



Final Report for
Master Plan and Design Guidelines

MacTier
Township of Georgian Bay
May 2011



EDA
Collaborative Inc.



Planning
Solutions

Canada ²⁰¹¹ FedNor 



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ACKNOWLEDGEMENTS

The Master Plan and Design Guidelines for MacTier is the product of collaborative input from Township of Georgian Bay staