Rd	14	13	13	12	13	13	10	10	11
Blvd Pkg W. Side	13	11	10	8	9	6	8	4	8
Nashville									
South Side	7	3	1	6	4	5	2		1
North Side	16	6	7	10	9	5	3		1
Total Public Parking	67	35	34	41	42	33	24	17	22
% Used		52%	51%	61%	63%	49%	36%	25%	33%
Plaza - 110 Nashville	65	15	11	12	10	13	13	12	20
Plaza - 10504 Islington	6	3	3	4	2	2	3	1	0
Plaza - 10462 Islington	48	33	34	34	27	26	23	24	16
Plaza - 10480 Islington	27	15	17	12	10	10	5	4	4
Total Plazas	146	66	65	62	49	51	44	41	40
% Used		45%	45%	42%	34%	35%	30%	28%	27%
The Doctor's House	44	9	7	36	32	25	20	27	43
The Doctor's House Overflow	100	0	0	0	2	2	0	0	26
School	42	0	0	4	6	4	1	4	0
McMichael Art Gallery	152	37	54	59	63	27	32	49	48
Total Other	338	46	61	99	103	58	53	80	117
% Used		14%	18%	29%	30%	17%	16%	24%	35%
Total	764	249	260	306	286	227	190	197	242
%		45%	47%	56%	52%	41%	34%	36%	44%

Source: UMC, BA Group

Note: On Saturday August 28 there was an event at École La Fontaine. There were also at least three weddings being held in the Village, and there was a wedding-related evening event at McMichael

- There continues to be investment in the properties including a proposed expansion for the Doctor’s House and a longer-term vision for a boutique hotel with approximately 70 to 80 rooms. McGregor’s House is going through a redevelopment that resulted in a shift in the house to accommodate on-site parking. The Avenue restaurant has continued to evolve to provide a more contemporary food service experience. The barber shop has added in a new space for a florist, and John Paul recently refurbished the historic house revealing beautiful detailing on the property. However, many buildings are in need of repairs including historic structures.
- The price of properties has increased dramatically. Several of the vacant properties and for sale properties do not reflect the current state of retail rates of return. Overall, net retail rates of \$20/sq. ft. to highs of \$40/sq. ft. (and in some instances higher) make it very difficult for businesses to pay expenses. The rates are not commensurate with the ability to earn retail revenue.
- It appears as though the prices of some buildings are reflective of the potential redevelopment options rather than being used in their current state as retail commercial units. With housing prices for multi-family dwellings in the range of \$400 to \$500/sq. ft., there is an attractive return on investment potential.
- Currently, the City of Vaughan does not offer any incentives for building owners or merchants (e.g., facade, historic renovations, and signage). There does not appear to be active use of Section 37 within Kleinburg or to take money from other developments elsewhere in the City for marketing programs or physical improvements in Kleinburg. However, the new Official Plan provides a framework for this to be put in place.

Kleinburg Mainstreet Commercial Audit

	Number of Stores	% of Total	Square Meters	% of Total
Retail Merchandise				
Automotive	0	0.0%	0	0.0%
Furniture and Home Furnishings	4	6.2%	5,759	5.0%
Electronics and Appliances	0	0.0%	0	0.0%
Building Materials, Garden, and Supplies	0	0.0%	0	0.0%
Clothing and Accessories Stores	4	6.2%	3,122	2.7%
Sporting Goods, Hobby, Book, and Music Stores	2	3.1%	1,722	1.5%
General Merchandise	0	0.0%	0	0.0%
Other Retail – Florists, Antiques, Tobacco, Pet, Gallery	5	7.7%	5,673	4.9%
Total Retail Merchandise	15	23.1%	16,275	14.2%
Convenience Goods				
Food and Beverage	2	3.1%	10,764	9.4%
Health and Pharmacy	1	1.5%	1,076	0.9%
Total Convenience Goods	3	4.6%	11,840	10.3%
Services				
Food Services				
Limited Food Service	5	7.7%	5,705	5.0%
Full Food Service	4	6.2%	21,216	18.5%
Total Food Services	9	13.8%	26,921	23.4%
Personal Services				
Personal Care Services	10	15.4%	10,979	9.5%
Commercial Banking	1	1.5%	2,691	2.3%
Other Personal Service	2	3.1%	1,938	1.7%
Total Professional Service	13	20.0%	15,608	13.6%
Professional Services				
Medical	3	4.6%	2,110	1.8%
Professional Offices including Veterinary and Photography	14	21.5%	26,888	23.4%
Schools – Dance	1	1.5%	2,153	1.9%
Child Day Care Services	1	1.5%	1,938	1.7%
Total Professional Service	19	29.2%	33,088	28.8%
Total Occupied Retail	59	90.8%	103,732	90.2%
Vacant Retail	5	7.7%	9,946	8.7%
Retail (construction, renovation)	1	1.5%	1,292	1.1%
Total Retail Commercial	65		114,969	

Source: UMC, KBIA, City of Vaughan

5.1 Retail Trends

The Centre for the Study of Commercial Activity (CSCA) has documented the retail types of businesses throughout the GTA. Kleinburg has been included in this study. The retail categories are different from those used for the commercial audit in 2010, but the analysis is useful to illustrate trends and turnover in retail businesses in Kleinburg.

Kleinburg is defined as the approximate 40 retail businesses located in the Village. For comparisons, Creemore has 25% fewer and Unionville is approximately double the size of Kleinburg for this analysis.

Audits are conducted annually. The information in the following table shows 2000 and then the most recent years of 2006, 2007, 2008, and 2009.

Kleinburg Retail Commercial Audit Trends

	2000		2006		2007		2008		2009	
	Number of Stores	% of Total	Number of Stores	% of Total	Number of Stores	% of Total	Number of Stores	% of Total	Number of Stores	% of Total
Automotive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Book and Office Supply	1	2.3%	1	2.0%	1	2.0%	0	0.0%	0	0.0%
Business Service	1	2.3%	2	3.9%	3	5.9%	4	8.9%	4	9.8%
Cleaners	1	2.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Drug Store	1	2.3%	1	2.0%	1	2.0%	1	2.2%	1	2.4%
Financial, Insurance	4	9.1%	4	7.8%	4	7.8%	3	6.7%	3	7.3%
Florists, Lawn, Garden	1	2.3%	1	2.0%	1	2.0%	1	2.2%	1	2.4%
Food Stores	2	4.5%	0	0.0%	0	0.0%	0	0.0%	3	7.3%
Food and Beverage Services	4	9.1%	6	11.8%	6	11.8%	7	15.6%	5	12.2%
General Merchandise	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hair and Beauty Services	3	6.8%	2	3.9%	4	7.8%	1	2.2%	1	2.4%
Home and Hardware Stores	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Health Services	2	4.5%	3	5.9%	4	7.8%	2	4.4%	2	4.9%
Household Appliances Stores	0	0.0%	1	2.0%	1	2.0%	2	4.4%	1	2.4%
Jewellery Stores	2	4.5%	1	2.0%	1	2.0%	1	2.2%	2	4.9%
Liquor Stores	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Manuf. Dist. Services	1	2.3%	1	2.0%	1	2.0%	1	2.2%	1	2.4%
Men's Clothing	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Music Stores	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Clothing, Fabric	0	0.0%	0	0.0%	1	2.0%	0	0.0%	0	0.0%
Other Retail	9	20.5%	15	29.4%	14	27.5%	11	24.4%	8	19.5%
Personal Household Services	3	6.8%	6	11.8%	4	7.8%	4	8.9%	5	12.2%
Recreation Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Shoe Stores	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Sporting Goods	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Women's Clothing	1	2.3%	1	2.0%	1	2.0%	3	6.7%	3	7.3%
Vacant	8	18.2%	6	11.8%	4	7.8%	4	8.9%	1	2.4%
Total	44		51	1	51	1	45	1	41	

Source: CSCA

There has been fluctuation in the tenants. The last available data shows there are three food stores but at present all have closed. Overall, there is a relatively high rate of business turnover, which was commented upon in the key person interviews.

Salient findings include the following:

- The number of businesses varies from 41 to 51.
- Vacancy was very high in 2000 and by 2009 it was only one building.
- Few categories remain constant except health care and florist. There is constant fluctuation and turnover among the business categories.
- Food and beverage services have increased over time.

6.0 Strengths, Weaknesses, and Opportunities

The following strengths, weaknesses/constraints, and opportunities exist for the understanding and impact of the economic revitalization of the Kleinburg Mainstreet and Core areas. One of the main concerns regarding revitalization of Kleinburg is the determination if the slower sales activity is due to lack of demand or over-supply of retail. Many would argue it is the lack of demand. This can be accomplished through either increased residential development or also through marketing and programming that attracts regional visitors/tourists. Given the small local residential population, the success of Kleinburg hinges on its ability to attract regional visitors/tourists while satisfying the local resident's needs.

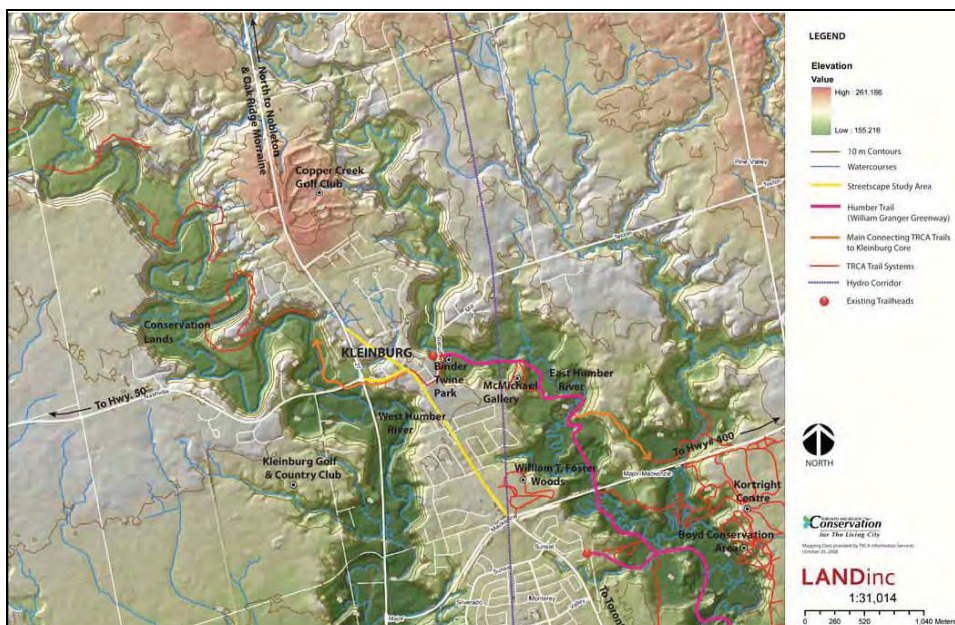
6.1 Strengths

McMichael

- McMichael and the surrounding parks are one of the key strengths for Kleinburg businesses. The marketing budget far surpasses any other business or organization to give national recognition to the area and to draw visitors.

Beautiful, Historic, Serene Environment, yet Active

- Natural growth boundary surrounding the Village on the ridge adjacent to the natural environment on both branches of the Humber River including over hundreds of acres associated with McMichael park lands, Boyd Conservation Area, other conservation area, forested areas, and park land, Humber Trail systems, Kortright Centre, golf course, and Carrying Place Trail systems.



Source: Land Inc.

- While serene, it is also dynamic and includes a range of outdoor recreation activities year-round such as walking, hiking, running, cycling, cross-country skiing, tennis, soccer, baseball, and canoeing (both passive and active recreational activities).
- Heritage – beautifully restored heritage buildings.
- Good community facilities, including recreation in Binder Twine Park, library, Scout House, Kline House, Kleinburg Public School, and YMCA that help foster a real village meeting place.

Consumers

- Pockets of very high income on low-density estate lots and high-income households elsewhere who are somewhat more value conscious given the high shelter costs.
- Continue population growth projected in the Primary Trade Area from 24,000 to approximately 40,000.
- Propensity to spend on quality including looking and feeling good but also high expenditure related to their children.
- Volunteer and charity oriented.
- Tourists who are looking for quality stores, excellent overall experience, great atmosphere, and excellent customer service.

Traffic/Visibility

- Convergence point and accessed by four major entry points creates a destination place to visit.
- High proportion of people who walk to and around Kleinburg.

6.2 Constraints/Weaknesses

Retailer Coordination

- No strong commitment by business membership to the BIA.
- BIA that is managing, not leading, and not effectively marketing the BIA nor developing the needed partnerships to create additional draw.
- While many great ideas, there is a lack of vision for what it wants to be.
- Customer senses that some retailers are not working cooperatively.

Retailers

- Higher retailer turnover due to a lack of professionalism in business plans.
- Sameness, not different enough. Many producer-based retailers have retired or left (e.g., jewellery making, handmade stuffed teddy bears).
- Have tried many retail types and most have not succeeded.

Properties

- High cost for properties and resulting rents – make it difficult for new start-up ventures. Rent should be an opportunity to do sales, but the pedestrian traffic does not warrant the high net rents.
- Lack of incentives to assist property owners to preserve buildings or to develop according to the vision for a small village.
- Difficult to merchandise historic properties – overall sense to create more of a museum through preservation than to celebrate the historic buildings and allow them to be used for retail purposes (lack of quality signs, poor sight lines into the buildings, poor window displays, etc.). Often there are many signs that are not as welcoming as they can be.

Physical Environment

- Isolated, not enough residential population to support a lot of village town retail. Retailers have to rely on tourism, being a broader regional draw, or other non-traditional retailing activity that may include wholesale, online, etc.
- Large hills on either side – the retail development at Nashville Road and Highway 27 are difficult to draw into the retail fold due to the horizontal and vertical separation.
- Lack of signage and wayfinding

Atmosphere

- No longer considered quaint but the pockets of contemporary may be difficult for the consumer to understand – thereby losing some of its identity.
- Not welcoming – signs, buildings, customer service.

Consumers' Expectations

- High expectations from local residents to provide good quality at fair prices as well as excellent customer service.

Planning

Treating the Villages and Mainstreet areas similarly as new (newer) developments. Need to recognize the flexibility and special attention of how a mainstreet functions and that it is very different than a plaza, power centre, or mall.

6.3 Opportunities

The opportunities for the Kleinburg Economic Development Strategy can focus on three options:

1. Remaining the same as it is today. The small village will attract a few more food service operations as well as personal and professional services. There will be continued turnover of businesses. Most businesses will be destination oriented including the retail merchandise options.
2. Focus primarily on food and culture as entertainment. The proportion of food service operations should increase and allow for more patios, patio and indoor entertainment, food and culinary festivals, a farmers' market, and infill with specialty shops.
3. Outdoors and recreation. This focus includes a broad spectrum of ideas that can include the following:
 - Linkage with the outdoor recreation trails and recreational activities that are happening in the area (running, cycling, canoeing, cross-country skiing, skating, tennis, golf, etc.).
 - Capitalize on the hundreds of acres of park land, forested areas, and conservation areas.
 - Kleinburg is the only outdoor shopping street in Vaughan.
 - Health and wellness are a huge trend and something that young families are participating in.
 - Charity events can be tied to outdoors and recreation – Run for the Cure.
 - Bridal photography that happens outside.
 - Yoga, dance, YMCA services.
 - Florist shop.
 - The historic buildings, walking historic trails, etc.
 - The love of outdoor patios.
 - Retaining some of the more rural oriented roads as entrances into Kleinburg (e.g., Teston Road/Stegman's Mills).
 - The importance of the McMichael geared toward outdoor Canadian landscapes and their highly ranked outdoor walking trails that are being upgraded to provide more outdoor sculptural art and improved connectivity.
 - Encouraging locally produced goods such as farm produce, dairy products, health and beauty products, etc.



- Opportunities for retail businesses such as outdoor restaurants, restaurants that use locally produced goods, sporting and recreation businesses such as a bike store, clothing stores geared to enjoying the outdoors (e.g., woollen coats, rubber boots, scarves, hats, gloves, walking sticks, umbrellas, etc.).

The preference is for Option Three as it will be able to:

- Satisfy locals – community meeting place for locals to meet up with friends;
- Satisfy tourists coming for the experience;
- Increase local retail – must be narrow and deep (focused selection, expertise provided by owner in product selection and personal service); and
- Draw tourists – can be broad and shallow – unique, one-of-a-kind store but tourists can appreciate focused retailing

This does not say higher-end clothing and home furnishings are not allowed, and their inclusion would add to the overall diverse mix of stores, but that overall there should be a general sense that reinforces that outdoor shopping, dining, and recreational amenities. In addition, the focus only on food services runs contrary to the peaceful residential setting that Kleinburg is situated. The retail relies upon and has to respect the local residents. Entertainment type districts need stronger buffers with other uses such as residential.

Other important opportunities include:

Residential

- Need housing options to allow for residents to age in place (entry level is too expensive for new families or empty nesters).

Other activities that may be considered

- Pierre Berton Discover Centre.
- Boutique hotel with spa.
- Urban grocer with cooking school or entertainment
- School of art (e.g., a Humber Valley School of Art).
- Black box theatre space.
- Use the ridge and valley to create a natural amphitheatre to hold special events.
- Town square that can accommodate events and farmers' market (linked to parking lots).

7.0 Kleinburg Economic Development Strategy – Action Plan

7.1 *Kleinburg Commercial Realities, Vision, Principles, Target Markets, and Goals*

On October 2, 2010, a Kleinburg business workshop was held followed up by a resident workshop on November 3, 2010. At both workshops, the results of the fact-finding initiatives were reviewed, and opportunities for further input into the vision and action plan were conducted with participants. During the workshops, the breakout groups focused on marketing and economic development ideas, physical design interventions, and transportation and parking-related opportunities. Notes from the workshops are included in Appendix B, and the presentation, along with these notes, were posted on the City of Vaughan’s website for this study. Updates from the study were uploaded onto the City of Vaughan’s Web Site:

http://www.vaughan.ca/index.php?option=com_content&task=view&id=584&Itemid=478

Strong and repeated ideas related to quality stores that cater to both locals and tourists, improved marketing to locals and geographic marketing to regional visitors/tourists, the amount of retail commercial space required in Kleinburg, improved design standards, heritage preservation incentives, improved streetscaping, wayfinding and signage, parking, and accessibility and circulation were important themes.

Commercial Realities

The action plan is structured to help Kleinburg businesses capitalize upon its strengths while minimizing the constraints that they face. However, a number of commercial realities facing Kleinburg commercial businesses need specific mention:

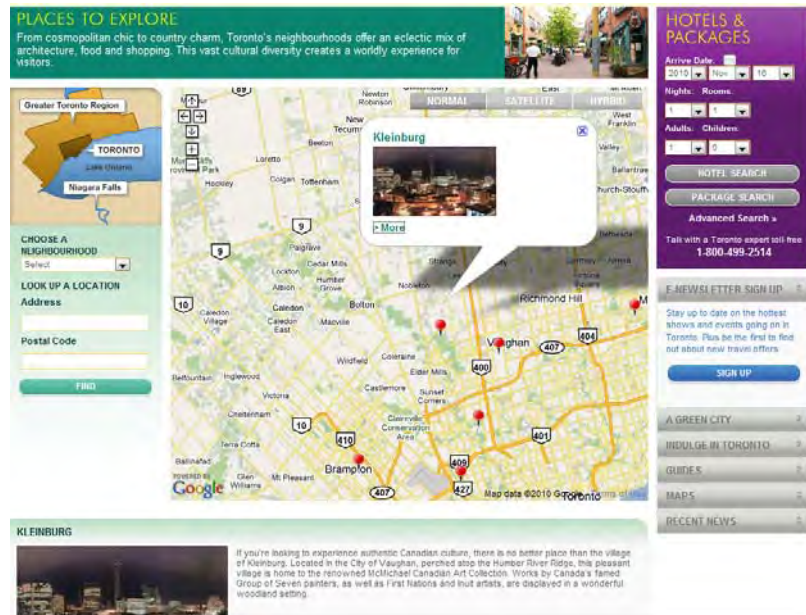
- From a merchandising standpoint, destination retail businesses that cater primarily to the regional visitor/tourist market must be exceptional in order to survive; mediocre retail businesses will not last. Thus, a professional approach to retail operations must be undertaken. The Vaughan Small Business Enterprise is able to assist entrepreneurs in developing skills and constructing a sound business plan for these businesses. Professional assistance may be sought elsewhere to help develop these plans. This may be coordinated with learning programs developed by the Chamber of Commerce.
- Rents are high making it risky to start a new business in Kleinburg. Higher rents and property values tend to attract professional service firms – lawyers, accountants, and medical offices – that are willing to pay the higher rents/property values as rent is solely viewed as an expense item. Rents for retailers will have to be adjusted downwards and a new reality is required of what buildings are worth with respect

to the retail potential in order to attract small entrepreneurial retailers to ensure Kleinburg is a unique place to shop.

- In addition, higher rents and lower pedestrian volumes mean the retailer business models must also look elsewhere to increase sales. This can include direct sales (e.g., online/Internet, catering, home delivery), including a service component (e.g., a bicycle shop that also services bicycles or a dress shop that offers customized tailoring), or carrying higher margin goods and services so that profit is higher despite lower sales (e.g., homemade products, prepared foods and café services, joining a “buying cooperative” to obtain larger discounts on goods sold such as the Canadian Jewellery Group Cooperative, among others).
- Kleinburg commercial businesses must differentiate themselves based on enhancing the unique strengths that make the area different from elsewhere. There is considerable suburban competition from nearby plazas and power centres, Vaughan Mills, Highway 7 Interchange, Bolton, among others. In addition, more retail is anticipated near Major Mackenzie Drive and Huntington Road, Major Mackenzie Drive and Weston Road, among others. In addition, there is significant competition from small village tourist areas such as Elora, Creemore, St. Jacob’s, etc.
- While the City of Vaughan is there to enable Kleinburg and other business districts to reach their potential, the bulk of the work rests with the businesses and their organization – the Kleinburg Business Improvement Association (KBIA). The KBIA is in control of the marketing component of the Kleinburg business district, thus more emphasis should be placed on marketing from the KBIA perspective. Separate marketing strategies for both local and regional visitors is part of partnership programming that is a key component of the Vaughan Economic Development Strategy.
- Currently there is a very high proportion of professional services in Kleinburg. In addition, a vast majority of the businesses are primarily destination and appointment-based retailers (e.g., medical services, veterinary services, beauty services, restaurant dining, accounting, insurance). There has been discussion related to limiting the professional services in Kleinburg similar to rules and regulations established for Unionville (no professional services on the ground floor of Main Street, no commercial banks, and limit of food services/restaurants to 50% of the businesses). It is better if the property owners themselves develop leasing guidelines whereby they actively recruit retailers as per the economic development plan. Professional services should be encouraged to locate on the sides of buildings, backs of buildings, upper levels of buildings, or side streets. Also, there are parts of Islington Avenue and Nashville Road where it may be possible to locate a professional service (e.g., on Islington Avenue north of Nashville Road) on the ground floor. The other important differentiator is that Kleinburg is a full-functioning village that has libraries, churches, schools, community centres, and mixed-use buildings with residents living above retailers whereas Unionville is an entertainment destination with events most weekends in the summer. Careful

consideration must be undertaken should Kleinburg and the City of Vaughan wish to restrict the retail types that front along Islington Avenue.

- Kleinburg has a well-recognized brand that is influenced by several factors including the well known McMichael as well as higher end residential development. In addition, from an overall visitation and retail perspective, it is often listed in tourist publications as a great daytrip from the City of Toronto (e.g., Toronto Lonely Planet Guide, CAA Boutiques Villages, Toronto Tourism, among many others).



Example from Toronto Tourism Regional Places to Visit

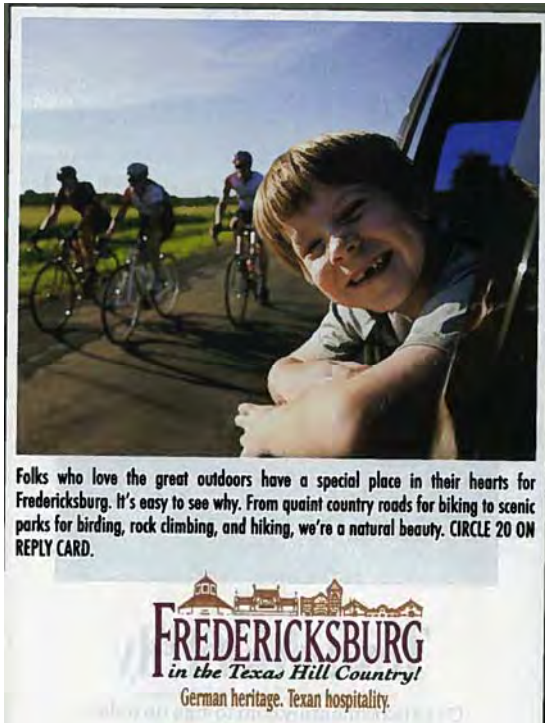
Note the picture of Kleinburg is not correct and should be updated by the City of Vaughan

The City of Vaughan needs to help protect the Kleinburg brand. This would include not allowing other commercial developments to use or register any form of Kleinburg in their projects (examples may include but are not limited to Kleinburg Mews, The Shoppes of Kleinburg, The Shops of Kleinburg, Kleinburg Square, Kleinburg Outlet Centre, among many other iterations). This is more suggestive than any specific planning tool that would restrict naming from the City's perspective. A search of URLs that include these combinations should be done to ensure they are owned either by the City of Vaughan or KBIA, and a review by any planning application is required.

Vision

The overall vision for Kleinburg will be built upon the idea of an outdoor and recreational paradise. It will be community focused with an emphasis on the Village as a meeting place for locals and regional visitors/tourists to socialize.

Examples from other communities that emphasize the outdoor and recreational attributes include the following:



The overall aim is to develop imagery that matches the vision that is bright and evokes an overall emotional attachment to Kleinburg related to these themes.

Village facilities and functions reinforce the meeting-place atmosphere such as:

- Kleinburg Public Library – Vaughan Public Library.
- Post office whereby local residents must come into the village to pick up their mail on a regular basis.
- Kline House as a community gathering space.
- Recreation facilities including Binder Twine Park and hiking/cycling trails in the Humber River Trail system.
- Schools and education facilities including Kleinburg Public School, Montessori School, Ecole La Fontaine, dance school, residences for Hill Academy.
- Scout House – used for community registration events.
- Churches including St. Padre Pio and Nashville Road Community Church.
- YMCA Child Care at Kleinburg Public School.
- McMichael including event space and learning centre.
- Restaurants and cafés that allow for family and friends to meet up and spend time together.
- Local commercial bank.
- Mixed-use buildings with offices and residential above.

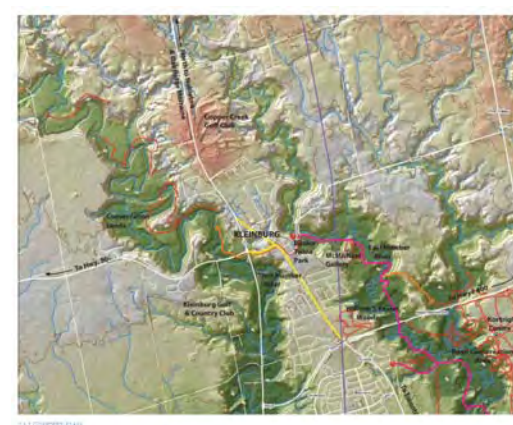
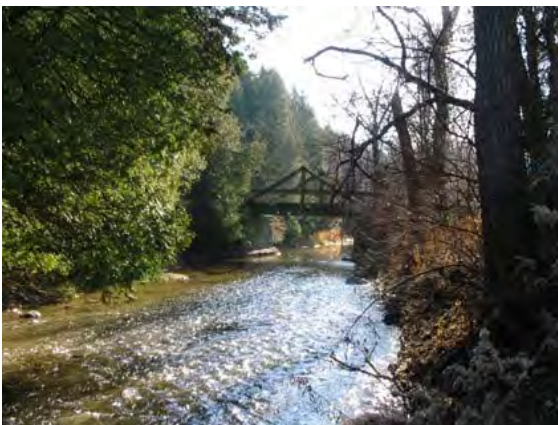
The following are only some examples of Kleinburg as a meeting place for local residents.



This is combined with the over-arching strength that Kleinburg is an outdoor recreation and meeting place that people seek out to visit including:

- McMichael has a marketable niche in Group of Seven, Inuit, Native Canadian, and Canadian art that focuses on outdoor imagery.
- The McMichael grounds provide opportunities for visitors to engage with the natural heritage. Redevelopment includes new and improved paths as well as outdoor sculptures.
- Being able to capitalize upon the hundreds of acres of outdoor recreation trails and natural heritage features that are directly adjacent to the village.
- The fact that Kleinburg is an important outdoor shopping Mainstreet in Vaughan.
- Locals and regional visitors/tourists are attracted to the range of food service options that include outdoor dining opportunities.
- The natural growth boundary around Kleinburg ensures the village will remain relatively small and intact, able to preserve the historic character that has made it unique, and protect it from outside development forces (e.g., no large-format retailers or developments). It is not just another subdivision but the topography of Kleinburg dictates that there is character and unique elements that will be preserved.
- Increased emphasis on healthy lifestyles as wellness trends affecting all age groups.
- Increased participation in recreational courses such as dance classes, YMCA childcare, etc.
- Kleinburg and the surrounding area is a known place for outdoor enthusiasts including Carrying Place Canoes, Kortright Centre, cyclists, cross-country skiing, golf, as well as the recreational opportunities at Binder Twine Park (tennis, soccer, baseball, etc.)
- A return to buy local and the slow food movement developing markets for locally made, locally sourced, and handmade goods.
- The preservation of Teston Road/Stegman Mills Road as a rural entrance into Kleinburg.

Examples in Kleinburg that reinforce this Outdoor recreation and meeting place that people seek out to visit image include the following:



The Kleinburg economic development strategy, which is more focused on retail success, must work to enhance the needs of the local population to want to shop and visit Kleinburg as a complete, liveable, and walkable community – their meeting place. The KBIA must continue to market to the local residents that Kleinburg is a viable and well-functioning shopping area.

The regional visitor/tourist strategy then works to re-enforce an authentic rural village atmosphere that builds on its key strengths as an historic small town on a narrow ridge that is completely surrounded by natural heritage. Visitors will want to come and experience this “slice of outdoor and recreation paradise” about which the local residents are very passionate. Visitors will be immersed in the local Kleinburg culture that celebrates its heritage, the presence of the McMichael, and the amazing trail and recreation opportunities that is authentic and real.



“Kleinburg” by A.J. Casson

Kleinburg should not be a second-tier Unionville but rather create its own strengths and uniqueness that visitors will appreciate.

Principles

Principle – Rural Village Atmosphere

Any change in Kleinburg’s commercial businesses should maintain or enhance its unique rural village character. This principle is intended to preserve the community’s unique culture, character, and strong historic heritage. What should also be upheld are ties to the surrounding rural community. The qualities and features that have been identified as important to Kleinburg’s character include the following:

- Exceptional personal service that one would associate with a small town where everybody knows their neighbours.
- Preservation and enhancement of the many heritage features.
- Linkages to the Village’s natural heritage and recreation opportunities.
- Outdoor shopping environment in a mainstreet-type setting.

Objectives

- To protect the heritage of Kleinburg through the preservation and enhancement of heritage buildings, streetscapes, and other features. The re-use of existing buildings should be considered before redevelopment options.
- To provide for new development that will be respectful of the heritage of the community and its relationship with the surrounding region through appropriate design and development.
- To provide for a linked open space and trail system including natural attributes and parkland as a central feature of Kleinburg – those things that will reinforce its special character.
- To provide for business development as well as housing forms in the Village core, which is consistent with the character of Kleinburg.
- To encourage an urban design and development strategy at all levels of development that provides opportunities for social interaction and communications among all visitors.
- Recognition from the City of Vaughan’s services and departments that the mainstreet areas of Vaughan and Heritage Conservation Districts do not always conform to the rules, regulations, by-laws, and standards for elsewhere in the City. An example would include the need for standardized garbage collection that does not fit with the Mainstreet Kleinburg business conditions

Principle – Preserve and Enhance the Integrity of the Natural Environment

Any change in Kleinburg should be undertaken in a manner that will preserve and enhance the integrity of the natural environment of the community.

This helps to ensure that the impact on the surrounding natural growth boundary is considered as a major factor in the assessment of any proposed changes in Kleinburg.

Objective

- To maintain and enhance the natural heritage in the area.
- To ensure there are strong linkages between the natural heritage, the built form heritage, and the commercial and cultural activities (including retail businesses) in and near Kleinburg.

Principle – Economically Sustainable Community

Decisions made with respect to the future of Kleinburg will reflect the need to establish an economically sustainable community. This encourages a broadly based planning approach that will maintain, and where feasible, enhance the economic health of Kleinburg. As one principle, economic vitality (e.g., sound commercial businesses) will be encouraged through the promotion of Kleinburg as a place for professionally run retail businesses.

Objectives

- To foster an economic climate that supports the economic health of existing businesses and encourages the location of new businesses that fit within the overall vision.
- To maintain and enhance the historic Village as a central meeting place and shopping area for Kleinburg, including those who live nearby and regional visitors/tourists.
- To foster opportunities for tourism through a wide variety of marketing mechanisms.

Principle – Healthy and Safe Community

Decisions made regarding the future of Kleinburg will reflect the need to establish a healthy and safe community. Determinants of a healthy community include several things. In this case, a sense of belonging to Kleinburg is one determinant. Also, features that foster social interaction and a caring community are also requisite. Lastly, business types and recreational opportunities and linkages between them also serve as determinants of a healthy community.

Objectives

- To provide within the context of Kleinburg for a range of recreational, educational, and cultural facilities and activities.
- To ensure that all changes to Kleinburg promote safety through the use of appropriate design strategies.
- To encourage pedestrian, bicycle, and wheelchair accessibility throughout as well as shared parking resources (park once, shop as much as you want).
- To ensure that Islington Avenue and Nashville Road are not solely used as bypass roads.

Target Markets

The following consumer target markets are presented in order of importance:

Local Kleinburg Workers

- Employees and business owners in Kleinburg as well as people who are utilizing local business and personal service providers.
- Very small group but marketable. From the intercept survey, 8% were there for work, meeting clients, or business, and a further 3% were there for an appointment with a professional service.
- Closest and high-impact market.
- Inexpensive to reach and highly targeted.
- Biggest return on investment.

Kleinburg Residents in the Immediate and Primary Trade Area

- High-impact market.
- Small Kleinburg population of approximately 2,000 but large and growing Primary Trade Area of 22,000 that will grow to over 40,000 by 2031.
- Good penetration for visiting and food services but not for shopping.
- Want great service but also affected by other shopping areas that are perceived as being more efficient.

Regional Visitors/Tourists

- Eating and drinking, McMichael, trails and recreation, Kortright, meeting friends, passive recreation, and destination businesses are top reasons for coming to Kleinburg.
- Mix of younger and older customers.
- Opportunities for greater synergy as over one-half leave Kleinburg after completing their primary reason for visiting.
- Increased marketing opportunities to similar-minded regions in the GTA based on socio-economic data.

Beyond these consumer based target markets, there is work required with property owners.

Property Owners

- Must tell the story of why Kleinburg is different and unique to make the investment and retail recruitment deals.
- Must buy into the vision and be motivated to offer incentives – reserve space for retailers (as opposed to professional services) and not just accept the highest rent available.
- Need to find independent, unique, high-quality businesses through alternative recruitment efforts such as attending arts and craft shows, franchise shows, and visiting other small towns and talking with business owners.
- Take advantage of programs that will improve existing buildings, façades, and develop infill buildings.

Kleinburg Economic Development Strategy Goals

To this end, the retail development, marketing, and physical design and transportation recommendations must work toward enhancing the brand image of Kleinburg Village’s sense of belonging, meeting place, and an outdoor and recreation paradise.

The action items are related to five goals that position Kleinburg on the path to revitalization. This is part of a five year strategy. These goals include:

Phase I

Goal One - Position KBIA as a catalyst for change

Goal Two - Be investment ready

Goal Three - Establish Kleinburg as an “*Outdoor Recreation and Meeting Place that People Seek Out to Visit*”

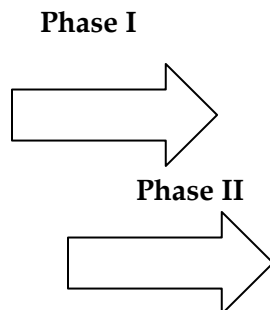
Phase II

Goal Four - Use placemaking to create the Kleinburg experience based on its rich, natural and built heritage

Goal Five - Eliminate barriers to development

Action Step Phasing

In the following action steps, the timing is based two major phases. The phased approach is not limited by any specific timeframes/parameters and the actions are in no specific order. Work can begin on most of the action items as early as Year 1 however, some actions will require a multi-year time frame.



The first phase is primarily focused on improving and enhancing the KBIA’s communication and organizational capacity so that they can be the voice of the private businesses in Kleinburg. Second, retail recruitment and retention should first focus on serving the local community with retail stores, businesses, recreation, entertainment, and cultural opportunities that support, and are supported by, the nearby residents. This focus on a real and authentic place will engender visitor traffic to want to experience and participate in Kleinburg’s unique sense of belonging and way of life. Thirdly, marketing should be based on enhancing Kleinburg’s most marketable strengths related to outdoors, recreation, and overall atmosphere.

The second phase then allows for the effective KBIA organization to work collaboratively with the City and other organizations to advance the vision laid out in this document. It is also important to understand that some recommendations directed to the City of Vaughan require budget resources allocations, timing resources, and staffing resources to complete.

Placemaking that focuses on public realm, development opportunities, and programming that reinforces the Village's role as a meeting place need to be strengthened. As placemaking programs and development happens in Kleinburg, the scale of development has to have a pedestrian-oriented focus, with strong linkages to trail systems that connect the residential to the commercial areas along Islington Avenue and Nashville Road, as well as to recreational activities. The ease of vehicular access to the village and the provision of parking areas are effectively promoted. This enhances visits to businesses and recreational, cultural, entertainment, and religious venues and effectively begins to remove some barriers to retail success. While preserving the historic buildings is important, the buildings should not be a museum themselves but rather be actively used for commercial purposes in an inviting atmosphere.

7.2 *Position KBIA as a Catalyst for Change*

Strategy Goal

The Urban Marketing Collaborative Team strongly believes that a core principle of commercial retail success is organizational strategy. To achieve that goal, the KBIA needs to position themselves and market internally to their members that they can be the catalyst for change for the private sector businesses. This is the basis from which the four other goals related to retail and cultural investment, marketing, placemaking, and public and private realm development is based.

One of the most effective retail business organization mediums is a business improvement area. The Kleinburg Business Improvement Area (KBIA) has been in existence since 1984. KBIA is a small organization with a budget of approximately \$26,000. In 2009, \$20,000 was raised through the business levy and the other monies were raised through donations. In 2010, the KBIA proposed to raise the levy from \$20,000 to \$25,000. It is noted that there is a cap on the maximum amount raised from any one specific business.

Organizationally, there is a Chairperson, Treasurer, Secretary, and an advertising and special events sub-committee.

Expenses in 2010 were allocated as follows:

Administration	14%
Advertising	55%
Events	29%
Sponsorship	2%

Most beautification and streetscape work is currently undertaken by the City of Vaughan. A process through the City and the BIA (and eventually other retail districts in Vaughan) will be required to ascertain the level of services offered and how best to deliver them.

A BIA is not a panacea for every issue. Rather, it is a tool to help achieve desired outcomes especially related to communication and marketing. As stated, marketing is the only function that the KBIA is fully in control of how it is deployed. If the BIA wants to improve the aesthetics of the street and landscaping, transportation/traffic, parking, and in-fill developments, then the KBIA can work effectively with the City, property owners, other organizations such as KARA, among others, to achieve those objectives thereby fulfilling the overall goal as a catalyst for change.

KBIA Characteristics, Structure, and Resources

- Kleinburg BIA’s primary responsibility is to improve the local business climate through a combination of leadership, management, and marketing. The KBIA must play the roles of:
 - **Advocate** – Being an advocate for Kleinburg businesses is important but it is only part of its roles and responsibilities. The BIA must ensure that Kleinburg’s interests are represented and advanced in policy and resource allocation decisions at the City level (potentially at the provincial level through organizations such as Ontario BIA or even the Chamber of Commerce).

The organizational plan provides recommendations for improving internal communications among members and ensures the KBIA is representing the members’ interests. The objective is to better inform, engage, and mobilize all local business, property owners, and community interests.
 - **Marketer** – Kleinburg BIA needs to solidify its role as the Village’s umbrella marketer, with the aim of developing a broader base of target markets to draw to the area. The BIA should collect the stories, visitor reviews, and recommendations from tourist sites/publications to use and redistribute as part of their marketing programs. The KBIA needs to profile the unique attributes of the local business owners as part of the local community.
 - **Facilitator** – In the future, Kleinburg BIA can play a role as facilitator to encourage new businesses to set up shop (liaison or information provider). This may include marketing new incentive programs and ensuring that it is easy for members to access them; helping develop a one-stop shop for permits at the City or ease of navigating the City’s permitting process, beautification projects, and parking sharing programs.
- The KBIA should include a paid staff person (executive director) and at least ten to 12 board members and chairperson. The KBIA should concentrate on low-hanging fruit such as coordinating with the City for increased beautification programs and organizing one additional event. The KBIA should develop a suite of seminars/workshops for its membership in conjunction with Vaughan Business Enterprise Centre, the Chamber and other external organizations.
- The KBIA must have a competent, energetic, and creative staff person. A part-time executive director should be hired. Coordinating and leading businesses is not a nine-to-five job. Furthermore, in a small organization, the staff person must possess both general organizational skills and a certain level of technical skill and knowledge related to Vaughan and York Region services, real estate development, tourism, and marketing.
- Partnerships with other businesses, organizations, and activity centres are important to leverage limited resources including York Tourism, Vaughan Business Enterprise Centre, Chamber of Commerce, Vaughan Economic Development Department, Hills

of the Headwater marketing, Regional Tourism Organization Zone 6, KARA, St. Padre Pio Church, Take 5, etc.

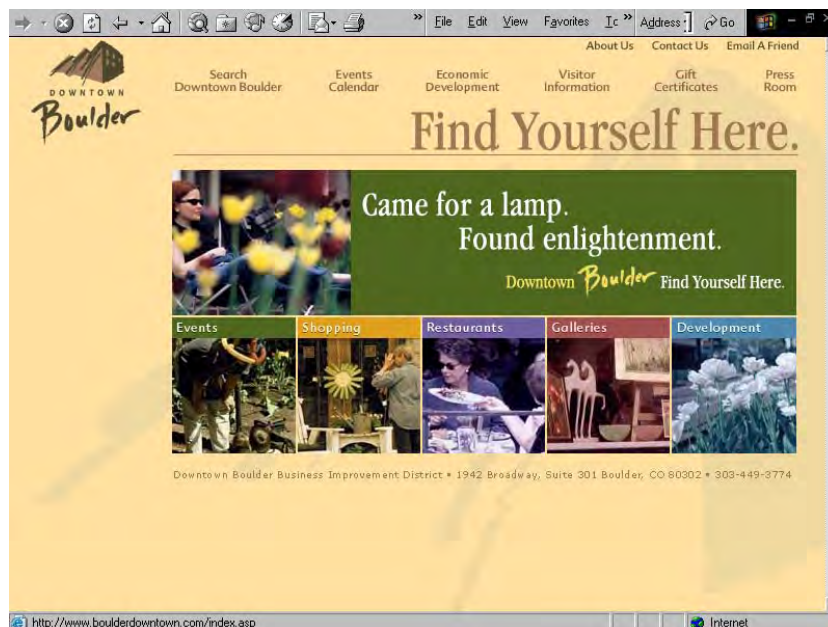
- Board committees should be established related to (i) streetscaping, beautification, and outdoor merchandising/patio programming, (ii) parking and transportation programming, (iii) marketing and special events programming, and (iv) an executive committee. The overall function is to have strategic plans and tactics developed at the committee level through the KBIA members. These would then be presented to the overall board at monthly meetings for approval (not for lengthy, further discussion).
 - Board Structure
 - Increase board size as a requirement to increase member involvement (ten- to 12-member board) thereby forcing a higher turnout for quorum (a council member should be listed on the board).
 - Limit terms of Chairperson to two terms (eight years).
 - Coincide board elections with Municipal elections – new council and BIA board (required by the Province).
 - Seek out other expertise by allowing outside members to sit on board (20% maximum) such as an executive from the McMichael or a local resident with marketing expertise.
 - Set up committees on the board so that board meetings are quicker and related to updating and approving sub-committee work – this can include executive, beautification/streetscape, economic development, marketing and special events, parking and transportation. A welcoming/business assistance committee may be established to provide assistance for new businesses as well as sponsoring periodic workshops (e.g., customer service skills, tourism marketing – note that the Vaughan Business Enterprise Centre may be able to assist).
- It is important for the KBIA to keep track of successes (have an evaluation) to monitor progress (amount of money invested annually, building permit dollar volumes in commercial areas, website hits, new businesses opening, vacancy rates, event attendance estimates, etc.).

Communication

Communications programs are intended to better inform and educate all Kleinburg stakeholders (including KBIA members and non-members) on successes, opportunities, as well as challenges affecting the commercial area. While many of these initiatives may be currently carried out the KBIA there should be a more formalized communication program. The following program initiatives are recommended:

- **Bi-weekly email blasts:** Frequent communication will provide timely updates on Kleinburg successes and activities. The email is targeted to the primary Kleinburg BIA retailers, property owners, and other stakeholders (e.g., houses of worship, McMichael, Kleinburg Public Library, trail system providers, Binder Twine event organizers, KARA, etc.)
- **Website:** The Kleinburg website was recently updated. While it provides good information, it should aim to be a leader in marketing Kleinburg. As stated, visitors will actively research potential areas well before visiting them. Providing an appeal that creates the emotional attachment of Kleinburg combined with sound practical information on potential itineraries, driving instructions, and discounts are worthy pursuits.

An example of an effective website produced by Downtown Boulder:



KBIA should move away from the marketing slogan of “Shop Dine Explore Experience” as it is too generic and similar to many BIAs throughout North America.

More information on website recommendations is provided in the Goal Three section.

- **Semi-annual newsletter:** A semi-annual newsletter is recommended to achieve several communication goals. This includes providing in-depth information on pertinent activities and improvements, and providing a visually stimulating medium with which to market Kleinburg. Newsletters should have a broader distribution beyond KBIA members.

As an alternative, the newsletter could take the form of a booklet that could be used as a marketing piece for Kleinburg. It may be funded by local businesses and organizations paying for advertising. It could include maps, activity suggestions, historical walking tours, and the list of businesses. These could be produced at the start of the tourist season and the second in advance of the holiday season. The publication could be a shared cost with trail maps by Humber Valley Heritage Trail Association, KARA providing input on the heritage walking tour, and the individual merchants buying space.

- **Annual General Meetings:** The Kleinburg BIA should provide an annual update in a town hall format to showcase Kleinburg successes, opportunities, and future work challenges. Kleinburg BIA needs to take the opportunity to award themselves and tell the success stories that are happening in the business community.
- **Quarterly issue forums:** Quarterly forums can feature speakers on a variety of issues ranging from updates on projects, festivals and events, construction projects, and retailing workshops (e.g., merchandising displays, trends, personal service, and holiday season retail) – potentially in coordination with the Chamber of Commerce and the Vaughan Business Enterprise Centre.
- **Member and visitor surveys:** Regularly scheduled member surveys should be undertaken to track overall satisfaction with both the KBIA’s programs and general Kleinburg perceptions in order to establish benchmarks and record progress.

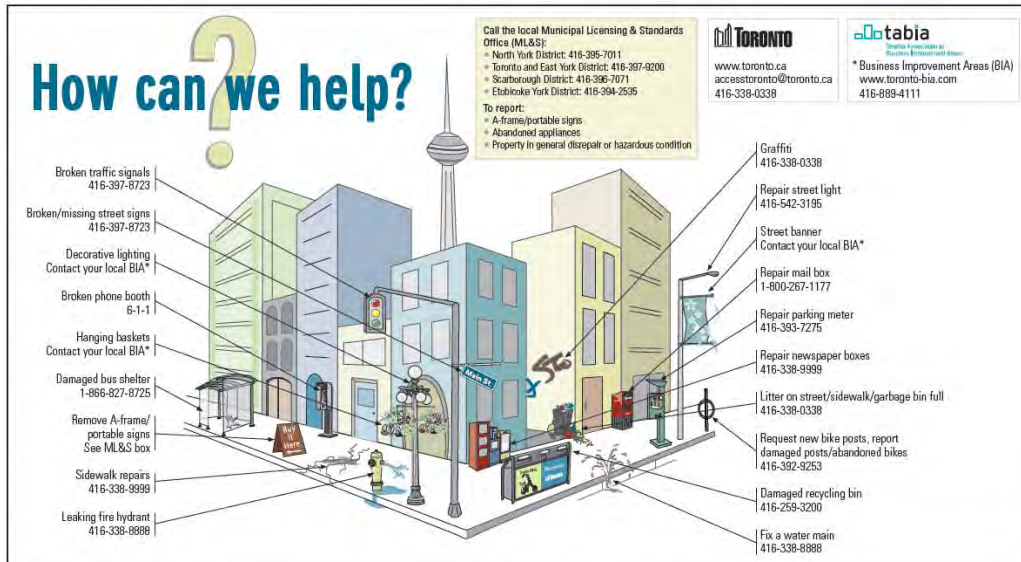
Funding: An initial budget of approximately \$60,000 composed of the membership levy. Additional funding is raised and should be enhanced to support events and programming. After this new budget is agreed to and as new buildings are built and existing buildings redeveloped, the KBIA budget should be allowed to increase as assessed values increase. The KBIA should allow for a natural increase in the KBIA budget by keeping existing buildings paying the same amount each year and new or redeveloped commercial buildings paying for the increase.

- Additional funds and sponsorships may be raised for project-specific activities such as festivals and events or specific capital projects.
- There are programs at the provincial level for hiring additional staff such as marketing persons using marketing interns from local college or university programs or landscape maintenance through youth employment programs.
- The budget should be split one-third to one-half on administrative expenses including salaries, one-third on marketing and promotion, and the remaining on beautification type expenses (augment what the City is providing).
- KBIA should consider removing the cap on each individual property levy. The City should assist the KBIA to understand how this would affect each individual property based on different budget levels.

The City of Vaughan needs to determine the level of services that are provided to the community and whether those services are better provided by the KBIA or the City. This will be a process that may take time to assess and one that other business districts will be interested in to keep an equitable distribution of City services. This includes landscaping, maintenance, streetscaping including garbage bins, benches, and overhead lighting, tree lighting, garbage pickup, etc. A memorandum of understanding on the services provided and who pays for capital and operating expenses needs to be determined. In some instances, municipalities transfer the responsibility of these services to the KBIA such as in Downtown Perth.

As the other villages and Vaughan Metropolitan Centre develop, they too may want an alternative system of delivery. An important component for retail businesses and property owners is to determine proper protocols for whom to call at the City or Region.

The following is an example from the City of Toronto that is distributed to local businesses and BIAs related to “Who-Does-What”-type assistance.



Comparable Markets

An examination of business district management organizations in other communities provides a context for evaluating Kleinburg’s commercial organizational needs.

Picton is a historic town in Prince Edward County, Ontario. The town has approximately 5,000 full-time residents but grows in the summer with cottagers and seasonal residents. A Business Improvement Area (BIA) existed in the Downtown area for a number of years, but it was volunteer run. The organization only worked on one major event each year and there was little coordination. The BIA budget was \$30,000.

Today, the organization has completely transformed itself. The municipality has supported the BIA and helped them move forward with hiring a part-time staff person and increasing the budget. The budget for the BIA moved to \$60,000 and is currently \$80,000 with plans to increase it to \$120,000 in the near future. To support the transition, the BIA was able to secure an additional \$160,000 from the Ontario Rural Economic Development Program that was augmented by Prince Edward County (\$357,000). The money was used from 2008 to 2010 on signage, lighting, street furniture, staff wages, and a strategic marketing plan.

The base budget (not including the additional monies) was split between:

Administration:	60%
Marketing:	30%
Beautification:	10% – not including the additional grant monies

Perth is another historic community with approximately 6,000 residents plus tourists and regional visitors/tourists. There are approximately 70 retailers in the Downtown BIA. The BIA has a paid part-time executive director and a volunteer board of directors. The BIA raises \$76,000 through a business levy, and the town contributes an additional \$19,000 (the additional town revenue goes toward beautification). A letter of understanding between the town and the BIA is renewed every three years regarding beautification services. The BIA provides these services (e.g., floral fixtures, benches, trees, etc.) but capital costs for streetscaping are paid for by the town. The BIA spends their budget on:

Administration salaries and supplies:	53%
Promotion:	22%
Beautification:	25%

In addition, the annual Festival of the Maples costs approximately \$60,000, which the BIA raises and spends as a net flow-through account.

Plans for Perth BIA are to raise the levy by about 3% annually. The average levy for each business is approximately \$1,000. The town has a joint economic development officer and community development (heritage) person.

In **Rutland, Vermont**, a slightly larger town of 17,000 has had a Downtown Business Improvement District (BID) for the past 20 years. The BID has a budget of approximately \$300,000 that includes \$237,000 that is raised from the business levy (retailer and commercial offices). There are approximately 300 businesses (retailers and professional services) in the Downtown. Staff includes a full-time executive director, two part-time staff (full-year) for office administration and marketing, and a part-time seasonal staff for cleaning. (Note Kleinburg is approximately one-third the size and may achieve one-third of their budget).

The BID funds are distributed as follows:

Administration salaries and other:	47%
Special events:	16%
Marketing:	22%
Streetscape:	10%
Business development:	5%

The goal moving forward is to spend more money on business development and less on special events.

Other larger and smaller towns with BIAs include:

Community	Approximate BIA Budget	Approximate Number of Businesses
Downtown Cobourg	\$120,000	252
Downtown Dundas	\$115,000 plus sponsorship and municipal support	104
Ancaster Heritage Village	\$56,000 with plans to increase to \$90,000 and municipal support	101
Downtown Elmira	\$50,000 budget (levy \$40,000)	n/a
Downtown Fergus	\$60,000	155
Downtown Haliburton	\$31,500	65
Downtown Orillia	\$225,000 plus \$75,000 in sponsorship	217
Historic Unionville	\$199,500 (\$237,384 total budget) plus sponsorships	81
Downtown Bracebridge	\$100,000	44
Downtown Bowmanville	\$138,000 plus municipal support	156

Goal One – Position KBIA as a Catalyst for Change

	Action Step	Responsibility
1.1	Increase BIA budget and allow for a natural increase in budget through assessment changes. Consider removing cap on upper limits on levy.	Kleinburg BIA
1.2	City to assist the KBIA to investigate alternate funding opportunities in order to increase the KBIA's budget.	City of Vaughan, Kleinburg BIA
1.3	Make changes to increase board size and set up committees. Continue to evaluate BIA committees ensuring that they are working toward strategic planning and developing tactics to carry out the goals set.	Kleinburg BIA
1.4	Finalize a job responsibility program for the executive director and hire for that position.	Kleinburg BIA
1.5	The marketing committee should have a separate structure that coordinates with the broader community on hospitality issues.	Kleinburg BIA and other similar organizations
1.6	Develop a full set of communication tools, assign a budget, and resource time against each.	Kleinburg BIA
1.7	BIA to canvas for support and increase communication and work with non-members.	Kleinburg BIA and other businesses and organizations
1.8	Coordinate with local groups, clubs, and associations (e.g., KARA, Take 5, Vaughan Business Enterprise Centre (VBEC), McMichael, Copper Creek, Kortright, Humber Trail System, houses of worship, etc.) to discuss opportunities for joint projects.	Kleinburg BIA to lead on business initiatives but others may lead such as KARA and other groups and organizations
1.9	Research other opportunities to hire marketing or maintenance staff through government or university/college programs.	Kleinburg BIA
1.10	Develop a memorandum of understanding between the City and KBIA concerning beautification and maintenance.	City of Vaughan, Kleinburg BIA

7.3 *Be Investment Ready*

Strategy Goal

The overall goal is to encourage and facilitate private- and public-sector investment, and the recruitment of commercial businesses, art, cultural, and recreational businesses and organizations in Kleinburg, as well as in-fill (re)developments (mixed-use), and historic preservation.

While the specific emphasis in this report is on retail and commercial businesses, it is important to approach commercial development in Kleinburg from a business-plan model. Specific goals should be predetermined and refined on a continuous basis. This applies to occupancy rates, growth, types of commercial businesses, marketing plans, special event programs, and real estate development projects.

Recommendations

To foster investment and re-investment within Kleinburg, there needs to be encouragement and promotion of an atmosphere that supports positive action. This can be made possible through cooperative efforts between the public and private sectors, along with the community at large.

The Village should have the primary focus of serving the day-to-day retail and service needs of the broad community, while simultaneously expanding the opportunities of providing complementary goods and services as well as facilities that attract regional visitors/tourists.

Like any marketed product, Kleinburg contains a number of unique and important economic development elements that are central to achieving the vision set out. This includes strong emphasis on the following:

- Kleinburg as a regional centre with arts, cultural, and culinary experiences that draws visitors from across the GTA.
- Kleinburg as a natural heritage community with rich outdoor recreational and leisure amenities that lends itself to cross generational appeal of local residents and visitors of all ages and physical abilities.
- Kleinburg as a local centre and meeting place, serving local residents' learning, recreational, business/professional, social, and spiritual needs.
- Kleinburg as a distinct heritage community that continues to evolve its relevance in relation to current and future economic and business opportunities.

From the research it is evident that the retail type businesses need to respond to these facts. Tastes are more sophisticated than in other rural Canadian communities but they are not stuffy and elitist; rather, it is a more contemporary and casual atmosphere that should be enhanced. Consumers value customer service, knowledgeable staff, and an over-reaching good experience in a personable, friendly atmosphere. Local residents want recognition and to feel that they belong to an enviable place to live and recreate. They also want better-quality stores, longer hours of operation, and more marketing programs.

Retail Commercial Strategy

The strategy for Kleinburg commercial businesses will be to fill the vacant stores first and then to selectively increase the commercial square footage. This will require an ability to analyze redevelopment opportunities on a case-by-case basis to encourage the desired flexibility. Another important consideration is the availability of store sizes that are required for the retailers in question. There is a need for a limited number of larger than normal retail spaces (e.g., beyond a typical 1,000 sq. ft. space to include 3,000 to 5,000 sq. ft. units) to accommodate some stores. Also, there would need to be a planning and economic development review if very large units were planned for Kleinburg (e.g., approximately 10,000 sq. ft. and larger) – to ensure they fit into the Village, there is demand to support the total square footage without hurting small local businesses, etc.

The focus of the commercial strategy will be to preserve and grow the existing cluster of commercial businesses through increased marketing and retention activities. This will be leveraged to create improved, complementary retail commercial uses. In this manner, commercial sales will not be cannibalized by new developments, and retail will grow with increased demand. As stated, it is understood that Kleinburg wishes to retain its small, heritage, and real-functioning village atmosphere and close-knit community. Therefore, any development must be reviewed in this context.

The retention and recruitment plan should work toward retaining certain key business categories and expanding others. Examples of commercial stores¹ that support this strategy include the following (important to note that many businesses currently exist in Kleinburg and strong efforts should be made to retain them).

Convenience Goods

Hot Prospects

- Urban grocer – 2,000 sq. ft. (may be larger depending on uniqueness and marketing – could be 8,000 sq. ft. if marketed appropriately to the primary trade area).
- Specialty food – meat, cheese, and bakery – may be difficult to sustain if only relying on walk-in traffic (may be part of the urban grocer). Need high-margin products.
- Health and beauty supplies – locally made wellness and beauty products, handmade products, naturopathic medicine, organic health products.

Medium Prospects

- Pharmacy – exists, but increased focus on health and well being is required.
- Convenience store – may be warranted if an urban grocer cannot be recruited.

¹ For businesses listed that already exist in Kleinburg, the focus should be on retention services.

Retail Merchandise

Hot Prospects

- Bicycle store – refined selection of mid- to upper-market brands (narrow and deep), provide a bike service component for additional sales generating capacity to compensate for lower pedestrian traffic.
- Other sporting goods-related type store including running, camping, hiking, apparel related to dance, yoga, etc.
- Specialty goods – handmade, locally sourced, high-quality arts and crafts that are reasonably priced, may include a higher end toy store.
- Pet store – independent higher-end supply store or franchise such as Bark and Fitz, specialized pet food (e.g., Mayer’s Pets/The Backyard Naturalist in Stouffville).
- Hobby – knitting, knitting café, children’s toys, book store (all lifestyle-type stores).

Medium Prospects

- Apparel – women’s specialty, geared to outdoor living, cannot be found in power centres or malls, contemporary jewellery.
- Shoe store – refined selection of mid- to upper-market brands (narrow and deep).
- Kitchen store – refined selection of mid- to upper-market brands (narrow and deep) and more emphasis on mid-level brands, which may include a cooking school or in conjunction with an urban grocer or specialty food/caterer (e.g., What’s Cookin in Erin).
- Home furnishings – home décor, interior decorating, customized pieces, bedding and linen (e.g., franchise opportunity Saturday Afternoons).

Low Prospects

- Electronics – unlikely to do well in Kleinburg due to lack of demand and very low margins on electronic goods.
- Home improvement – unlikely to do well in Kleinburg but may include a lighting store, paint store such as Benjamin Moore, or home improvement such as True Value Hardware.

Food Service

Hot Prospects

- Retain existing food service operators.
- Casual food service.
- Locally sourced ingredients.
- Offer take out, delivery (no drive through).
- More patio seating.
- Entertainment.
- Cooking school.

Services

Hot Prospects

- Dry cleaning.
- Accommodation – planned for.
- Commercial banking – another bank.

Medium Prospects

- Medical, dental – some exist, may be a need for a medical complex.
- Fitness studio (special permission required).

Low Prospects

- Beauty, spa – many exist but a larger full service similar to Claremont, Ancaster Spa.
- Professional offices on second floor, side or back side of buildings.
- Travel – exists.

Other

- Farmers' Market.
- Humber Valley School of Art.
- Pierre Berton Discovery Centre.
- Town Square – but it has to be programmed space.

Recruitment Programs

KBIA nor the City should not directly become actively involved in recruiting commercial uses. The organization can work collaboratively with the property owners (acting as facilitators and liaison services) concerning the retail commercial vision for Kleinburg. This applies particularly to retail retention and recruitment. The Executive Director and board chair of the BIA should be available to answer questions concerning vision and future development or be able to refer them to City staff that can assist them. The BIA should also act as a welcoming committee for new retail and commercial businesses in Kleinburg.

The BIA should establish goals and objectives related to the commercial health of Kleinburg. They must be familiar with the current business profile, as well as vacancies, rental rates, new projects, property owners, and the like. A full database on each property including lot size, building size, previous uses, heritage conditions, and any known constraints such as aging roof needs to be developed and added to on an ongoing basis.

This will facilitate their working with the committees to devise a strategy of selectively increasing the retail and other cultural components. Goals related to occupancy rates, the percentage of square footage devoted to retail merchandise, and objectives of searching out these new businesses need to be developed.

Goals should include:

- Minimum 30% of retail square footage as retail merchandise.
- Minimum 20% of retail square footage as food services (maximum 50%).
- Vacancy reduced to lower than 5%.
- Minimum number of specialty boutiques – ten.
- Minimum number of businesses open past 6:00 p.m. – ten.

Kleinburg property owners will need to narrow down a list of a few prospects, and potentially work with the City and the KBIA to approach them with the correct facts, including a store location. The objectives are not solely retail commercial based but can include broader arts, cultural, community, recreation, and entertainment activities as well.

In addition, the BIA should develop and distribute a well-organized, current market information package related to the commercial potential for Kleinburg. It should be targeted at potential business owners who are interested in establishing a business. The executive director, along with the board members, can work proactively with individuals to determine gaps in the marketplace and how to fill them successfully. However, as stated, the KBIA will not be actively recruiting businesses. The City of Vaughan may be able to assist the KBIA to develop better-quality marketing pieces based on their expertise in marketing and recruitment.

Property owners in Kleinburg should be prepared to offer incentives to help attract quality retailers. This means not taking the first tenants that are the highest bidders. Possible program incentives by property owners include rent breaks – offering very low or no rent in the beginning months and gradually increasing rent up to market levels, or assistance with build-out, fixtures, signage, etc.

The City of Vaughan’s Economic Development Department should consider hiring a small retail commercial expert to assist the City overall on recruitment and retention activities of small businesses. This will be of value to Kleinburg, other villages, and the proposed Metropolitan Centre. This is currently being conducted by the City of Brampton’s Economic Development Department for Downtown Brampton and the Queen Street Corridor. The City of Ithaca, NY’s Economic Development Officer was actively involved in retail recruitment planning and visiting independent retailers throughout the region.

Retention Programs

Retail retention is important because the strength of the existing retailers and businesses will encourage prospective businesses to locate in Kleinburg. First, the information from the background report and consumer surveys for this project should be made available to the businesses and property owners. Existing retailers can begin to refocus their own retailing/marketing efforts to take advantage of the local traffic's socio-economic and shopping preferences. Merchandising, overall store presentation and window displays, store layout, price-point restructuring, store renovations and expansion, partnership opportunities, or even relocation should be (re)evaluated. For example, specialized stores with a limited target market, such as a very high-end jeweller, would not do as well due to the limited number of high-end customers in the local area. However, products geared to quality health, fitness, and recreation will, as this type of store will have cross-generational appeal and a higher chance of success. Equally, retailers that can effectively market to both local residents and regional visitors/tourists stand a better chance of survival than those solely focused on one of the target markets. This may include specialty food offerings that are locally sourced.

As the retail climate in Kleinburg becomes more competitive, marginal retailers will face more competition. These retailers must become as strong as the newer retailers. One of Kleinburg's strengths is excellent service/helpful staff as well as one of the most important factors driving shopping location decisions. If retailers believe they offer great service, they should be willing to take the necessary action to sustain and improve it rather than rest on their laurels. It is often better to improve an area of strength rather than tackle an area of significant weakness as a starting point. While many retailers do offer great assistance to their customers, it will be important to offer additional benefits. This can include personal shopping help, style assistance, free delivery, a men's-only shopping night, advance notice of new products, free products/samples with purchase, open extended hours, gift-wrapping, instant no-interest credit, local resident loyalty cards/discounts, among others.

There are numerous resources from motivational speakers, books, videos/DVDs and workshops that address areas of retail operations. Retailers should offer incentives to their staff to understand the products and services they are selling.

Kleinburg BIA and the Vaughan Small Business Enterprise Centre will be able to supply retention services through the following means:

- Making educational tools, including videos, guidelines, and books, available to businesses, and coordinating special learning events for members.
- Offering seminars on topics such as merchandising, effective use of window displays, how to offer good customer service, accounting, public policy, marketing and advertising, buying for your business, developing an Internet site (multi-channel retailing), security and safety techniques, and importance of store cleanliness could be part of the retail advisory committee. The BIA can include a customer service personal shopping program that rewards retailers that offer exceptional service.
- Making demographic information available so that businesses can better target their promotions to customers.
- Helping businesses identify and develop business opportunities for growth and expansion. Programs include how to attract more customers through marketing; building a repeat customer base; how to encourage customers to spend more; adding new product lines to capture a wider market range; expanding or relocating within Kleinburg; and opening a complementary business in Kleinburg – creating your own competition.
- New businesses should be encouraged to take root in Kleinburg – these businesses may need assistance with business planning, loans, bookkeeping, rent abatement deals, merchandising, etc.
- Supporting cross-promotional efforts: restaurants should give discounts to local businesses that help promote them; businesses such as accommodation related, art and cultural related, and recreational venues. Also, local resident loyalty programs and joint marketing similar businesses should also be pursued.
- Businesses must be encouraged to use the words ‘Kleinburg’ in their promotional materials, business cards, Yellow Page directories, etc., to help re-enforce the brand.
- Planning for business transition. If a business owner plans to sell, close, or retire, it is important to find this out as soon as possible. Services offered by the KBIA could include the following:
 - Serving as a liaison between business owners and potential buyers;
 - Identifying potential buyers and providing information; and
 - Helping to prepare marketing materials.
- Kleinburg businesses need to support one another’s business by being seen shopping and conducting business on a regular basis. Business owners and staff should easily recommend other businesses in the BIA to customers. Becoming actively involved with each other provides opportunities for visual monitoring, keeping communication channels open, and building essential relationships.

Retail Opportunities

The following sales potential charts for retail categories are based on a future date of 2015 and assumes an additional 140 housing units in Kleinburg and a further 1,000 units in the Primary Trade Area (approximately 3% annual growth – considered moderately high). **This is meant to illustrate ONE possible growth scenario as to the impact on retail sales and is not a set growth situation. The following is for illustrative purposes only. Note this is not additional warranted square footage but total for Kleinburg.**

Food and Beverage

Anticipated Food and Beverage Demand

Food and Beverage	2015 Expenditure (\$ millions)	Kleinburg Capture Rate	Total Potential (\$ millions)	Average Sales/ Sq. Ft.	Warranted Sq. Ft.
Kleinburg	\$12.3	5%	\$0.6		
Primary Trade Area	\$62.2	2%	\$1.2		
Regional visitors/ tourists	\$1.0	75%	\$0.8		
Total			\$2.6	\$600	4,348

Source: Statistics Canada, UMC

The food and beverage retail category includes grocery stores, specialty food stores, convenience-type stores, and wine/alcohol stores. Conservative estimates indicate there is demand for \$2.6 million, which is equivalent to approximately 4,500 sq. ft. of retail space.

This can be configured as one larger-sized urban grocery (5,000 sq. ft.) or a smaller 2,000 sq. ft urban grocer as well as a specialty cheese shop, specialty meat shop, bakery, confectionary (each approximately 600 to 800 sq. ft.). A confectionary (candy) store exists in Kleinburg at present.

To achieve a larger-format grocer, the capture rates would have to increase to approximately 12% for Kleinburg residents and 7% for Primary Trade Area residents. This will allow for an approximate 11,000 sq. ft. grocer.

The business model for an urban grocer cannot rely on being a fruit and vegetable market as the main business model as these commodities have very low retail margins. Rather, the grocer needs to rely on higher-margin goods at the front of the store to help achieve both sales and profitability. This may include a café or an emphasis on meat and prepared meals that carry high-profit margins that will compensate for the lower pedestrian traffic.

Additional success will hinge upon being able to provide ample, accessible parking. Other considerations include co-locating the post office with an urban grocer to help draw additional visitation.

The urban grocer should be unique in Kleinburg and go beyond specialty grocers such as Garden Market in Bolton or Longo's. There should be an emphasis on selling locally available foods and hard-to-find products. Prices for some staple items must be competitive with other food and beverage stores including basic bread, milk, and cheese items.

Ideas for the market are similar to the following example but it should be an independently owned business.



Meat on the Beach – The antique truck outside provides a unique experience. Inside the 1,500 sq. ft. store, there is ample selection of meats and prepared foods as well as staple items such as breads, milk, cheese, fruits/vegetables.



Summerhill Market is approximately 8,000 sq. ft. carrying higher-end food products. There is a catering service as well. The outside is well merchandised with garden and florist products. It is located in a very small retail village that serves the high-end residential area of Rosedale in Toronto.

Other experiential components of urban grocers can include cooking schools and entertainment/bands that play music.



Central Market in Texas provides exceptionally high-quality food as well as other activities such as a cooking school and events that make the trip more enjoyable.

Health Care and Pharmacy

As indicated, health is a fast-growth retail commodity. Locally sourced, handmade, organic, homeopathic-type health care goods and services are in demand. However, it becomes difficult for the smaller independent retailers to stay ahead of the larger chains.

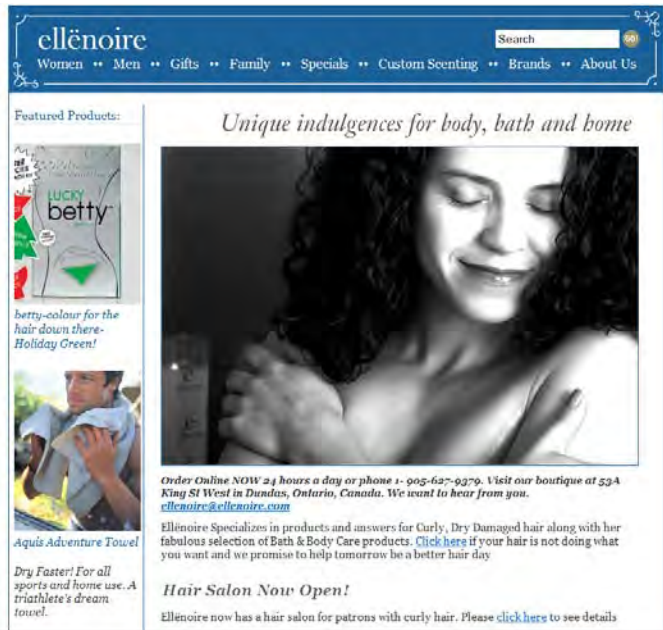
Anticipated Health and Pharmacy Demand

Health and Pharmacy	2015 Expenditure	Kleinburg Capture Rate	Total Potential	Average Sales/ Sq. Ft.	Warranted Sq. Ft.
Kleinburg	\$4.1	10%	\$0.4		
Primary Trade Area	\$22.0	2%	\$0.4		
Regional visitors/ tourists	\$0.5	75%	\$0.4		
Total			\$1.2	\$500	2,450

Source: Statistics Canada, UMC

The demand for health and pharmacy retailers is limited based on demand and current and future competition. The existing Nash Pharmacy will capture a high proportion of the total potential along with chains in the plazas and power centres nearby. There may be opportunities for a small locally owned cosmetic and beauty supply-type store or to carry certain handmade beauty supply products in another apparel or lifestyle-type store.

Examples may include the following:



Ellénoire in Downtown Dundas provides uniquely sourced, handmade beauty products. They have expanded into Internet sales and personal service grooming.

A focus of the company is hair needs for cancer survivors.



Boutique La Lavandière in Baie St. Paul, Quebec, produces handmade beauty products from the Charlevoix region of Quebec.

The benefit of this type of store is that the profit margin on locally made goods is higher. High profit margins can compensate for lower pedestrian traffic. In addition, locally made goods provide an added mark to the uniqueness and high-quality brand name of Kleinburg.

Food Services

There are quality food service operations throughout Kleinburg; however, one of the issues affecting demand relates to critical mass. The question is whether more food service operators will attract more visitors to Kleinburg as a place to visit or if more food service operators will only create more competition and reduced sales for all businesses.

It is also noted that the Doctor’s House is expanding the restaurant/lounge area.

Anticipated Food Service Demand

Food Service	2015 Expenditure	Kleinburg Capture Rate	Total Potential	Average Sales/ Sq. Ft.	Warranted Sq. Ft.
Kleinburg	\$6.4	25%	\$1.6		
Primary Trade Area	\$26.7	20%	\$5.3		
Secondary Trade Area	\$199.9	2%	\$4.0		
Tertiary Trade Area	\$115.4	1%	\$1.2		
Regional visitors/ tourists	\$10.2	75%	\$7.7		
Total			\$19.7	\$600	32,903

Source: Statistics Canada, UMC

There is approximately 27,000 sq. ft. of food service space in Kleinburg. The minimum amount of new food service warranted space is approximately 5,000 sq. ft.

Through the interviews and workshops, there was demand for quality casual lunch and dining options. Local residents enjoy coming in to the core with friends or family for dinner. They enjoy meeting up and seeing their neighbours. Overall, the residents wanted a less expensive option than currently exists.

During the workshops there were mixed feelings from the participants regarding chain retailers locating in Kleinburg but some may be warranted and can actually spur additional growth. It is noted that there are chains already operating in Kleinburg.

Residents expect quality food and excellent service at food service operations. They want to be recognized when they enter and treated well. In addition, they enjoy the fact that they can walk to the local restaurants without worry of driving.

Examples of restaurants include the following:

- White tablecloth, fine dining.
- Casual eating/diner.
- Ethnic (Thai, Korean, or fusion).
- Entertainment and food service (jazz).
- Patio dining.



Buddha Dog Café in Picton uses locally sourced ingredients in their products. The map on the wall highlights where in Prince Edward County the ingredients are sourced creating the linkage between quality food, experience, and place. The map also highlights the region’s best asset – the 800 km of shoreline.



Watching food being prepared adds to the overall experience.

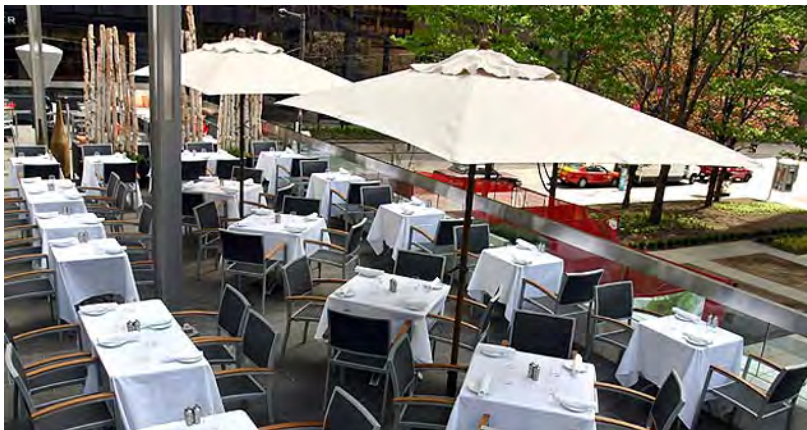


Casual dining with entertainment options.



Coffee houses, cafés, and restaurants that provide communal dining tables allow for visitors to mingle and create new experiences.

This can appeal to locals as well as regional visitors/ tourists – especially young adults.



Patio spaces should be clean and provide a quality, consistent experience from the street.

Umbrellas should be matching and no third-party signage allowed.



Opportunities to see and be seen in Kleinburg are a draw for local residents and regional visitors/ tourists.

Patios or accordion-type doors can accomplish this.

Other ideas include:

- Brew pub – locally produced Kleinburg brewery, potentially at the Canada Dry site.
- Coffee roaster – roast own Kleinburg coffee and sell within Kleinburg and elsewhere (other examples include Detour in Dundas or Te Aro or Balzac’s in Toronto).



Retail Merchandise

Retail merchandise-type categories that would be warranted in Kleinburg include clothing stores, shoe stores, jewellery and accessories stores, home furnishings and kitchen supply stores, pet stores, small urban garden stores, toy stores, sporting goods stores, book stores, and hobby stores.

Anticipated Retail Merchandise Demand (home furnishings, clothing and accessories, and leisure retail only)

Food Service	2015 Expenditure	Kleinburg Capture Rate	Total Potential	Average Sales/ Sq. Ft.	Warranted Sq. Ft.
Kleinburg	\$14.7	5%	\$0.7		
Primary Trade Area	\$67.8	2%	\$1.4		
Secondary Trade Area	\$333.1	1%	\$3.3		
Tertiary Trade Area	\$273.5	1%	\$2.7		
Regional visitors/ tourists	\$18.0	25%	\$4.5		
Total			\$12.7	\$400	31,643

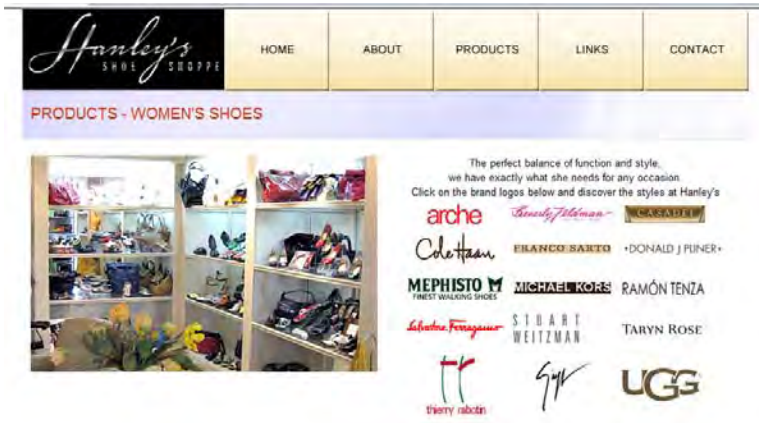
Source: Statistics Canada, UMC

There is currently 16,275 sq. ft. of retail merchandise space in Kleinburg. The demand includes approximately doubling the capacity to 31,643 sq. ft.

Apparel – to create critical mass in the apparel and footwear retailer category, there is a need for approximately eight to ten businesses that can offer the range of goods. Each business would need a different appeal and product assortment for mid- to upper-market brands. If critical mass cannot be achieved, each clothing and footwear retailer should operate more as a destination-type store. Destination clothing and footwear stores should have a narrow focus and deep specialization.

Clothing, footwear, and accessories stores that play up the vision of an outdoor recreational paradise will assist in re-emphasizing the overall vision, but it is not necessary for all retailers to follow this lead. However, brands such as Bogs, Hunter, Woolrich, Pembleton, etc., do extend the overall message.

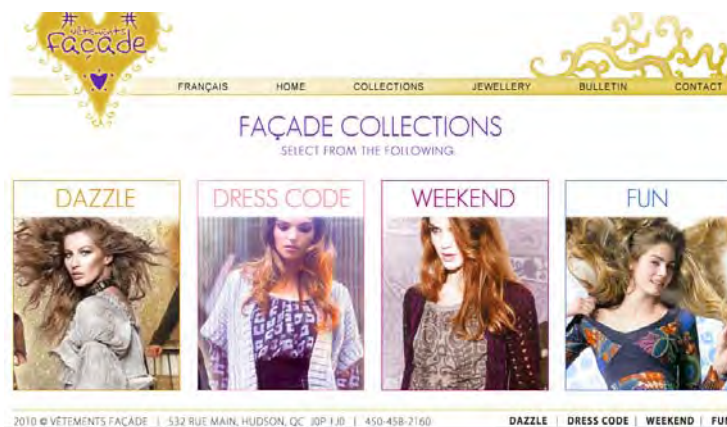
Retail merchandise examples include:



Kleinburg businesses can tap into the projected \$19 million in women's, the \$12.5 million in men's, and \$6 million in children's clothing, footwear, and accessories expenditure potential that is available from just the Kleinburg and Primary Trade Area residents. Regional visitors/ tourists can add to sales potential.



Outdoor specialists in upper-end men's and women's apparel.

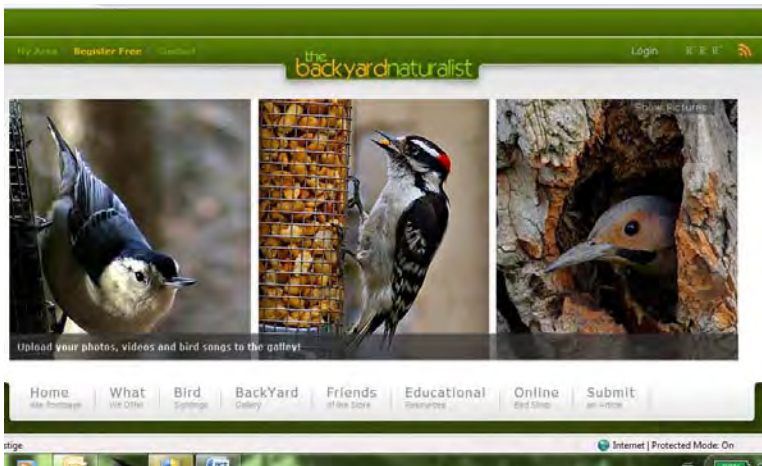


Additional sales potential will come from outside the local area as regional visitors/tourists will visit either the critical mass of clothing-type retailers or for the destination appeal.

An optical store tied to an optometrist would do well in Kleinburg.



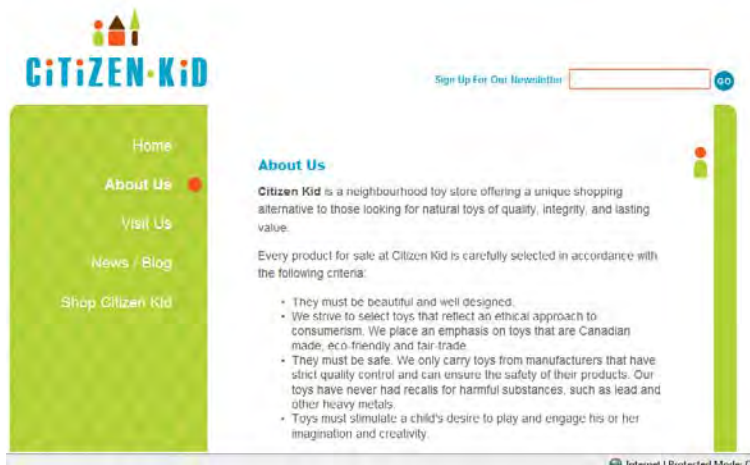
A high-end specialty dog store would cater to local residents primarily but would also gain sales from visitors. Bark and Fitz is a higher-end franchise but an independent store would work well. Other pet supplies such as bird seed may do well.



Mayer's Pet Store/The Backyard Naturalist is a destination for pet enthusiasts in Stouffville (relocated from Unionville).



Stores such as Camilla Valley Farm and Needles Emporium offer high-quality knitting resources. Knitting cafés and the textile industry are in a growth situation.



A children's toy store would market itself at the 31% of the population in Kleinburg and Primary Trade Area that is under 20 years of age. Estimated expenditures of \$2 million are geared to toys from Kleinburg and Primary Trade Area residents.



A specialized cycle shop would blend well with the vision of Kleinburg. The business plan of selling bicycles and then providing the annual servicing requirements ensures a profitable business model.



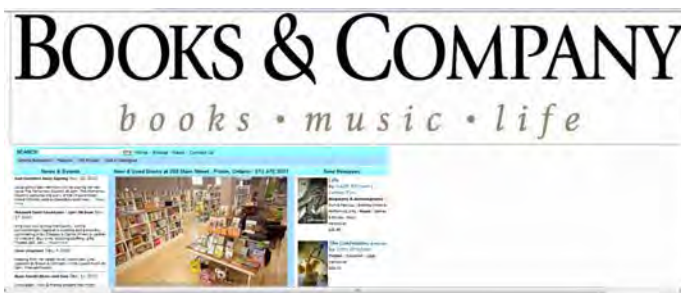
Sporting good stores beyond cycle stores should be considered. This includes independents as well as retailers such as The Running Room. A great power wall featuring the products is an excellent way to show specialization. There is the potential to capture a portion of the \$3 million+ spent on sporting goods just in Kleinburg and the Primary Trade Area.



Home furnishing stores such as antiques, art galleries, arts and craft, kitchen supply, and small garden equipment fit in nicely with the overall vision and would do well. The price points should be mid to upper level and not exclusively high end.

Additional sales through customized work should be pursued (e.g., interior design, custom furnishings).

Attempts to tie into the look and feel of Kleinburg, heritage, etc. should be encouraged



A bookstore may do well but given the increased online book sales, it may prove difficult. Rather, a lifestyle store that sells books, art, music, and has a café may be warranted.

Services

Other retail categories include:

- Dry cleaner – quality cleaner.
- Boutique hotel.
- Full-service spa.
- Travel agent (already exists).

Retail Store Sizes

Some retailer categories necessitate consideration for larger retail spaces including an urban grocer, restaurants, and some hobby stores (yarn and needles) as well as a sporting goods store. Retail units of 3,000 to 5,000 sq. ft. may be necessary.

Goal Two – Be Investment Ready

	Action Step	Responsibility
2.1	<p>BIA to set goals and objectives for retail recruitment as well as other community activities (community centre, recreational facilities, arts, culture, etc.)</p> <ul style="list-style-type: none"> • Minimum 30% of retail square footage as retail merchandise. • Minimum 20% of retail square footage as food services (maximum 50%). • Vacancy reduced to lower than 5%. • Minimum number of specialty boutiques – ten. • Minimum number of businesses open past 6:00 p.m. – ten. 	Kleinburg BIA
2.2	<p>City to provide or hire a small retail business recruitment and retention person who would be available to assist Kleinburg and other districts preserve and enhance small business opportunities. This is part of the Vaughan Economic Development Strategy to enhance the historic villages and VMC in Vaughan.</p>	City of Vaughan
2.3	<p>Property owners through the KBIA will develop a comprehensive database of properties including noting which ones are for sale or lease. This information will be distributed to other organizations and channels such as the City’s Economic Development Department, Vaughan Business Enterprise Centre, realtors, investors, etc.</p>	Kleinburg BIA property owners.
2.4	<p>Develop and market/advertise a Kleinburg farmers’ market.</p>	Kleinburg BIA
2.5	<p>Begin commercial retention programs - improved merchandising and customer service programs.</p>	Kleinburg BIA
2.6	<p>Develop a one-page “sell sheet” (electronic format as well as hard copy) noting strengths of Kleinburg BIA that a potential retailer would find helpful (facts on why a retailer should locate here).</p>	Kleinburg BIA
2.7	<p>Develop interactive maps showing: (i) for investors available retail storefronts (ii) for customers merchants, services, parking locations, public facilities, etc.</p>	Kleinburg BIA
2.8	<p>Develop program of potential retail and community uses along the entire BIA including conversion of residential to retail, mixed-use building opportunities, other infill potential, and redevelopment of existing buildings. This is a retail block planning strategy.</p>	Kleinburg BIA, City of Vaughan

7.4 Establish Kleinburg as an Outdoor recreation and meeting place that people seek out to visit

Strategy Goal

The goal is to build upon Kleinburg’s key strengths that can be used as a marketing platform to draw local and regional visitation.

The goal is to encourage people to visit, shop, and dine in Kleinburg on a frequent basis, the mission should be to focus on those who currently visit either to increase the amount they spend on a given visit or to increase their patronage (visit more often). It is easier to work with current visitors than to convince non-visitors to come to the village. These customers are already loyal to Kleinburg and aware of what there is to offer. Programs to increase expenditure incrementally will have a higher payback than programs geared to non-visitors. With non-visitors, there is a higher risk that they will never become Kleinburg shoppers thereby wasting marketing dollars.

The starting point is the strong brand recognition of Kleinburg and its inclusion in numerous tourism-related website and publications as well as the marketing that McMichael undertakes.

Some Kleinburg businesses have some well-established marketing programs in place and the efforts to date have been well executed. The BIA marketing programs should not interfere with individual retailer marketing programs but serve to enhance an overall umbrella image of what Kleinburg is about. Also, the BIA can bring businesses together for joint or cross-promotional marketing programs.

Marketing can be the catalyst that helps re-enforce the image of Kleinburg. The image is that of a meeting place in an outdoor recreation paradise. It is a liveable and walkable village. It is a place to rejoice in the heritage atmosphere. It can play an integral part in creating a “buzz” for the village and helps put a face on the efforts of the businesses, property owners and art, culture, and recreational organizations and associations. Marketing is also a key element in retail retention.

Five Major Marketing Strategies

There are five major areas of work for Kleinburg commercial businesses from a marketing perspective. Each of these strategies is presented with example tactics to help bring the strategy to life. Implementation of a well-conceived marketing program requires execution of all five strategies. No single strategy is more important than another, and we strongly recommend finding the resources to execute all five strategies.

Strategy One: Build upon Kleinburg’s Vision/Brand

Develop the Kleinburg Economic Development Strategy focused on the shared strengths of Kleinburg that make the area unique and different than elsewhere. It cannot be a second-tier Unionville or Niagara-on-the-Lake. Rather, the distinction upon which Kleinburg is known has to stand on its own. In addition, this overarching idea of what the essence of Kleinburg is has to be marketable. The question is what is Kleinburg the best at?

The elements of this distinctive trademark of Kleinburg that were stated repeatedly include the following:

- The unique topography of the village sitting on a very narrow ridge between the two branches of the Humber River.
- The natural growth boundary surrounding the village that has allowed for the village to retain a significant amount of historic buildings and culture in the face of increased development elsewhere in Vaughan.
- The presence of the McMichael, which focuses on Group of Seven art, Native Canadian art, and other Canadian art in an idyllic natural heritage environment.
- Kleinburg is a real village that local residents use to fulfill their daily lives (e.g., schools, recreation, community groups, library, family dining, etc.).

For these reasons, the overarching vision/brand (e.g. essence) for Kleinburg is to market it as an outdoor and recreation paradise that appeals to locals and regional visitors/tourists.

The challenge is to translate the vision to a place whereby businesses can market it for positive returns on investment. Not every business should or will want to reinforce this vision but rather there should be an overall sense that Kleinburg is a great meeting place and visitors can enjoy either active or passive recreational pursuits.

Obvious retail synergy exists between sporting goods, outdoor wear, and fitness studios. However, the vision can include:

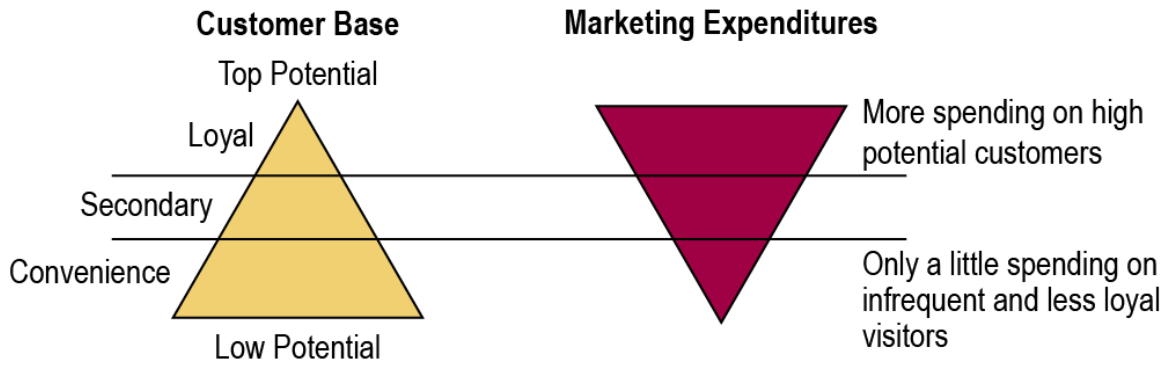
- Young children walking home from school, picking up a bag of candy, and sharing it, “Bons Bons taste better when you share them with friends.”
- Chance meetings with neighbours at a patio, putting the two tables together, and having an extended evening of fun.
- Home furnishings that take a contemporary angle
- Pet stores for residents who are pet aficionados (dog dishes outside businesses, mid to high end pet supplies and food).
- Food service operators that showcase locally available products.
- Outdoor, patio dining.
- Farmers’ market.

Imagery should use professional pictures as much as possible. Marketing materials can use a heritage look and feel but in a more contemporary setting. Examples include using a quilt pattern as a backdrop to the website that evokes a nostalgic feeling but at the same time it should be more contemporary in look, creating cross-generational appeal. Finally, the use of shoppers should be used as much as possible to convey the people-aspect of Kleinburg rather than images of buildings (walking and shopping, dining with friends and family, etc.) Traditional marketing in newspapers whereby there is a full-page ad filled with smaller ads from individual stores are not as effective as developing an ad that relies on an overall emotional attachment to Kleinburg using simple but strong graphics, imagery, and text.

Once a refined look is established for Kleinburg BIA, all creative elements produced for the Village should carry a single look and feel.

Advertising and public relations (PR) are the two major marketing tools used to reinforce the vision. Kleinburg BIA should consider a multi-pronged approach using a combination of media options – newspapers, magazines, website, and direct mail/email. Local newspapers or local TV stations (e.g., Rogers) may be considered for regional markets. The focus should be on the most likely customers who will shop/eat/experience Kleinburg. These advertisements and PR efforts are used to build the overall brand of the village in the eyes of the most profitable customers. The frequency of the advertisements should be dictated by each season: it is not advisable to run advertisements in the depth of winter. Advertisements should focus on spring, summer, early fall, and holiday shopping periods with PR efforts filling the gaps.

As stated, consideration should include running short 15-second TV spots in other communities in the Greater Toronto Area (these ads should be on the BIA website as well).



Marketing should focus on the top loyal customers that have a higher direct impact on sales revenue and gross margins.

There are two main focuses for the advertising and PR campaigns:

- Local residents.
- Regional visitors/tourists.

Marketing to local residents will include a combination of overall atmosphere and emotional draws but should be more heavily weighted toward creating a community whereby you can meet the local shop owner and socialize with friends.

Marketing in postcards and local newspapers should tell the story of the local business people (similar to the profiles in The Spirit). Other examples include:

Hassan's Fine Jewellery

Owner: Hassan S. Moustapha
 Phone: 519-936-7020
 Fax: 519-936-7019
 Email: info@hassans.ca
 Web: www.hassans.ca

Hassan's Fine Jewellery has served London and area since 2004. Hassan's is a family-owned and operated business. We are happy to fulfill customer's jewellery requests and are dedicated to help with our service. We take pride in our service and hope to earn your patronage and trust through integrity. Hassan's is a complete service centre for jewellery and watch repair. Hassan, our Goldsmith, is available Monday through Sunday for your service.

We offer fine gold jewellery, silver and accessories as well as small gift items. We also custom design jewellery and also offer cleaning, buffing, settings, engraving, plating and change watch batteries. We also carry a huge selection of bridal accessories.



Hasbeans

Owner: The Smith family
 Phone: 519-663-0237
 Email: paul@hasbeans.ca
 Web: www.hasbeans.ca

The Smith family has been part of Covent Garden Market for more than 125 years. Our business is now operated by: Paul (3rd generation), Debbie (4th) and Joel (5th). We are proud to offer only specialty coffees, sometimes known as gourmet coffees. We search world markets for only the finest grades in order to offer you the best of coffee with the finest of flavour. All our coffees are roasted daily on our premises. We make it a promise to only offer coffees that are roasted by us. Please feel free to drop by and see your coffee being roasted. Ask about our roasting process and see our offering of more than 39 varieties blends and roasts.





Alternatively, regional visitors/tourists are less likely to visit because they feel a strong connection with the specific business owner. In the surveys, they indicated they are influenced by overall atmosphere and quality stores. In addition, they indicated they were heavily influenced by their peers' recommendations that they should visit Kleinburg. Marketing should have a stronger emotional connection when placing advertising in other communities.

Examples of more emotional-type marketing that is stronger on visual ideas include the following:



BE *inspired.*

Be inspired by a place where one-of-a kind locally-owned shops, restaurants, arts and cultural happenings are all within walking distance. A place where people stop to chat with one another because the day's pace seems less hurried and more friendly. Downtown Long Beach is a place where small town friendliness meets big city choices. Once you visit, you will thank yourself for making it a Downtown kind of day.

The place to be. And be yourself.

DOWNTOWN LONG BEACH

Waterfront | East Village | Pine Street | North Pine | Financial Gateway

Learn more: ph: 562.436.4259 or visit www.dlba.org



BE *energized.*

Be energized by a place where one-of-a kind locally-owned shops, restaurants, arts and cultural happenings are all within walking distance. A place where people stop to chat with one another because the day's pace seems less hurried and more friendly. Downtown Long Beach is a place where small town friendliness meets big city choices. Once you visit, you will thank yourself for making it a Downtown kind of day.

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In addition, the marketing program should be more activity oriented. Rather than using the existing tagline of “Shop, Dine, Explore, Entertain,” which does not speak to the uniqueness of Kleinburg, the tagline should be more similar to this ad for HP.



HP spent over \$300 million on a campaign telling consumers it's all about “you,” and “you” should be taking pictures, sharing, forwarding, and printing them, AND, posting photographic essays on an HP Website. Kleinburg should be telling prospective visitors that they should be in Kleinburg having an amazing time with family or friends, taking pictures, hiking, shopping, relaxing, eating – and then sharing those memories with other peers on Kleinburg BIA’s website.

Retailer-specific Marketing Ideas

Specific ideas for independent destination retailers in Kleinburg include:

- Work on product spotlighting – a customer will usually turn or look right upon entering a store. Create a power wall display of goods that will impress the customer.
- Do not be discount driven – all ages are price conscious and discounts only attract the least loyal. Rather, offer rewards or something of value. For instance, a free slice of pizza with order; free scarf with purchase over \$100; \$20 off purchase of \$100 or more, etc. Percentage discounts just become meaningless in a sea of other advertising specials. Also, ensure there is a time limit so the customer will feel pressure to visit and buy.
- Food service and food and beverage stores should be encouraged to offer free samples. Restaurants should give free appetizers, amuse bouche, or free desserts to loyal patrons, and offer sampling on the street to passersby.
- Be solution-oriented – this is what we offer; this is what problem it solves; tie to the local economy; include an expiration date (come and get it now).
- Use direct marketing as much as possible. Sign up visitors for Kleinburg BIA or to your store. Ask for name and birthdays, anniversary, etc. Offer something free for signing up (e.g., sandwich, scarf, pair of socks, appetizer). Send them a gift on special dates (their birthday, wedding anniversary) as a thank you that entitles them to \$5 or \$10 off something in your store.
- Use programs such as Constant Contact through email to see if they are keeping in touch and to follow through with more marketing programs.

Strategy Two: Traffic and Sales-Building Promotions

It is not enough to run only advertisements to generate interest and excitement for the Kleinburg Village businesses. The advertisements “open the door” to the consumer, helping them to understand the identity and purpose of Kleinburg. However, there is a secondary marketing strategy to supplement this effort.

The Binder Twine Festival is the major event of the year attracting over 20,000 local and regional visitors/tourists. The event kicks off the fall visitation for Kleinburg and local area Central County festivals and fall fairs. The BIA runs and sponsors several other events including Tree Lighting (now produced in coordination with KARA) and Canada Day. McMichael runs several events, special exhibitions, and tours throughout the year that attract visitors.

Running events can be very time consuming and resource heavy. The UMC Team preference is for the BIA to encourage events and festivals to take place in Kleinburg with their organizational support but the actual managing and running of the event is coordinated by another organization.

Recently, Downtown Fergus decided to limit their event production to concentrate on other initiatives and let other organizations take over the managing of existing events.

Events and marketing around the events should be scheduled around a calendar of events, and if the BIA is involved, should include a consideration for key merchandising seasons.

Example of Calendar of Events Marketing Program (as a starting point)

	Jan	Feb	Mar	Apr	May	Jun
Holidays	New Years	Family Day	Easter	Easter	May-24	
Observed		Valentine's Day	St. Patrick's Day		Mother's Day	Father's Day
Kleinburg Festivals					May 24 Fireworks	
Vaughan or Charity Events	Hope and the City	Winterfest	Red Cross Month	Cancer Awareness	Asian Heritage	Peace Tree Month
	Family Literacy Day	Black History Month	Bottled Water Free Day	Parkinson's Disease Awareness	Vaughan Youth	Spina Bifida and Hydrocephalis
		Heart Month	March of Dimes	Workplace Safety	Emergency Preparedness	Pride Week
		Heritage Week			Hospice Palliative Care	FilipinoDay
					Fibramyalgia and Chronic Fatigue	Concerts in the Park
					National Access Awareness	

	Jul	Aug	Sep	Oct	Nov	Dec
Holidays	Canada Day	Civic Holiday	Labour Day	Thanksgiving		Christmas
Observed				Hallowe'en	Remembrance Day	Chanukah
Kleinburg Festivals	Canada Day		Binder Twine		Tree Lighting	
Vaughan or Charity Events	Concerts in the Park	Concerts in the Park	Childhool Cancer	United Way	November - Prostrate Cancer	
		AJA Federation	Grandparents Days	Breast Cancer	Veteran's Appreciation Day	
					Santa Parade	
					Vaughan-of-a-kind art and craft sale	
					KARA Holiday Food Drive	

This is the start of a marketing calendar that the BIA should be aware of to help them formulate individual retailer sales specials, staffing, complementary and competitive events. The following is a detailed marketing calendar for a shopping mall.

Example of Marketing Calendar Plan

2011	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2011
SAT	1									1			SAT
SUN	2				1					2			SUN
MON	3				2 Mother's D			1CH 9:30-6		3			MON
TUE	4	1	1		3 Promotion			2		4	1		TUE
WED	5	2	2		4	1		3		5	2		WED
THUR	6	3	3		5	2		4	1 Back to	6	3	1 Gift Card	THUR
FRI	7	4	4	1	6	3	1 Canada D	5	2 School	7	4	2 Promotion	FRI
SAT	8	5	5	2	7	4	2	6	3	8	5	3 GCP	SAT
SUN	9	6	6	3	8 Mother's D	5	3	7	4	9	6	4 GCP	SUN
MON	10	7 Valentines	7	4	9	6	4	8	5 Labour D	10 Thanksgiving	7	5 GCP	MON
TUE	11	8 Day	8	5	10	7	5	9	6	11	8	6 GCP	TUE
WED	12	9 Promotion	9	6	11	8	6	10	7	12	9	7 GCP	WED
THUR	13	10	10	7	12	9	7	11	8	13	10	8	THUR
FRI	14	11	11	8	13	10	8	12	9	14	11 RD 12:30-9	9	FRI
SAT	15	12	12	9	14	11	9	13	10	15	12	10	SAT
SUN	16	13	13	10	15	12	10	14	11	16	13	11	SUN
MON	17	14 Vday	14 Break Marc	11	16	13	11	15	12	17	14	12	MON
TUE	18	15	15	12	17	14	12	16	13	18	15	13	TUE
WED	19	16	16	13	18	15	13	17	14	19	16	14	WED
THUR	20	17	17	14	19	16	14	18	15	20	17	15	THUR
FRI	21	18	18	15	20	17	15	19	16	21	18	16	FRI
SAT	22	19	19	16	21	18	16	20	17	22	19 Santa's Arr	17	SAT
SUN	23	20	20	17	22	19	17	21	18	23	20	18	SUN
MON	24 Winter	21 Fan Day	21	18 Easter	23 Victoria D	20	18	22	19	24	21	19	MON
TUE	25 Sidewalk	22	22	19 Promotion	24	21	19	23	20	25	22	20	TUE
WED	26 Sale	23	23	20	25	22	20	24	21	26	23	21	WED
THUR	27	24	24	21	26	23	21	25	22	27	24	22	THUR
FRI	28	25	25	22 Good Fri	27	24	22	26	23	28	25	23	FRI
SAT	29	26	26	23	28	25	23	27	24	29 Halloween	26	24	SAT
SUN	30	27	27	24 Easter Sun	29	26 Sale	24	28	25	30 Promo	27	25 Christmas	SUN
MON	31	28	28	25	30	27	25	29 Back	26 55th	31 Promo	28	26	MON
TUE			29	26	31	28	26	30 55	27 Anniv		29	27	TUE
WED			30	27		29	27	31 School			30	28	WED
THUR			31	28		30	28					29	THUR
FRI				29			29		30			30	FRI
SAT				30			30					31	SAT
SUN							31						SUN
2011	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2011
	sidewalk	Valentines Promo Family Day	Mardi Gras March Break	Easter Promos Good Friday Easter Sunday Valentines Promo	Mother's Day Promo Victoria Day	fathers day sidewalk	Canada Day Eid-ul-Fitr	Eid Holiday Back to School D	Back to School D Labour Day	Thanksgiving Halloween Promo	Remembrance D Decor Install Santa Arrive Polaris Service Face Painting Music	Gift Card Promo Santa Claus Winter Carnival Face painting Music	

Carlingwood 2011 Advertising Communications Schedule

2011	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2011
SAT	1									1			SAT
SUN	2				1					2			SUN
MON	3 Doors/stock				2 PostCRD			1CH 9:30-6		3			MON
TUE	4	1	1		3 HOT 89.3			2		4	1		TUE
WED	5	2	2		4	1		3		5	2		WED
THUR	6	3	3		5	2		4	1 HOT 89.3	6	3	1	THUR
FRI	7	4	4	1	6	3	1 Canada D	5	2	7	4	2	FRI
SAT	8	5	5	2	7	4	2	6	3	8	5	3	SAT
SUN	9	6	6	3	8 Mother's D	5	3	7	4	9	6	4	SUN
MON	10	7 PostCRD	7	4	9	6	4	8	5 Labour Day	10 Thanksgiving	7 NEWS 1R	5	MON
TUE	11	8 HOT 89.3	8	5	10	7	5	9	6	11	8 Website up	6	TUE
WED	12	9	9	6	11	8	6	10	7	12	9	7	WED
THUR	13	10	10 Doors/stock	7	12	9	7	11	8	13	10	8	THUR
FRI	14 Website	11	11 Website	8	13	10	8	12	9	14	11 RD 12:30-9	9	FRI
SAT	15	12	12	9	14	11	9	13	10	15	12 Decor Install	10	SAT
SUN	16	13	13	10	15	12	10	14	11	16	13 Decor Install	11	SUN
MON	17 Directory	14	14 Post CRD	11 NEWS 1R	16	13	11	15	12	17	14 Magazine	12	MON
TUE	18	15	15 HOT 89.3	12	17	14	12	16	13	18	15 4 radio str	13	TUE
WED	19	16	16	13	18	15	13	17	14	19	16 for 5 wks	14	WED
THUR	20	17	17	14	19	16	14	18	15	20	17 M-FRI	15	THUR
FRI	21 NEWS 1R	18	18	15	20	17	15	19 Doors/stock	16	21	18	16	FRI
SAT	22	19	19	16	21	18	16	20	17	22	19	17	SAT
SUN	23	20	20	17	22	19	17	21	18	23	20	18	SUN
MON	24 PostCRD	21 Fan Day	21	18 POST CRD	23 Victoria D	20 NEWS 1R	18	22 Directory	19 NEWS 1R	24 POST CRD	21	19	MON
TUE	25 HOT 89.3	22	22	19 HOT 89.3	24	21	19	23	20	25	22	20	TUE
WED	26	23	23	20	25	22	20	24	21	26	23	21	WED
THUR	27	24	24	21	26	23	21	25	22	27	24	22	THUR
FRI	28	25	25	22 Good Fri	27	24 PostCRD	22	26	23	28	25	23	FRI
SAT	29	26	26	23	28	25 HOT 89.3	23	27	24	29 Halloween	26	24	SAT
SUN	30	27	27	24 Easter Sun	29	26	24	28	25	30 Promo	27	25	SUN
MON	31	28	28	25	30	27	25	29 PostCRD	26 PostCRD	31 Promo	28	26	MON
TUE			29	26	31	28	26	30 HOT 89.3	27 HOT 89.3		29	27	TUE
WED			30	27		29	27	31			30 PostCRD	28	WED
THUR			31	28		30	28					29	THUR
FRI				29			29		30			30	FRI
SAT				30			30					31	SAT
SUN							31						SUN
2011	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2011

Other events to include in the calendar are special events and programming at McMichael, Vaughan Mills, Canada's Wonderland, and other nearby towns' major festivals. The calendar will assist in determining events that Kleinburg businesses should partner with and those that are too competitive (Schomberg Village Street Gallery Festival), or that are not appropriate to try to develop a business sales event (e.g., Remembrance Day) and nothing should be planned.

The goal of events is first to increase sales activity during high visitor and shopping seasons and once successful to expand into the shoulder seasons with additional events and programming.

Some tactical examples of this type of promotion are as follows:

- Major seasonal giveaways/contests that require the customer to enter to win. The entry form can be printed as part of an advertisement in the newspaper and made available in-store. These types of promotions are very effective in generating traffic in other markets.
- Major categorical events such as “Heritage Food and Wine Festivals,” a “Health and Wellness Fair,” or a “Wedding Show” support a specific area of business. In any case, special offers are made to the consumer to drive them into the village.
- Cause-related programs that help to generate funding for a specific organization (i.e., arts, medical clinics, and charities) while helping to build sales. For example, one town produces a shopping discount card for a specific two-week period. Shoppers can “buy” the card for a donation to a charitable organization where the card provides them with numerous discounts in the local stores, restaurants, etc., for that timeframe. Other fun ideas include a charity event centred on Kleinburg’s wedding destination. A charity short run through town with participants dressed in a range of wedding attire (up and down the hill and back to the Village) called “Running of the Brides.” Note that men, women, and children should participate.



Events for youth, including soap-box derby on the Kleinburg hills, always draw a crowd.

Grownups may prefer events centred on food and hospitality. An outdoor dining event whereby people buy tickets for a sit-down meal that takes place along Islington Avenue. All the local restaurants supply the food. Money is raised for charity.



Execution of at least two well-coordinated sales promotions during the year will be critical to the success of the Kleinburg Village’s retailers and restaurants.

In addition, a weekly spring, summer, and/or fall event such as a late-afternoon music concert series (part of the Vaughan Concert in the Park series).

Farmers’ Market

In addition, a farmers’ market should be developed in Kleinburg. A market that can charge \$35/table/day or \$500/season for a one-day-a-week venture should be able to generate \$8,000 to \$10,000 in revenue. This revenue can be spent on a part-time market manager who may work in coordination with the KBIA (\$4,000) and on marketing (\$6,000). Note the location for the market must be a rent-free location (or very low rental). A Saturday morning or Thursday afternoon market would appeal to local and nearby residents. See Appendix C for a by-law example.

For special events, there needs to be consideration for the local commercial businesses. Kleinburg businesses must be given the right of first refusal related to setting up booths for events. Once the Kleinburg businesses have signed on and others have determined they are not going to participate, other vendors can be recruited for the event.

Strategy Three: Niche Marketing

Kleinburg commercial businesses need to have different marketing strategies for local residents and out-of-town visitors.

Concierge Program

Visitors can be marketed through partnerships with regional tourism organizations. In addition, businesses need to develop effective concierge programs with local arts, cultural, recreational, accommodation, and other tourism-related organizations, businesses, and associations. The most effective marketing is in the form of direct referrals. The accommodation staff/owners often make restaurant reservations on behalf of visitors or offer suggestions. Kleinburg businesses should be courting these businesses to ensure that their business is recommended by the front-line workers.

Wedding Photographers and Bridal Parties

Work with local photographers to ensure they respect the rules and regulations. The City of Vaughan needs to provide increased enforcement of the rules to ensure an orderly existence between bridal parties, locals, and other regional visitors/tourists.

Bridal parties should receive special promotions to come back to Kleinburg on their anniversary from local businesses.

Stories and Peer Reviews

Visitors' accounts of their trips to Kleinburg are littered throughout the Internet. Finding these stories and linking them with the KBIA website provides that all-important peer review and recommendation that is vitally important. The best method through which visitors found out about Kleinburg was peer reviews. Stories and photo journals are integral to this. Research Flickr accounts, Facebook, Twitter feeds, and other searches to find these essential stories.

KBIA's own Facebook and Twitter accounts need to be monitored to ensure there are positive stories and accounts represented. A review of the KBIA website is found in Appendix D (note there are advertising from businesses in Nobleton and the parking directory map is a Google map whereby someone has added a negative review of a Kleinburg restaurant – KBIA should develop their own parking map). Negative comments on Facebook may either be removed by the BIA or allowed to exist and have others counter the negative opinion. The choice is the BIA's.

When a new store opens, it should send out constant marketing materials to locals to let them know they have arrived. The BIA may assist in co-marketing new businesses. This can include sending out a flyer/postcard two times a week for three weeks.

Sporting and Recreation

The BIA sponsors local recreational activities. This should be encouraged. Increased niche marketing with motorcycle clubs, cycling clubs, running clubs, hiking clubs, Carrying Place Canoe enthusiasts, cross-country skiing, golfing, Kortright Centre, TRCA groups, etc., warrant further exploration.

Market to local residents how easy and fun it is to walk or cycle into Kleinburg.

Special Interest Groups

Marketing to groups such as the Red Hat Society, gays and lesbian travel organizations/ publications, heritage groups, local dog walkers, girls' weekend out, golf weekends, etc., should be assessed.



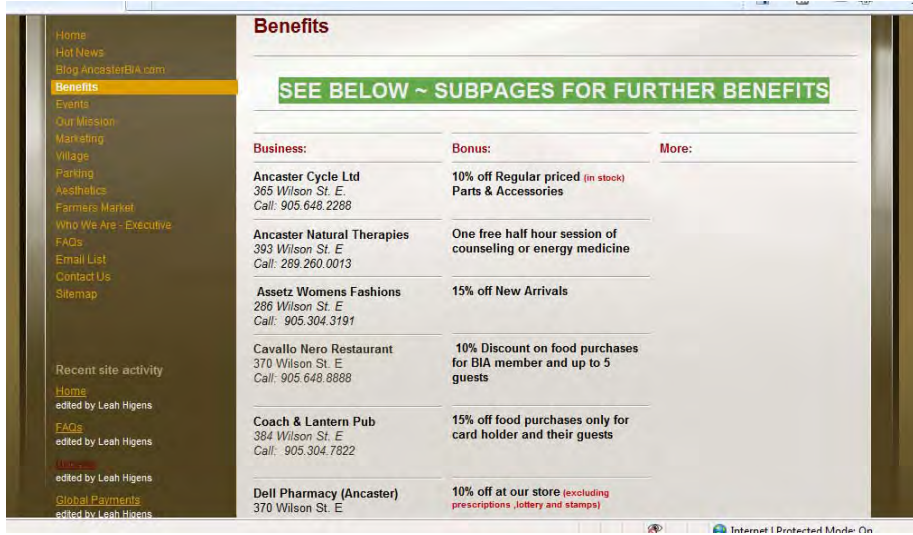
The imagery and communication is simple but effective. The message is for multi-generational families to get together in Downtown Naperville for a little shopping, dining, and overall good time. Family members recommend good shopping places to other family members and often use excursions such as this to get the family together. More people together for potentially longer periods translates into higher sales for retailers.

Event Attendees

If there are events and programs produced by the BIA or website sign up, there should be efforts to collect visitation data to build a database of customers that can be part of a direct mail campaign.

Loyalty Programs for Local Residents, Local Businesses

A loyalty card may also be considered for rewarding the most loyal customers with gift certificates and additional programs. The following is an example from Ancaster Heritage Village BIA on the promotions and discounts offered to other BIA members, but this can also be extended to other local residents.



Ancaster Heritage BIA Member Discounts

Geographic Niche Target Marketing

Certain segments of the GTA population will be more inclined to visit Kleinburg compared to others. Special mail-drop postcards that reflect the overall atmosphere of Kleinburg and where people can find out more information can be segmented geographically.

The analysis and mapping is assessed by Dissemination Areas (geographic areas that contain approximately 500 to 700 residents). For each geographic area, there is a total score that is derived from adding the value of four key socio-economic characteristics. This includes average household income, age, occupation, and museum spending.

The following two maps represent clusters of potential target-market customers based on the following evaluation for a score out of 11. The difference is that one is targeting a younger demographic whereas the other is an older demographic.

For example a Dissemination Area that has an average household income of \$125,000, has 40% of the population between 20 and 39 years of age, has 22% of the labour force working in government, social science, religious, health, or sciences, and spend on average \$85 annually going to museums would score eight out of a possible eleven and would be a worthwhile geographic area to target with enhanced marketing such as postcard or flyer drops, or even a local newspaper advertisement.

Younger Demographic

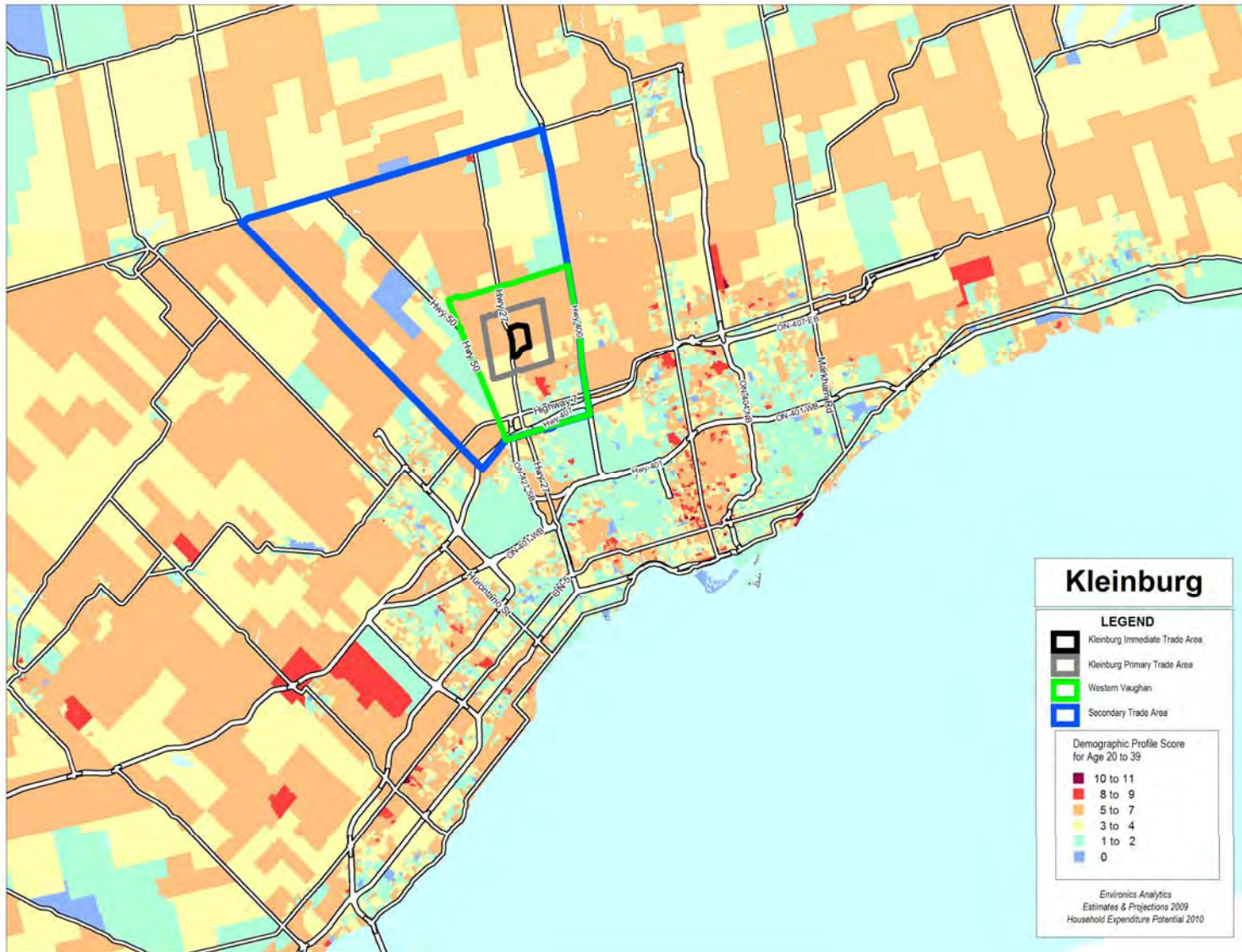
	Weighted Score
Average Household Income	
< \$100,000	0
\$100,000 to \$150,000	1
\$150,000 to \$200,000	2
\$200,000 +	3
Age Profile - 20 to 39 year olds	
< 20%	0
20% to 29%	1
30% to 39%	2
40% +	3
Occupation	
Combined Government, Social Service, Religious, Health, Science	
< 20%	0
20 % to 25%	1
25%+	2
Admission to Museum - Household Spending	
< \$60	0
\$60 to \$69	1
\$70 to \$79	2
\$80 +	3

Older Demographic

	Weighted Score
Average Household Income	
< \$100,000	0
\$100,000 to \$150,000	1
\$150,000 to \$200,000	2
\$200,000 +	3
Age Profile - 40 to 59 year olds	
< 20%	0
20% to 29%	1
30% to 39%	2
40% +	3
Occupation	
Combined Government, Social Service, Religious, Health, Science	
< 20%	0
20 % to 25%	1
25%+	2
Admission to Museum - Household Spending	
< \$60	0
\$60 to \$69	1
\$70 to \$79	2
\$80 +	3

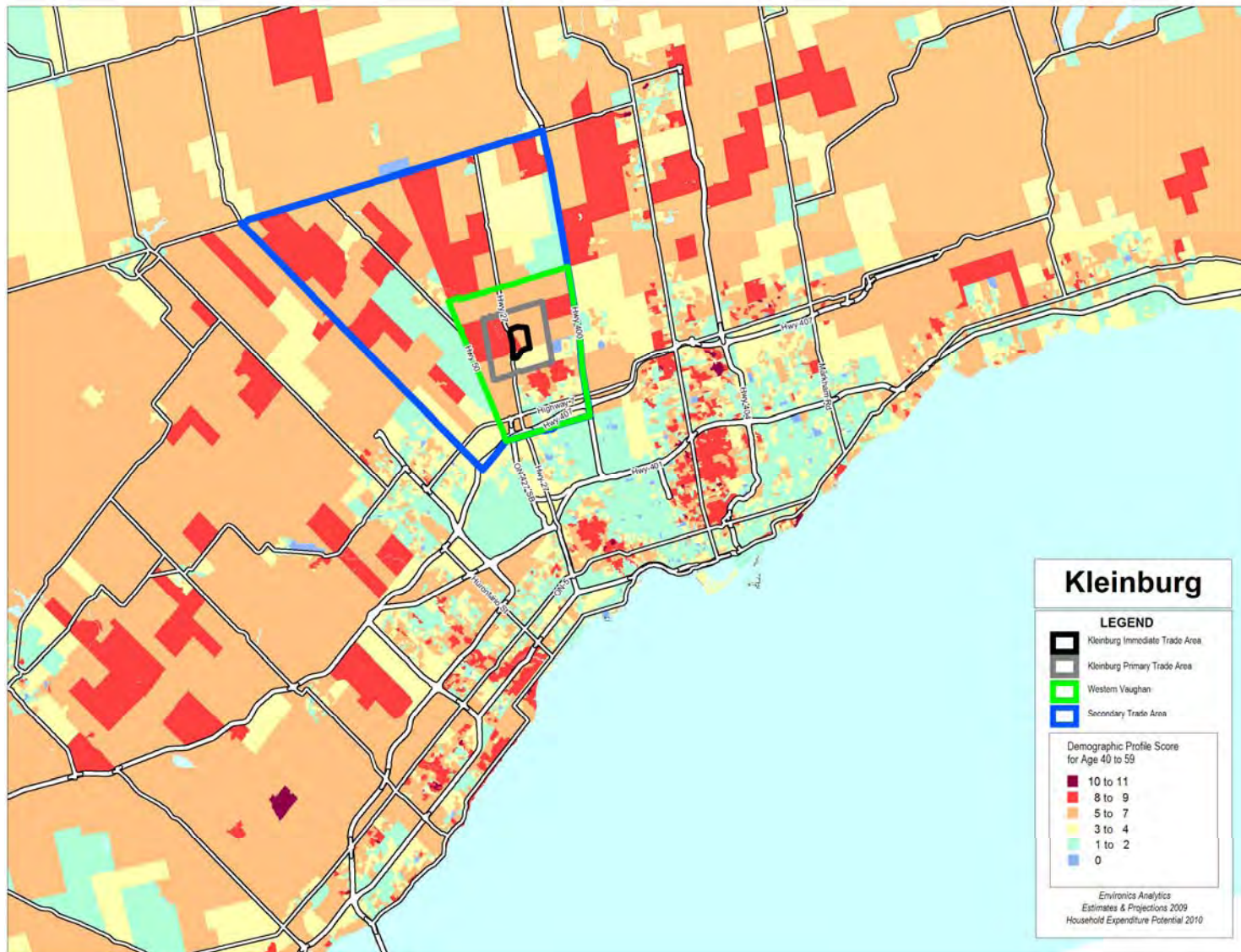
Source: Statistics Canada, Environics estimate for 2009

Socio-Economic Weighted Scoring of Ideal Communities to Target – Younger Age Profile



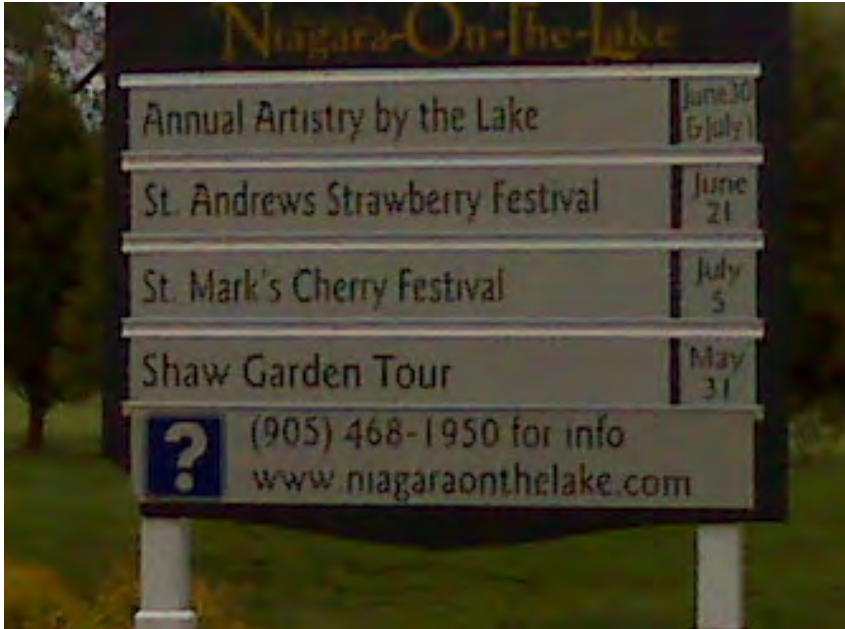
Source: Statistics Canada, Environics estimate for 2009

Socio-Economic Weighted Scoring of Ideal Communities to Target – Older Age Profile



Source: Statistics Canada, EnviroNics estimate for 2009

Local residents have specific shopping and dining needs. The major premise of any local resident marketing strategy is communication. They have to know what is available to them to increase usage. This can be online communication, street banners, newspaper advertisements, and so forth.



The sign into Niagara on the Lake highlights upcoming events and dates. The board can be updated to show the next four events on a continual basis (each event slides in and out of the sign board)

Strategy Four: Barrier-Free Access and Usage

Marketing is not just about advertising and special promotions. It is also critical to break down the barriers that may exist for consumers to utilize the village more frequently. Visitors need information to make the decision as to whether they will visit or not. Several aspects including wayfinding signage form part of the recommendations in the Goal Four section. Additional opportunities include:

- All businesses should have Kleinburg in their address and contact information to help reinforce the location.
- Consider using geographic references in the marketing and promotion of Kleinburg. The roads into Kleinburg form a “K” and the where the two branches of the Humber River almost meet at Stegman Mills Road forms the arms of a “K,” and the ridge upon which Kleinburg sits forms an upside down “K.”

- Given that hours of operation are a concern, the following may be considered:
 - Encourage property owners to include standard hours in their leases with tenants.
 - Continue communication with merchants to keep longer hours of operation.
 - Offer incentives from the BIA in terms of additional marketing (e.g., for each business on the website indicate with a special sticker those that are open Sundays, or after 6:00 p.m.).
 - Offer to help out smaller businesses with offers to watch their stores while they run errands.



In the above example from Ottawa Street in Hamilton, those business that are open Sunday receive a special marketing sticker on the website from the BIA to show to consumers who is open that day.

Strategy Five: Business-to-Business Marketing to Lease Space

As part of target marketing, the marketing program may also extend beyond consumers to include potential property owners, investors, merchants/businesses for recruitment purposes.

Strategies for business recruitment and retention as they relate to marketing are in the Goal Two section.

Goal Three – Establish Kleinburg as an Outdoor Recreation and Meeting Place that People Seek Out to Visit

	Action Step	Responsibility
3.1	Coordinate joint marketing programs among businesses.	Kleinburg BIA
3.2	KBIA should develop budget and spending priorities. Search out other funding from the City or other organizations specifically for marketing or hiring staff (note City funds should not be used for salaries). Any proposed fee-levy against commercial development would require a review by the City’s Fee By-Law and legal department and assessed in conjunction with the development industry.	Kleinburg BIA, City of Vaughan, other stakeholders
3.3	Consider working with a PR firm to develop, review, enhance the Kleinburg brand in the 30-minute to two-hour drive time to create positive news stories in those local areas.	Kleinburg BIA
3.4	Do target marketing with a postcard that evokes the atmosphere and overall feel for Kleinburg into geographic segmented communities throughout the GTA.	Kleinburg BIA
3.5	Work with all businesses to ensure that they include Kleinburg in their address cards, Yellow Pages, website contact information, etc.	Kleinburg BIA
3.6	Redevelop website and use programs such as Constant Contact to develop direct mail campaigns.	Kleinburg BIA
3.7	Develop Kleinburg BIA specific Facebook, Twitter, and other social media accounts. Remove inappropriate posts. Send posts on special promotions, events, special areas to park (e.g., the school during the summer weekends), coordinate with bridal photographers.	Kleinburg BIA
3.8	Collect stories and peer reviews on Kleinburg from different postings and use on Kleinburg BIA website.	Kleinburg BIA
3.9	Enhance public relations with local media including KARA’s <i>The Spirit</i> newsletter and search out, where possible, national coverage in larger circulation media such as <i>The Globe and Mail</i> or blog/Internet sites.	Kleinburg BIA, media
3.10	A tourist information kiosk should be enhanced at the library and Kline House (not necessarily staffed). Use the utility sheds to create a kiosk that displays local events, promotions, etc. This is a type of information board.	Kleinburg BIA, library
3.11	Establish consistent shopping hours to promote the hours of operation. Organize a special village service and retail workshop to discuss hours of operation and customer service excellence.	Kleinburg BIA

Goal Three – Establish Kleinburg as an Outdoor Recreation and Meeting Place that People Seek Out to Visit (Continued)

	Action Step	Responsibility
3.12	Explore the feasibility of cross-marketing businesses with other activities – accommodation, art and cultural programs, Farmers’ Market, and professional services.	Kleinburg BIA, other organizations
3.13	Explore opportunities for increased events and programs that are designed to raise the profile of the Village as a community destination.	Kleinburg BIA
3.14	Explore partnerships with regional tourism sectors, such as York Region, RTO 6, Hills of the Headwater, agri-business and culinary activities, eco-tourism and recreational trails (TRCA, Humber Trails).	Kleinburg BIA, City, and other organizations
3.15	Search out other niche marketing programs such as sporting, recreation, ladies groups, gays and lesbians, etc.	Kleinburg BIA

7.5 Use Placemaking to Create the Kleinburg Experience Based on the Rich Natural and Built Heritage

Strategic Goal

From an urban design point of view, certain interventions could improve the quality of the public realm and thus the overall village experience including retail commercial activity. These tangible placemaking initiatives build upon the overall Kleinburg experience of the rich natural and built heritage.

The discussion and action items are grouped into two major topics:

- Physical Design
- Accessibility and Circulation

Physical Design

Trails and Natural Heritage Features

One of the main features that can distinguish Kleinburg from other historic village cores and shopping districts is the wealth of natural heritage immediately surrounding the thin ridge of retail activity. Specifically, access to trails in the Humber Valley and adjoining green spaces including Binder Twine Park, Foster Woods/New Forest, McMichael parkland, and the TRCA Kortright Centre to the south are amazing resources. Currently, signage and wayfinding from the Village to trailheads is poor or non-existent. Coordination may be required between the various groups that own/maintain the trail system (TRCA, Vaughan, Humber Trail Association, McMichael, etc). Trails across private property may also be an opportunity to link the “upper” and “lower” villages (through access across properties on Islington and those at Nashville Road and Highway 27). Recognizing the natural setting as an asset can become part of a marketing approach such as the Town of Elora and Elora Gorge. Tying together the cultural and built heritage features of the Village with the extensive natural features (which themselves include cultural heritage in the form of a series of heritage bridges across the Humber River, recognition of the Carrying Place Trail, and indeed the Humber River’s designation as a Heritage River System) can create additional attractions for visitors to the Village. Heritage and nature are also already featured in Kleinburg through the collections of the McMichael.

Signage and Wayfinding

Signage has been identified as an issue in the Village for a number of reasons. Retailers have identified that the sign by-law is very restrictive. Residents suggested that the streetscape is too cluttered with too many signs. Meanwhile, more signs may be necessary to provide important information such as the location of parking, public

washrooms, access to trails, identification of heritage properties, etc., as part of wayfinding.

Wayfinding is the very deliberate system of signage that employs a “branding” around the themes of Kleinburg. Several themes have been identified through the consultation process of the study including art (building upon the McMichael’s prominence), natural heritage (building upon the surrounding Humber Valleys and their Heritage River designation), and hospitality (building upon Kleinburg’s historic role as a meeting place for the then larger rural farming community).

Wayfinding, like accessibility and circulation, can be expressed on two scales: the regional scale and the village scale. Wayfinding can contribute positively to economic development by assisting those unfamiliar with Kleinburg’s business information or geographic context to develop a sense of direction and comfort around relevant Village Mainstreet and Core areas. The result being a relative understanding of “where they are,” “what is around them,” and “how they get to where they’re going.”

Streetscape clutter is a valid issue but so is ensuring the right information is available to those who want or need it. It is suggested that a coordinated sign package be developed for the Village, which would become part of the “Kleinburg Brand.” This coordinated suite of signs could include signs that provide the following functions:

- Identify where parking is permitted (both long term and short term).
- Identify local heritage features.
- Directions to trail heads.
- Directions to public amenities (post office, public washrooms, parks, Kline House, library, etc.).
- Identify multiple businesses at one address (thus reducing number of signs).
- Direct Highway 400 travellers to Kleinburg via Teston Road as a rural entrance into the Village.
- Identify trailblazing signage to Kleinburg for those travelling on regional corridors including Highway 400 and Highway 27.
- Identify ‘branding signage’ along key routes into the Village Mainstreet and Core areas including Teston Road from the Highway 400 corridor, Major Mackenzie, Nashville Road, and Islington Avenue.
- At village entrances: Welcome visitors to the village/thanks for coming/information on upcoming events, and identification of the Heritage District.
- Village Mainstreet and Core areas wayfinding signage should reflect language or graphics that express distances to or between points of interest that are on a pedestrian scale; e.g., once in the Village Mainstreet and Core areas, distances could be conveyed in ‘blocks,’ or ‘minutes,’ with landmarks and/or local information identified (e.g., via plaques) en route, occupying the visitors and making the distances seem shorter.

- The use of simple and effective graphics and text – themed graphics for the location of parking (like the “Green P” symbol developed by the City of Toronto) to clearly and effectively identify where parking is located within the Village Mainstreet and Core areas. Similar themed graphics to illustrate connections to natural heritage trail heads and to bike parking and routes.
- Wayfinding should be strategically located at public street intersections, points of interest, and entry points similar to the way “you are here” maps are positioned at the entry and decision points within shopping centres. These maps should provide both information and context on Village Mainstreet and Core areas destinations and distances (using pedestrian scales referred to above).

Furthermore, with the look and feel of the signs established, new signs could be made as necessary to address issues as they come up, such as the desire from retailers to tell wedding parties to “Respect our Village. Please ask permission before taking pictures on private property.” This combined with increased communication with bridal photographers on the Village’s policies with respect to taking pictures is required.

Overall, the goal should be to review all signage, whether private or public, to determine if it is welcoming to local residents and visitors.

Village Square

The Draft Streetscape Study appropriately suggests the need for a Town Square in the Village as a focal point for the Core and a further enhancement of the idea of a meeting/gathering place for the community. Beyond the symbolic focal point gesture of creating a place so that visitors know when they have arrived in Kleinburg, its use must be multi-functioning to be of value.

However, existing lands within the Village may be better suited to such a facility than the street intersection of Islington and Nashville, as suggested in the Streetscape Study. We suggest the City consider acquiring the vacant former gas station site and potentially the adjacent house (it is unclear as to whether they are on the same property). Not only does this site represent the best available opportunity for a town square to anchor the south end of the Village, but it also allows the City to leverage its existing investment in the adjacent church property, intended for a Pierre Berton Discovery Centre. The Town Square could provide space for a wide variety of activities to be programmed collaboratively by the City, BIA, KARA, and other stakeholders. The Square could host an outdoor community gathering space, tourist/community information, gardens, retail kiosks, and even farmers/craft/art market. It may also serve as an entrance to a shared long-term parking area. The grade change may also offer the opportunity to provide a below-grade parking lot. The rear of this property overlooks the valley and, in coordination with TRCA, it could be the main location where the valley and Village converge as an arrival and departure point for hikers. This trail access at the rear could

also lead to off-street pedestrian access to other properties as discussed under the header of facilitating pedestrian circulation between private lots in the Accessibility and Circulation section of Goal Four recommendations.

From a transportation perspective, the site offers the opportunity to make “connections” to adjacent commercial properties, thereby facilitating a significantly enhanced pedestrian system for the commercial core on the west side of Islington Avenue. Having this site in the public ownership permits direct access to the TRCA lands on the west side of the gas station/house site. This would facilitate a desirable link to the natural heritage system west of Islington Avenue. Potentially, this could be further leveraged through discussions with private land owners to implement a trail that could lead toward the Highway 27/Nashville Road intersection and link with trails further northwest. This would offer a natural heritage trail alternative to improved pedestrian connections along Nashville Road between Highway 27 and Islington Avenue (as recommended in the Streetscape Master Plan).

A Village Square in this location could also leverage the implementation of municipal parking over and above that provided on the United Church’s lands, now in the hands of the City of Vaughan. Further review is required to determine the potential benefits (amount of flexible public space at grade, amount of underground parking, spin-off benefits on streetscape and community activities, etc.) versus the potential costs (investment dollars, impact upon Pierre Berton museum, etc.) associated with this opportunity. An underground parking garage would be facilitated by the existing site grades, which drop off naturally at the rear of the gas station property. A careful review of vehicular access and ramp locations would be critical to ensure that pedestrian access to the planned Pierre Berton museum is not compromised and to ensure that the resulting at-grade Village Square space is maximized and not compromised by vehicular access and ramp requirements.

Funding for such a project could come from the Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund of Parking Fund, Section 37 of the *Planning Act*, and/or Community Improvement Plans. More information on these funding tools that relate to (re)development and heritage conservation are contained in the Recommendations/Actions of the Goal Five section of this report.

Streetscape and other Elements

One of the themes that came out of the consultation was the lack of coordination and collaboration amongst the various stakeholders in Kleinburg. The Village has so many features to offer visitors, many of which may be unknown to visitors, even after they leave. It is recommended that the BIA, together with the TRCA, KARA, Humber Trails Association, McMichael, City of Vaughan, and Heritage Vaughan prepare a visitors map of the village and surrounding area. The map should clearly show the location of parking areas, trails and their access points, heritage structures, and participating local businesses. This map should be free at the checkout counter of each participating business and available online. This may be part of the bi-annual publication of Kleinburg businesses on what to do, sample itineraries, and other resources in a short takeaway publication.

Within the streetscape, there are opportunities to make the Village more welcoming to all who visit, whether local residents or tourists. The addition of benches at strategic locations invites pedestrians to rest and observe the Village, potentially prolonging their stay. The focus on pedestrian activity also means the Village is an appropriate place for public art. While more permanent installations could be commissioned from local artists in the long term, to create, for example, an “art walk” from the Town Square to Nashville Road, in the short term the utility sheds primarily on the west side of Islington could be painted by local artists, school children, etc., to be more attractive.

Comments on Streetscape Study

Through this study, the consultant team has provided input to the City on the draft Streetscape Master Plan for Islington Avenue.

The following recommendations can begin as late Phase One action items but will carry over into Phase Two due to budget processes.

Goal Four – Placemaking: Physical Design

	Action Step	Responsibility
4.1	The Streetscape Master Plan is a flexible document and should take this Economic Development Strategy into consideration for implementation.	City of Vaughan
4.2	Review public and private signage. While the use of poles for banners was part of the Streetscape Master Plan a more detailed design assessment should be conducted.	City of Vaughan
4.3	Develop a coordinated natural heritage and trail program with TRCA, City, KBIA, and other stakeholders. This will require cost sharing.	City of Vaughan, Kleinburg BIA, TRCA
4.4	Explore the feasibility of the development of a Village Square on the former gas station lot and adjacent house. This may require cost sharing.	City of Vaughan and Kleinburg BIA
4.5	As part of the overall enhanced streetscape works for the Village of Kleinburg, develop and establish distinctive gateways on the approaches to Kleinburg and signage within the Village that reinforces a consistent theme and provides useful/ effective information. Ensure that these are both pedestrian and vehicular scaled. This will require input and possible cost sharing agreements.	City of Vaughan, and Kleinburg BIA

Accessibility and Circulation

The ease with which residents, employees, customers, tourists, as well as goods can get to, from, and circulate within Kleinburg is a strong measure of the attractiveness and desirability of the Village Mainstreet and Core areas, and its surrounding and supporting area and enhance the overall placemaking appeal.

It is important to provide those destined to or originating in Kleinburg with a broad range of transportation choices as a means of accessing, and circulating within, the village. This will assist in maximizing the overall appeal of travel to and from the village to the broadest range of commercial, institutional, natural heritage, and residential tenant and visitor markets. It will also maximize the flexibility offered in accommodating the delivery of goods and associated vehicles, as well as groups of people who arrive via tour bus.

Key placemaking aspects of access, circulation, and wayfinding that could enhance the economic development of the Village Mainstreet and Core areas are discussed below. Some are applicable on a regional or Village Mainstreet and Core areas scale, some on an individual site scale, and some are applicable on both scales. Many are re-iterated previously. A review of improvements include:

- Improving the quality and safety of the pedestrian realm along public rights-of-way and between private developments;
- Improving the linkages between the Village Mainstreet and Core areas and the surrounding natural heritage trails – to capitalize on the strategy of extending duration of stay of commercial-based trips to the Village Mainstreet and Core areas and increase the number of “linked commercial retail trips” within the Village;
- Improving the active transportation network of supporting bicycle facilities within the village and encourage walking and cycling amongst the local market origin and destination pairings;
- Facilitating coordinated rear yard vehicular circulation;
- Intensifying enforcement of speed and intersection control toward higher compliance rates and safer mixed traffic (passenger car vehicles and bicycles);
- Encouraging employee parking in more remote parking opportunities, particularly during high retail parking demand periods;
- Establishing a snow clearing maintenance program to ensure public on-street parking is effectively cleared in a timely manner; and,
- Effective signage through ‘Kleinburg branding’ that conveys a sense of direction and relevant information about where visitors et al. want to be within the Village Mainstreet and Core areas or in the surrounding area.

Enhancing the Public Pedestrian Realm

The public realm along both Islington Avenue and Nashville Road could be enhanced to improve the pedestrian experience and create a better sense of place.

The Streetscape Master Plan identified many improvements that would achieve these results. However, having reviewed the recommendations in the Draft Streetscape Master Plan relating to the removal of on-street parking, the consultants would recommend that the City of Vaughan’s transportation planning and engineering staff should:

- Determine whether any existing on-street boulevard parking along Islington Avenue and Nashville Road should be removed to better facilitate sight distance as it relates to pedestrian crossing opportunities of Islington Avenue (particularly at Kellam Street) and of Nashville Road,
- Review the existing parallel parking operations along the main streets should be take place to determine whether vehicular entry and exit manoeuvring associated with it has appropriate sight distance for vehicular traffic approaching along the Mainstreet, and
- Review whether parallel parking encroaches on the pedestrian sidewalks.

Other than addressing these issues, we would recommend that boulevard parking not be reduced, and in fact where possible (as stated previously) boulevard parking be expanded to other areas to maximize the municipal public parking supply.

We would also recommend retaining the boulevard parking as it is configured today (i.e., back of rolled-curb), with the caveat that where the parallel parking encroaches on the pedestrian sidewalks, boulevard parking be adjusted accordingly.

In addition to the physical enhancement of the public realm, the experience of a pedestrian along Islington Avenue and along Nashville Road relates closely to the nature of the traffic activity. The pedestrian environment in the Village Mainstreet and Core areas is less than comfortable for customers, visitors, and residents alike, given the following:

- The proximity of the sidewalk to the travelled lanes,
- The propensity for vehicles to roll-through area stop-controlled intersections,
- Vehicles that travel at excess of the posted speeds, and
- High traffic volumes at peak hours.

A more aggressive enforcement practice in the Village Mainstreet and Core areas would likely address, in a significant way, these pedestrian environment issues. KARA has formally engaged the Road Watch Program of the York Regional Police (YRP). An Alliance between the BIA and KARA in this regard would broaden the community

commitment to aid the police in addressing this issue. For more information on the YRP Road Watch Program, see the following Web link:

<http://onlinereporting.yrp.ca/RoadWatch.html>

Bicycle Facilities within Village Core

Off-street bicycle parking standards for individual developments, as proposed in the recent review of parking standards within the City of Vaughan, will not generate any meaningful bicycle parking presence within the village due to the typical scale of individual developments.

The assessment of bicycle parking needs must be done on a Village Mainstreet and Core areas basis, similar to the way vehicle parking needs should be assessed and referred to earlier in this report (i.e., on the total core area floor area basis).

The type of bicycle parking facilities should respond to both the long term and short term requirements of the Village Mainstreet and Core areas. The deployment of these bicycle parking facilities should include input from the KBIA and KARA to ensure that the broader community has been canvassed as to the quantity and quality of the resulting bicycle parking infrastructure. Coordination with the City of Vaughan's Cycling Master Plan shall also be undertaken.

Coordinated Rear Yard Vehicular Circulation

An opportunity to improve both the configuration of rear yard parking and potentially the quantity of same exists by way of linking rear yard parking facilities within the Village Mainstreet and Core areas.

Given the relatively small lots that exist (for the most part) in the Village Mainstreet and Core areas, on-site parking that must account for the requisite setbacks from adjacent commercial properties, on-site landscaping requirements, and parking space and vehicular manoeuvring requirements, tend to yield less efficient parking layouts.

By exploring the opportunities to join rear yard parking areas and benefit from the efficiencies of larger, less constrained spaces, the effective parking supply and associated vehicular circulation characteristics (including the need to cross the pedestrian sidewalk each time one enters or exits a site looking for parking), could be improved upon. This opportunity would exist on both sides of Islington Avenue within the Village Core area.

The City of Vaughan's transportation planning and engineering staff should recognize any increases in private parking supply in the review of development applications

towards satisfying overall shared parking requirements of the subject developments. Staff should also explore whether the need for secure cross-access easements are required to ensure the long term benefits of these opportunities.

Establish a Village Employee Parking Policy

As is the case with large shopping centre operations, property management firms regularly instruct employees of retail and commercial stores to park in the more remote parking areas to ensure that customers (and visitors) have the most convenient and accessible stalls available to them whenever they arrive.

The presence of many small private parking lots within the Village Mainstreet and Core areas complicates implementation of this practice. However, staff and employees could be directed to park in the more remote parking lots that are publicly available (referred to earlier) by business owners as a matter of a co-ordinated BIA policy. This, of course, is dependent upon the outcome of the discussions with the various partnering institutional agencies and the City.

Facilitate Pedestrian Circulation between Private lots within the Village Core and between Publicly Available Parking and the Village Core

As retail marketing measures and new land uses are introduced into the Village Mainstreet and Core areas, it is expected that a gradual increase in the duration of stay of customers and visitors (and staff) will occur. In addition, as the breadth of the retailing experience increases, the likelihood of an increase in multi-purpose trips will also occur. Both of these changes will increase the overall parking demand within the Village Mainstreet and Core areas (on a per unit of space basis). This will, in turn, increase the importance of convenient (i.e., easy to understand, attractive, comfortable, and practical) pedestrian mobility throughout the Village Mainstreet and Core areas. Customers and visitors will not want to move their vehicle each time they visit a new store. They will want to be able to walk easily between properties without having to access the public sidewalk each time.

To this end, the opportunity to facilitate pedestrian connections between private properties should be encouraged by staff through the development and site plan processes. To the extent this constitutes an improvement to the Village Mainstreet and Core areas as a whole, monies from the Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund should be one financing option, in addition to private developer funding. Similarly, pedestrian connections across public lands should also form a high priority with City staff as public lands are improved.

There have also been suggestions that private shuttles be permitted to operate during peak retail/tourist seasons to facilitate pedestrian movement further within the Village Mainstreet and Core areas (e.g. student operated pedi-cabs – similar to the City of Toronto; or horse drawn carriages, free bike programs).

Consideration could be given to a program similar to the Bixi bicycle program recently introduced in the City of Toronto. This would entail the provision of publicly available bicycles and parking stations, at a nominal cost, in this case to facilitate exploration of the surrounding natural and heritage areas and further capitalize on the nature-heritage-retail marketing theme for Kleinburg. Cooperation amongst the KBIA, the City, KARA, and the Humber Valley Heritage Trail Association could be explored as a sponsoring/funding group.

Winter Maintenance Program

Weather during the winter months poses a challenge not only to maintaining full utilization of on-street boulevard parking in the Village Mainstreet and Core areas, but also to pedestrian mobility along sidewalks adjacent to the travelled lanes. This, in combination with the decreased parking supply utilization within private parking lots due to similar snow management issues, results in an overall reduction in convenient customer parking within the Village Mainstreet and Core areas.

A Village Mainstreet and Core areas snow removal program should be reviewed with the City of Vaughan engineering staff to determine what can be done to respond in a timely way to moderate any major snow events in order to maintain as much public on-street boulevard parking as possible. This may involve the use of the wind-row clearing equipment that the City of Vaughan deploys to residential streets and also possible removal of snow piled at public street intersections or in areas that inhibit safe pedestrian sight lines relative to vehicular traffic.

To the extent additional publicly available parking within the Village Mainstreet and Core areas or partnering institutional agencies' lands, as well as the City's lands, may occur, snow clearing operations should extend to these areas as well.

Goal Four – Placemaking: Accessibility and Circulation

	Action Step	Responsibility
4.6	<p>The City of Vaughan’s transportation planning and engineering staff should review the existing boulevard parking within the Village Mainstreet and Core areas overall (and in the village) to ensure proper sight distance characteristics exist to facilitate:</p> <ul style="list-style-type: none"> • Pedestrian crossing opportunities; • Entry and exit manoeuvres to and from the parallel parking; and, • To ensure that existing boulevard parking does not encroach upon pedestrian sidewalks. 	City of Vaughan
4.7	<p>Assessment and implementation should be coordinated with Streetscape Master Plan actions.</p> <p>BIA and KARA partner in broadening the community commitment to the YRP Road Watch Program.</p>	<p>City of Vaughan</p> <p>Kleinburg BIA and KARA</p>
4.8	<p>The City of Vaughan’s transportation planning and engineering staff should assess the need for bicycle parking facilities for the Village Mainstreet and Core areas on the basis of the total land-use intensities. The type of bicycle parking facilities should respond to both the long-term and short-term requirements of the Village Mainstreet and Core areas (may include cost sharing).</p>	City of Vaughan, Kleinburg BIA, KARA
4.9	<p>Encourage and permit property owners, through the development review and site plan process, to explore the opportunity to ‘link’ private parking lots to increase the efficiency of smaller individual private parking supplies within the Village Mainstreet and Core areas. City of Vaughan transportation planning and engineering staff should recognize any increases in private parking supply in the review of development applications toward satisfying overall shared parking requirements of the subject developments. Staff should also explore whether the need to secure cross-access easements are required to ensure the long term benefits of these opportunities.</p>	City of Vaughan
4.10	<p>Engage the BIA to create a policy amongst its membership to direct staff and employee parking to the more remote publicly available parking within the Village Mainstreet and Core areas.</p>	Kleinburg BIA

Goal Four – Placemaking: Accessibility and Circulation (Continued)

	Action Step	Responsibility
4.11	City of Vaughan transportation planning and engineering staff should encourage pedestrian connections across private and public lands to achieve better overall pedestrian mobility within the Village Mainstreet and Core areas. Further, private shuttle services (even if seasonal) should be investigated by the BIA and KARA to determine if there is any willingness or market for this service to be offered (consider a Kleinburg version of Bixi bicycle program).	City of Vaughan, Kleinburg BIA, KARA
4.12	BIA and KARA representatives should discuss with the City of Vaughan engineering staff the opportunities and costs to create a Kleinburg Village Mainstreet and Core areas snow clearing and removal program for moderate and major snow events during winter months.	City of Vaughan, Kleinburg BIA, KARA

7.6 *Eliminate Barriers to Development*

Strategic Goal

Throughout the consultation period, there was a desire for more stores from the local residents and visitors, and a desire for more commercial space from landowners and business owners. Local residents and visitors were interested in having both more and better retail activity to keep their interest during their current visit, and more reasons for coming back to Kleinburg again and again. Business owners know that more competition is actually good for the overall health of the retail core, and landowners recognize that more development potential (in terms of both retail and residential) makes redevelopment projects more economically feasible, especially where costly heritage restoration or preservation is concerned. Generally, encouraging sensitive redevelopment and infill of underused or vacant properties will result in a greater critical mass of saleable/leasable space and pedestrian activity.

However, there are a few challenges to achieving that goal. Land values for the Core properties are very high, meaning that rents must be high to cover costs. In some redevelopment scenarios, the costs can be spread among multiple occupants depending on the size and uses permitted. Nevertheless, even that is not a panacea as the marginal costs can be very high when the amount of development is limited.

In addition, transportation infrastructure and approvals process within the Kleinburg Village Mainstreet and Core areas have the potential to enhance economic development by playing a critical supporting role in the following ways:

- Permitting a more efficient use of land through progressive parking supply strategies;
- Reducing the cost of providing parking and service vehicle loading requirements through Site Plan design flexibility;
- Creating a more pedestrian friendly and efficient environment;
- Improving the flow of pedestrian, bicycle, and vehicular traffic to and through the village from adjacent residential neighbourhoods and the natural trail systems;
- Better positioning Kleinburg village within the regional context; and,
- Improving the economic efficiency of existing transportation-related municipal funding mechanisms.

Through the consultation process of the Kleinburg Economic Development Study, elements of the broader transportation system were repeatedly mentioned as impediments toward fully realizing the economic potential of the Kleinburg Village Mainstreet and Core areas. Through two workshop sessions, two sets of issues were identified that could be generally categorized into the following key topic areas:

- Parking and vehicular servicing.
- Accessibility and circulation.
- Development-related transportation issues.

Summaries of the transportation-related issues raised through the Kleinburg Economic Development Strategy workshops are presented in Appendix B.

Key elements of each of these three topic areas are discussed below within the context of their positive contribution to the economic development of Kleinburg Village Mainstreet and Core areas. Summary Recommendations associated with each topic area follow each discussion.

Issues Discussion

Kleinburg has been long established as an attractive place to live but the demand for housing in the area is much greater than the available supply. This contributes to higher housing prices and thus higher mortgages and less disposable income for those living in Kleinburg and surrounding communities. Greater supply in the local housing market may help to normalize housing costs and thus make available greater disposable income. This may happen to a certain extent with the addition of +/- 5,000 housing units of varying densities in the surrounding Kleinburg/Nashville area over the next 20 years, but it should be noted that proposed developments also include a significant commercial/retail component (approximately 18,600 m² at Major Mackenzie and Huntington Road, and a further 10,000 m² of commercial space within the new North Kleinburg Nashville Secondary Plan area). As a result, it is unclear whether these new area residents will result in increased retail activity within the Kleinburg Mainstreet Area.

The addition of housing units in the Kleinburg area through controlled intensification (as anticipated in OPA 633) would not necessarily increase the captive local population enough to have a very significant impact on local retail sales figures but could contribute to the overall economic health of the Mainstreet retail area by creating housing options that allow for retention of residents throughout their lifecycle (less expensive housing options for singles, couples or young families to move into the area, and for downsizing seniors who want to stay in the community), which then results in greater disposable income to be spent locally. Not only would residential infill or intensification units bring marginally more spending potential to the Mainstreet retail area, but since the market is so great for such units, at the right scale, they also help to finance the non-residential components of a development, effectively subsidizing retail rents allowing for a better environment for small business.

Aligning Planning Policies to Facilitate Redevelopment

As mentioned, the existing planning policies applicable to the Core anticipate some level of intensification. The Official Plan (both in-force OPA 633 and the new Official Plan adopted by Council in September 2010) permit development of designated Mainstreet Commercial properties in the Core at up to 1.0 times the lot area (also described as a “floor space index” (FSI) of 1.0). These properties can be used for a range of retail and commercial activities. Residential units are only permitted on the upper storeys of buildings with ground floor retail/commercial to encourage an active public realm. There is no restriction on the extent to which such ground-floor uses must be retail versus commercial/professional services. Professional services are also permitted above the ground floor. Single-family homes are also permitted but purely multi-unit residential buildings are not. In addition to the limit on FSI, the Official Plan also includes other development parameters including a height limit of 9.5 metres, or approximately 2.5 storeys.

The City’s Zoning By-Law 1-88 also provides detailed development regulation through the C11 Mainstreet Commercial zone, which applies to the same properties as the Official Plan designation. Of note is that the zoning by-law sets the maximum FSI at 0.6 times the lot area, as calculated on the developable area of the lot (that is, excluding valley lands). The staff report that accompanied the implementation of these zoning changes in 2006 noted that 0.6 FSI is less than the 1.0 maximum FSI permitted in the corresponding OPA 633. The report suggested that 0.6 was sufficient as-of-right and that the maximum of 1.0 could be achieved through a “variance,” which would allow for a site-specific study of the appropriateness of that additional density. This discrepancy between the permission afforded through Official Plan policy versus what is permitted through the zoning by-law is challenging for landowners interested in redeveloping their properties. Since other built form controls are established in both the Official Plan (such as the height limit) and zoning by-law (such as lot coverage and setbacks), establishing the permission for 1.0 FSI in the zoning by-law could go a long way to achieve greater critical mass of retail space and resident pedestrian activity in the Core. The addition of 0.4 FSI can significantly influence the economics of a development project. The following table illustrates approximately how much additional developable space would result from achieving 1.0 FSI on a lot. The table represents a sample of properties and not all available properties. The table also helps to illustrate why it may be better to consolidate some properties to achieve a better and more profitable development.

Sample Development Capacity

Municipal Address	Lot Area (m2)	Gross Floor Area in Square Metres		
		@ 1.0 FSI	@ 0.6 FSI	Difference
10360 Islington	4,426	4,426	2,656	1,770
10429 Islington	1,956	1,956	1,174	782
10432 Islington	2,511	2,511	1,507	1,004
10435 Islington	1,126	1,126	676	450
10449 Islington	935	935	561	374
10459 Islington	931	931	559	372
10465 Islington	878	878	527	351
10473 Islington	937	937	562	375
10480 Islington	2,848	2,848	1,709	1,139
10496 Islington	919	919	551	368
10503 Islington	1,636	1,636	982	654
10504 Islington	1,708	1,708	1,025	683
10512 Islington	596	596	358	238
10513 Islington	963	963	578	385
10516 Islington	629	629	377	252
10519 Islington	1,179	1,179	707	472
10522 Islington	891	891	535	356
10535 Islington	943	943	566	377
10462/10472 Islington	3,428	3,428	2,057	1,371
	Total GFA (m2)	29,440	17,664	11,776
	Total GFA (ft2)	316,890	190,134	126,756

Source: UMC, Urban Strategies Inc., City of Vaughan

NOTE: GFA based on whole lot area not developable area

The table assumes no FSI is achievable, on all properties and does not take into account other applicable built form controls.

Addressing Heritage Concerns

The Mainstreet and Core areas are also part of the designated Kleinburg Heritage Conservation District. The Heritage Conservation District (HCD) Plan for the Nashville Kleinburg area became the basis for the preparation of the current Official Plan and zoning by-law. Even with the adoption of OPA 633, the OP defers to certain detailed provisions in the HCD Plan, including signage, specific architectural style, and site planning considerations. While the intention of Heritage Conservation Districts and their accompanying guidelines is well understood, such guidelines must be applied with consistency and flexibility. Maintaining residential properties in those styles has limited impact on the use of the residence for that purpose. The nature of retailing, however, has changed since the mid-1800s (the era of most of the heritage styles described in the HCD Plan) and certain aspects of those heritage styles put great constraints on today's retailers interested in repurposing such properties. Retailers want their merchandise to be visible from the street to entice passers-by. To that end, the small-scale windows and requirement for mullions in windows obscures the view inside a store. Similarly, the restrictions on signage do not address the needs of retailers to identify themselves to pedestrians or passing drivers, especially when some buildings are set back from the street. Retailers have also noted that neither the school nor the McMichael have been held to the same sign standard, introducing non-heritage signage to the area.



In Creemore, the merchants attractively merchandise the outside of the historic buildings that are now used for retail commercial purposes. This helps draw the consumer into the store as the doorway is set further back from the street compared to traditional mainstreets and downtowns.



In Baie St. Paul, the pedestrian traffic can easily see into the retail commercial space creating a more porous street front and excellent sight lines into the store.

Generally, there is concern on the part of the residents that increased height or density in the Village Core would be at cross-purposes to the HCD plan that sought to retain the scale and massing of buildings seen in the remaining heritage structures and lot fabric. With appropriate development controls, there is no immediate reason why heritage conservation, limited intensification, and economic development of the Core cannot all be achieved, in keeping with this sentiment expressed in the HCD Plan:

"...what the residents most want to preserve is a character that is based on more than architectural style and detail. The fine well-preserved heritage buildings...are treasured...but the entire village atmosphere is treasured as well, and elements of scale, streetscape, landscape, environment, village forestry, planting, and the valley setting all loom large in the character residents want to maintain" (K-N Heritage Conservation District Study and Plan p3).

As the following recommendations will have significant impacts on the City in terms of timing, budget allocations, council approvals, etc. they are all phase two recommendations. In addition, it is important that the KBIA have a well developed organizational structure and overall vision before the City commits resources to these action items.

Goal Five – Eliminate Barriers to Development: Planning

	Action Step	Responsibility
5.1	Review opportunities for financial and development assistance measures to help new businesses establish and grown in Kleinburg. This should be developed in conjunction with using Section 37 (height and density) in exchange for community benefits. In addition, using Section 28 to designate the village core as a Community Improvement Project (CIP). Note that the City may begin the CIP process as part of Phase One.	Kleinburg BIA, City of Vaughan
5.2	When Zoning By-Law is reviewed for consistency with new OP, consider revising maximum FSI to be consistent with OP. However, the Kleinburg Heritage District Plan policies should also be considered.	City of Vaughan
5.3	Remove outright restriction on entertainment on patios and outdoor merchandising. Also consider different manners of addressing some of the noise and sight line concerns through other measures such as building materials that increase sound proofing, having a committee to increase communications when events are happening, setting a time when music must be turned off, prohibiting the use of amplifiers on patios, etc.	City of Vaughan
5.4	During the Zoning By-Law review, review other use issues such as whether nursery schools should be allowed along Islington Avenue (especially in light of the YMCA childcare at Kleinburg Public School).	City of Vaughan
5.5	During Zoning By-Law review, consider adding zoning requirement for minimum retail frontage on ground floor or similarly a restriction on the amount of professional service commercial space that can be on the ground floor to ensure that the Mainstreet is activated with primarily retail uses. This requires a lengthy discussion on the pros and cons of such a change and will require additional resources such as a fully articulated public parking strategy.	City of Vaughan

Goal Five – Eliminate Barriers to Development: Planning (Continued)

	Action Step	Responsibility
5.6	HCD guidelines should be applied consistently but with flexibility to recognize the challenges of operating modern retail businesses in buildings not designed for such. Certain guidelines are more constraining than others when it comes to retail. The HCD design guidelines need to be complied with however, they should be flexible to accommodate retail business uses. Consider working with the HCD design guidelines as they apply to ground-floor retail uses in order to enhance retail opportunities, i.e., allow larger windows without/with fewer mullions, allow wider variety of signage to allow businesses to promote stores especially when they are well set back from the street. However, it is also recognized that the heritage features must be enhanced and that too much signage or backlit signage is not appropriate.	City of Vaughan
5.7	The above could be considered following a future detailed massing and urban design study of all properties within the Mainstreet Commercial area. The appropriateness of additional development permissions (one or two storeys) on a site-by-site basis could also be determined at this time. The City may determine this is a worthwhile endeavour to answer further development questions and could be undertaken as par to of the Zoning By-Law review.	City of Vaughan
5.8	Consider establishing HCD area-specific standards for other services such as garbage and parking, which recognize the atypical nature of HCD areas compared to typical suburban conditions.	City of Vaughan

Section 37

- S37 of the *Planning Act* allows for a municipality to grant additional height or density to a development in exchange for prescribed community benefits. The new proposed Vaughan Official Plan includes a policy that allows the City to take advantage of that *Planning Act* provision for developments in the VMC or identified Primary Centers (Kleinburg Core is identified as a Local centre). The policy also states that S37 provisions may also be identified in a Secondary Plan. OPA 633 has been included as a Secondary Plan in the proposed OP but as there was no S37 clause in that original OPA, none has been carried forward. The Secondary Plan would have to be amended to take advantage of S37.
- Some of the listed community benefits that may be pertinent to Kleinburg Core include conservation of heritage resources, public access to private natural heritage features, and streetscape improvements.
- One of the benefits of using S37 is that it provides some level of transparency and consistency for negotiation of additional development rights between the City and an applicant, and identifies the City’s priority public benefits.
- There is no formula that directly translates additional development into the amount of community benefit; this is still negotiated between the applicant and City, but over time, precedent will be set, which can act as guidance.
- That case-by-case negotiation, however, does not necessarily provide certainty with respect to built form, which is a significant priority for many in the Kleinburg area.

Community Improvement Plans

- S28 of the *Planning Act* allows a municipality to designate, by by-law, an area as a *community improvement project* (CIP) area. The new OP now contains the necessary policy to allow any area in the City to be so designated.
- Once an area has been designated a CIP area, and a CIP plan has been adopted by by-law, this allows the municipality to undertake a number of actions in order to implement the plan:
 - Acquire, hold, clear, grade, or prepare land for improvement;
 - Construct, repair, rehabilitate, or improve buildings on municipal land;
 - Sell, lease, or otherwise dispose of municipal land;
 - Provide grants or loans to owners, tenants, and their assignees within the community improvement area to pay the whole or any part of identified eligible costs (including environmental site assessment; environmental remediation; development, redevelopment, construction and reconstruction of lands and building for rehabilitative purposes; the provision of energy-efficient uses, buildings, structures, works, and improvements or facilities);
 - Provide property tax assistance for environmental remediation purposes.

- There are various forms of grants or loans that can be provided in a CIP area including **Tax Increment Equivalent Grants**. These grants are given in the full or partial value of the amount estimated increase in property tax expected after the property is redeveloped: the tax increment.
- Under a CIP, municipalities can also encourage redevelopment of underutilized lands that may be contaminated by previous uses (such as gas stations) through the use of the **Brownfields Financial Tax Incentive Program**. More information on this program is available at www.ontario.ca/brownfields.
- The **Heritage Property Tax Relief** program may also be used together with a CIP. A local HPTR program can be established by by-law, which allows municipalities to provide tax relief to owners of eligible heritage properties subject to an agreement to protect the heritage features of their property. More information on this program is available at <http://www.culture.gov.on.ca/english/heritage/hptrm.html>.

Appendix E includes examples of heritage property programs from other municipalities.

Parking and Vehicular Servicing

Providing and maintaining vehicular parking and servicing facilities for Kleinburg Village Mainstreet and Core properties represents one of the largest investments that developers and property owners, merchants and business owners, and residential tenants make relative to the use of land. Vehicular parking and servicing facilities also represent one of the most land-intensive activities that must be accommodated, in many instances, on private lots where the combination of building footprints (existing or proposed) and lot dimensions do not provide for much flexibility for the deployment of same.

These circumstances are further complicated by the heritage designation associated with the Kleinburg village. Adaptive reuse of existing heritage buildings adds additional constraints to the provision of dedicated on-site vehicular parking and servicing facilities that must be taken into consideration.

There are several aspects of vehicular parking and servicing that could enhance the economic development of land within the Kleinburg Village Mainstreet and Core areas. These include:

- Adopting progressive, urban parking supply standards for Mainstreet commercial land uses;
- A more practical recognition of how mixed-use land uses can more efficiently use parking resources;
- A more practical interpretation of how parking demand is calculated for a Mainstreet commercial area that reflects a homogeneous urban area (i.e., the Village Core);
- A more liberal definition of what constitutes available parking supply for use by the Village Core land uses;
- Maximizing the supply of municipal public parking;
- Permitting flexibility in how parking and vehicular servicing facilities are deployed to meet functional requirements;
- Providing parking for alternative transportation modes; and,
- Providing practical strategy for accommodating tour buses including bridal photography groups.

Revised Parking Supply Rates

The City of Vaughan has recently completed a review (IBI Group, March 2010) of the parking standards contained within the City’s Comprehensive Zoning By-Law 1-88. The review has resulted in proposed new parking standards regulating the supply and design of private, off-street parking for the entire City of Vaughan. It also provides options and recommendations regarding the development of public parking.

These revised parking supply standards reflect more progressive, urban conditions that will result in a better alignment between the Mainstreet commercial land uses within the Village Core, and parking demand in general.

Adoption of these rates to development or redevelopment within the Village Mainstreet and Core areas will reduce the burden of providing an over-supply of parking for land uses on lots that, as a result of the context of the Village Core (see Assessment of Parking Requirements), can benefit from a lower commercial parking supply relative to the existing Zoning By-Law 1-88.

Shared Parking

The review of the parking standards in the City of Vaughan also recommended adopting a shared parking approach to assess parking demand for mixed-use developments. This approach takes advantage of the temporal parking patterns associated with complementary land uses to reflect better the actual mixed-use parking demand over the course of daily activities.

As an example, and using the development intensities outlined in table of p210, Sample Development Capacity (from the discussion on Aligning Planning Policies to Facilitate Redevelopment), a sample land use mix of residential, retail, restaurant, and professional offices is used to illustrate the potential reductions in parking supply requirements when a Shared Parking approach is adopted. The following two tables illustrate the potential reduction arising from a Shared Parking calculation.

Parking Requirements

Development Capacity of Select Properties (based on p93)			Total GFA @ 1 FSI (m2)	Total GFA @ 0.6 FSI (m2)
			29,440	17,664
Sample Mix		Parking Rate	Parking Requirements based on Sample Mix applied to Total GFA	
residential	50%	1.0 spaces per unit (resident)	158	95
		0.2 spaces per unit (visitor)	32	19
retail	25%	3.0 spaces per 100 m2	221	132
restaurant	15%	8.0 spaces per 100 m2	353	212
professional office	10%	3.0 spaces per 100 m2	88	53
	100%	Total spaces	852	511

Source: City of Vaughan, BA Group

Note: Residential tenant parking based on 93 sq. m./unit

Shared Parking Potential Based on 1.0 FSI							Shared Parking Rates as a % of Basic Requirement						
		Required Spaces (from table above)	Weekday						Weekday				
			Morning	Noon	Afternoon	Evening			Morning	Noon	Afternoon	Evening	
residential	tenant	158	158	158	158	158	residential	tenant	100%	100%	100%	100%	
	visitor	32	26	18	26	32		visitor	80%	55%	80%	100%	
retail		221	144	199	177	221	retail		65%	90%	80%	100%	
restaurant		353	71	353	106	353	restaurant		20%	100%	30%	100%	
professional office		88	88	79	84	9	professional office		100%	90%	95%	100%	
Total (Max.)		852	487	807	551	773							
		% of Max.	57%	95%	65%	91%							
		% reduction	43%	5%	35%	9%							
		Required Spaces (from table above)	Weekend						Weekend				
			Morning	Noon	Afternoon	Evening			Morning	Noon	Afternoon	Evening	
residential	tenant	158	158	158	158	158	residential	tenant	100%	100%	100%	100%	
	visitor	32	32	32	32	32		visitor	100%	100%	100%	100%	
retail		221	177	188	221	88	retail		80%	85%	100%	40%	
restaurant		353	71	353	177	353	restaurant		20%	100%	50%	100%	
professional office		88	9	9	9	9	professional office		10%	10%	10%	10%	
Total (Max.)		852	447	740	597	640							
		% of Max.	52%	87%	70%	75%							
		% reduction	48%	13%	30%	25%							

Source: City of Vaughan, BA Group

Adopting this approach to calculate parking supply requirements can reduce the parking requirements within the Village Mainstreet and Core areas by as much as 5% to 15%, relative to a simple maximum parking supply requirement calculation, based upon a typical mix of retail, restaurant, professional offices, and residential development. The resulting parking requirement reduction including the combined effect of “shared parking” calculations and the reduced individual parking rates would be significant, particularly when restaurant and retail land uses are involved (could be as high as a 50% relative to rates and calculation methods set out in By-Law 1-88).

A more ‘tailored’ review of shared parking rates specific to Kleinburg (for example the pattern of use associated with local retail and restaurant uses in the Core) would likely produce even higher Shared Parking reductions than those illustrated herein. This is due primarily to the nature of business hours associated with retail and restaurant activities, particularly their seasonal characteristics on weekdays and weekends over the course of the year.

This reduction in parking requirements would be achieved through an analysis provided in conjunction with a development application. It would appropriately reduce the calculated maximum parking requirement as per the method set out in the proposed parking standards.

Assessment of Parking Requirements

Currently, parking requirements for the Village Mainstreet and Core areas properties are assessed on an individual property-by-property basis. It can be argued that the village acts more like a mixed-use shopping centre development for several reasons.

These include:

- The continuity of the Mainstreet area along Islington Avenue;
- The scale of the Village Mainstreet and Core areas (typical five-minute walking distance parameters cover the vast majority of the area);
- The mix and nature of the land uses; i.e., retail, restaurant, professional offices, with residential above; and,
- The potential to produce linked commercial trips (on foot) associated with one vehicle trip.

For these reasons, the overall parking supply for the Village Mainstreet and Core areas should be assessed based on the collective parking requirements of the Village’s component land uses – as a shopping centre would be assessed. This “shared ‘area’ parking” strategy is an extension of the Shared Parking approach discussed above. This shared ‘area’ parking approach would take further advantage of the mixed-use parking characteristics identified above and set a benchmark for the evaluation of parking sufficiency within the Village Mainstreet and Core areas. It would also make best use of available public parking opportunities within the overall village, including on-street parking, the City’s recently acquired United Church parking, and parking that is functionally available to the village but not formally available (as identified in the next section).

A careful assessment of the conditions would be required to estimate the publicly available supply, appropriately, as well as the overall parking demand relative to that supply. Studies to date suggest that the existing parking supply in the Village Mainstreet and Core areas is sufficient; however, distribution of that supply and awareness of parking opportunities amongst the public are not optimized. Marketing programs and wayfinding (described earlier in this report) would be an effective way to raise the awareness of publicly available parking within the village for customers and visitors alike (as well as marketing programs encouraging increased walking to the village by local residents and ‘park once, shop as much as you like’ by regional visitors).

Parking and loading supply options for individual property owners are discussed below.

Definition of Parking Supply for Kleinburg Village Mainstreet and Core Areas

The supply of publicly available parking within the Village Mainstreet and Core areas should be extended to include the on-street parking supply along Islington Avenue and Nashville Road, the City’s recently acquired United Church site, the Kleinburg Public School, and the Kleinburg Public Library site, among others. Inclusion of the parking supply in these locations makes best use of an existing resource within the Village Mainstreet and Core areas and takes full advantage of the shared parking characteristics associated with the complementary land uses (i.e., institutional and commercial). Together, approximately 145 parking spaces could be available on a recurring basis during daily and seasonal periods when the commercial core area is generating parking demands at or near their maximums (i.e., weekends through the year and weekday mid-day to late afternoons during the summer periods, and Christmas holidays).

This inclusive definition of available parking will require the City of Vaughan to establish formal discussions and an understanding with the York Region District School Board (YRDSB) and the Vaughan Public Library Board for the use of these facilities for general public parking during periods when the primary uses (i.e., public elementary school and public library) are not functioning (or operating at a below than normal level).

Maximize Municipal Parking Supply

The City of Vaughan’s transportation planning and engineering staff should investigate the potential to extend boulevard parking north of the Village Mainstreet area as far north as Treelawn Boulevard with a view to formally changing any parking regulations to permit use of same. This has the potential to increase the on-street parking supply by approximately 40+ parallel parking spaces.

With the recent City of Vaughan acquisition of the United Church property, City of Vaughan transportation planning and engineering staff should undertake a review of the existing property with a view to maximizing the available parking supply on the site. The resulting increase in public parking supply within the Village Mainstreet and Core areas as per above should be taken into consideration when assessing the publicly available parking referred to previously.

Parking and Loading Supply Options

There are several parking and loading facility supply/configuration options that should be considered acceptable by the City of Vaughan’s transportation planning and engineering staff when reviewing development applications within the Village Mainstreet and Core areas. Several of these are identified in the parking by-law review study recently completed on behalf of the City by IBI Group. These include the following:

Cash-in-Lieu of On-Site Parking Policy in the Community of Kleinburg (as per By-Law 159-2006) and the Cash-in-Lieu of On-Site Parking Kleinburg Reserve Fund (By-Law 180-2006) – the focus of these By-Law should be broadened to permit funds that are collected to be used for projects such as (but not limited to) those discussed in Development Related Transportation Issues in the Goal Five section that follows. When utilizing the Cash-in-Lieu of On-Site Parking Policy, variances should NOT be granted². This will avoid the inequities that can result when some properties are granted variances while others are not. It will permit the City to achieve successfully more of the

² Minor Variances related to parking should be granted when it can be demonstrated, technically, that the demand for vehicular parking will be less than that required according to the applicable Zoning By-Law provision (i.e., that all the By-Law parking is **not needed**). The Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund parking policy is an alternative means of obtaining the needed parking, or the value of the needed parking, or some other desirable transportation related objective (e.g., landscaping).

prioritized project types identified later in the Development Related Transportation Issues in Goal Five section.

By-Law 159-206 should be amended to a) update the value assigned to a parking space in the calculation of Cash-in-Lieu parking and b) clarify the application of Cash-in-lieu of On-Site Parking – Kleinburg Reserve Fund to ensure equity is achieved amongst development applications.

Permit a loading management plan to be prepared to address the unique challenges that small lots and historically designated lots exhibit in meeting generic vehicle servicing requirements. For example, a loading management plan that makes use of the temporal variations associated with vehicular parking to facilitate refuse collection or deliveries should be given serious consideration, in light of the constraints of existing conditions. A loading management plan can be made a part of the Site Plan agreement and enforced accordingly. This will permit greater development flexibility for new and adaptive re-use of the Village Mainstreet and Core area properties.

The use of Tandem and Small Car parking stalls, appropriately designated and enforced, can provide the needed flexibility in accommodating parking supply requirements on small or oddly configured lots.

Off-site parking arrangements should be permitted provided the agreements are legally binding documents that are registered on Title of both the Donor site and Receiving site. Should the legally binding documents expire, the property owner who benefited from the use of off-site stalls should be given the opportunity to establish another off-site parking agreement (within two months of the expiry of the original agreement) or to pay Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund for the parking that cannot be provided on the subject site. The donor site must demonstrate that the “donated” parking is surplus to either the by-law requirements of the day or demonstrate, by way of a parking study, that the parking demand for uses on the donor site, at the time of the agreement and on a go-forward basis, does not result in a shortfall based upon the remaining available donor parking.

Formal Bus Parking Strategy

The Kleinburg Village Mainstreet and Core areas encounter, from time to time, the arrival of wedding and tour bus groups that are dropped off in various locations. There is no formal bus parking strategy to deal with the resulting presence of the empty bus while the passengers are visiting the village.

A clear set of instructions communicated to the tour bus companies and area wedding planners would better organize the arrival, drop-off, dwell time, pick-up, and departure of the bus to minimize the impact upon the Village Mainstreet and Core areas. Coordinated use of the Kleinburg Public School pick-up and drop-off areas to accommodate visiting tours and wedding bus demand would effectively address the impact of these larger vehicles during their stay within the village.

Goal Five – Eliminating Barriers to Development: Parking and Vehicular Servicing

	Action Step	Responsibility
5.9	On a practical basis moving forward this study encourages the adoption and application of the recently recommended (March 2010) parking supply rate requirements for development applications within the Kleinburg Village Mainstreet and Core areas in advance of Council approval.	City of Vaughan
5.10	On a practical basis moving forward, adopt and apply the shared parking calculation methodology to the Kleinburg Village Mainstreet and Core areas for development applications in advance of Council approval.	City of Vaughan
5.11	The City of Vaughan’s transportation planning and engineering staff should establish a benchmark of publicly available parking supply for the Village Mainstreet and Core areas, and update it over time (as public parking in the Village Mainstreet and Core areas changes). This benchmark supply would form the basis of parking assessments associated with development applications within the Village Mainstreet and Core areas	City of Vaughan
5.12	The City should make formal contact with both the YRDSB and the Vaughan Public Library Board to establish conditions under which use can be made of their parking resources by the general public to support the commercial parking needs of the Village Mainstreet and Core areas. Furthermore, City of Vaughan transportation planning and engineering staff should ensure that parking supplies are considered when assessing the parking needs of the Village Mainstreet and Core areas whenever development applications are made.	City of Vaughan
5.13	The City of Vaughan’s transportation planning and engineering staff should investigate extending the boulevard parking north of Nashville Road along Islington Avenue (on the east side at a minimum) to Treelawn Boulevard and any necessary changes to existing parking regulations. The United Church parking lot layout should be reviewed by staff toward maximizing parking opportunities for public supply.	City of Vaughan
5.14	The City of Vaughan’s transportation planning and engineering staff and the City of Vaughan’s Planning Staff (where necessary) implement the above policies and practices identified when addressing the provision of private on-site parking and loading associated with a development application in the Kleinburg Village Mainstreet and Core areas.	City of Vaughan

Goal Five – Eliminate Barriers to Development: Parking and Vehicular Servicing (Continued)

	Action Step	Responsibility
5.15	As part of the formal discussions with the YRDSB, the City of Vaughan transportation planning and engineering staff should identify the right side of the one-way (northbound) pick-up and drop-off area at the Kleinburg Public School as the preferred location for tour bus parking while their passengers are visiting the Village Mainstreet and Core areas. Tour buses would have to park, engines off, while awaiting return of their passengers. Consideration should be given to establishing a maximum dwell period for buses to ensure a reasonable turnover of bus parking supply over the course of a typical day. Review other policies in Unionville, Kortright Centre, Niagara-on-the-Lake, etc.	City of Vaughan and other stakeholders and potential partners
5.16	City should examine policies related to using venues such as Bindertwine Park (and other parts of Kleinburg) for large social gatherings (e.g., concerts) to ensure permitting requirements, noise, and safety issues are understood. This may be part of the initiative to review patio entertainment.	City of Vaughan
5.17	Amend Bylaw 159-2006, Cash-in-Lieu of Parking Policy in the Community of Kleinburg, to update the calculation of the cost of the cash-in-lieu of on-site parking to reflect a formula that better takes into account current best practices. The recently completed review (IBI Group, March 2010) of the parking standards contained within the City of Vaughan’s Comprehensive Zoning By-Law 1-88 provides direction on the cost of cash-in-lieu parking and should form the basis of the amended calculation within the By-Law.	City of Vaughan

Goal Five – Eliminate Barriers to Development: Parking and Vehicular Servicing (Continued)

	Action Step	Responsibility
5.18	<p>When determining the amount of parking that would be the subject of a cash-in-lieu parking calculation, the benchmark against which a parking supply for a proposed development application should be measured should be 1) the application of the recently recommended (IBI Group, March 2010) parking supply rate requirements or 2) the results of a technical study of parking demand for the proposed development application. Only if the results of a technical study of parking demand for the proposed development application differ from (i.e., are less than) the resulting application of the recently recommended (IBI Group, March 2010) parking supply rate requirements should a Variance be granted for the technically supportable parking requirement. No Variances should be granted for the difference between the required parking supply and the amount of parking that can be provided on-site. Rather, the Cash-in-Lieu of On-Site Parking Policy should be applied for this condition. This will ensure an equitable application of Bylaw 159-2006, the Cash-in-Lieu of On-site Parking Policy in the Community of Kleinburg, to all development applications.</p>	City of Vaughan

Development-Related Transportation Issues

Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund

The City of Vaughan already has a Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund for the Village of Kleinburg's 'Mainstreet commercial' properties and in areas permitted for commercial uses. This was implemented in 2006 and has been used on limited occasions. The purpose is to provide an alternative to implementing vehicular parking on sites where it is either not possible to do so or the impact would significantly affect heritage buildings. Thus far, funds generated from this parking requirement alternative total approximately \$42,000 and are held in the Kleinburg Reserve Fund. None of the funds has yet been allocated to projects that would either manage public parking resources or establish new parking facilities.

In order to make better use of the By-Law's intent and to demonstrate its benefits to the broader community, a prioritized list of candidate project types should be established through consultation between the City of Vaughan, the Business Improvement Area (BIA) membership, and the local Ratepayers group (KARA). Funds should be directed toward the top priority project types and implemented within a one- to two-year horizon of acquiring sufficient funds.

By establishing prioritized project types, and potentially specific projects, the value of the monies collected in lieu of parking, as well as the value of the By-Law itself, will be clearer to those who have already contributed funds. The benefits may also demonstrate to the broader public the positive economic impact that the Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund can have on the Village Mainstreet and Core areas. The distribution of funds to projects should be done in a way that results in an equitable distribution of the benefits across the entire Village Mainstreet and Core areas.

A suggested list of qualifying project types for funding includes, but is not limited to:

- Implementation of more municipal parking within the Village Mainstreet and Core areas such as more on-street parking, relocating on-street parking, planned off-street municipal parking;
- Facilitating the implementation of pedestrian connections between private properties where it can be demonstrated that there is a beneficial impact to overall Village Mainstreet and Core areas pedestrian mobility; and
- Facilitating the implementation of rear lot vehicular connections between private properties where it can be demonstrated that there is a beneficial impact to the accessibility to the overall parking supply within the Village Mainstreet and Core areas.

This report suggests an amendment to By-Law 180-2006, Cash in Lieu of On-Site Parking - Kleinburg Reserve Fund, to permit monies collected under the Bylaw's authority to be spent upon transportation related projects that will contribute positively to mobility issues (regardless of mode) that are related to development in the Village Core beyond those listed above. This would include projects that:

- Wayfinding signage relative to the Village Core; e.g., to better identify the location of publicly available and private parking supplies;
- Implementation of supportive pedestrian network facilities such as benches, refuse/recycling bins, etc.;
- Bicycle parking within the Village Core; and
- Delivery of a seasonal shuttle program within the Village Mainstreet and Core areas to facilitate customer access to parking at the north and south ends of the village or for tours of the Village Mainstreet and Core areas.

This Action Item is consistent with direction found within the recently completed review (IBI Group, March 2010) of the parking standards contained within the City of Vaughan's Comprehensive Zoning By-Law 1-88.

Goal Five - Eliminate Barriers to Development: Development-Related Transportation

	Action Step	Responsibility
5.19	Engage the City of Vaughan, the Business Improvement Area (BIA) membership, and the local Ratepayers group (KARA) in an exercise to establish priority transportation-related projects so Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund can be put to work as soon as possible.	City of Vaughan, Kleinburg BIA
5.20	Amend Bylaw 180-2006, Cash in Lieu of On-Site Parking - Kleinburg Reserve Fund, to permit monies collected under the Bylaw's authority to be spent upon transportation related projects that will contribute positively to mobility issues (regardless of mode) that are related to development in the Village Core. This would include projects that: <ul style="list-style-type: none"> • increase the supply of publicly available parking; • involve alternative transportation modes that could provide some relief to the demand for automobile parking (e.g., Village Core bicycle and pedestrian facilities) or facilitate improved connections between parking and the Village Core (e.g., seasonal customer shuttle programs); and, • better inform the motoring public of the location and availability of publicly available parking or private parking (where the private property owner(s) agree to participate in having their parking facilities identified) within the Village Core (i.e., signage or other wayfinding information), among others. 	City of Vaughan, Kleinburg BIA

8.0 Next Steps

As stated, the action plan recommendations included in this report are for guidance purposes for the KBIA, KARA, and the City of Vaughan. They should be used as a guide to frame further discussion and debate on improving the effectiveness of the business improvement area's organization, recruitment strategies that are based a shared vision with property owners, developers, and the City of Vaughan, marketing tactics that can be used to secure greater consumer draw, and physical design, parking, and transportation issues that have a retail, economic development focus.

The next steps should include convening a meeting with KBIA and KARA to share the findings of the report and to begin to understand various policies and programs that can be used to create a shared understanding of retail opportunities and what changes are necessary to move this forward.

The KBIA will need to begin to re-assess their organizational structure and begin active communication and recruitment of board members to carry out this new agenda. The BIA will not be able to accomplish all these tasks and it will appear very daunting. Focusing on the weaknesses will not move the process forward; rather a focus on what is great and working well and improving is what should be a key driver in the first phase of the revitalization. Hiring a staff person is critical to forward the communication arm of these recommendations.

As stated, this should be a living document that various stakeholders can reference, obtain ideas (e.g., how to start a farmers' market, geographic target marketing, etc.) to accomplish each party's goals.

There should be some measures by which success is monitored including anecdotal evidence as well as quantitative numbers. These may include but are not limited to the following:

- Increased sales.
- Positive changes in consumer survey benchmarking – visitation, length of visitation, expenditure, trade area, etc.
- Lower vacancy rates.
- Positive press and media articles.
- Number of benches, light standards, and other landscaping put in each year.
- Public and private investment in Kleinburg (value of private redevelopment of buildings each year).

Glossary

C11 Mainstreet Commercial – Zoning that applies only to Kleinburg Mainstreet Area

Cash-in-Lieu of On-Site Parking - Kleinburg Reserve Fund – Developers or businesses pay money into a reserve fund for parking spaces they cannot provide that may be used for parking supply or landscaping

FSI/ FSA – Floor Space Index, Floor Space Area, The Official Plan (both in-force OPA 633 and the new Official Plan adopted by Council in September 2010) permit development of designated Mainstreet Commercial properties in the Core at up to 1.0 times the lot area (also described as a “floor space index” (FSI) of 1.0).

HCD – Kleinburg Nashville Heritage Conservation District

KBIA – Kleinburg Business Improvement Association

KARA – Kleinburg Area Ratepayers Association

Kortright Centre – Kortright Centre for Conservation is a learning, and research centre dedicated to the natural environment

Mainstreet Trust – National Trust for Historic Preservation developed programs to assist in heritage downtown revitalization

OMAFRA – Ontario Ministry of Agriculture, Food and Rural Affairs

OPA 633 – Official Plan Amendment Kleinburg Core

Padre Pio – relics are housed in the church on Major Mackenzie Drive

Pierre Berton Discovery Centre – proposed interactive activity centre focused on the local resident and author Pierre Berton’s accomplishments

RTO 6 – Regional Tourism Organization for District 6

S28 – Section 38 Community Improvement Plan

S37 – Section 37 of the Planning Act that allows for amenities for additional density

Take 5 – Young mom’s support group

TRCA – Toronto and Region Conservation Authority

VBEC – Vaughan Business Enterprise Centre

YRDSB – York Regional District School Board

YRP Road Watch Program – Program of the York Regional Police for community reporting

Zoning By-Law 1-88 – Development Planning Department’s Zoning Rules and Regulations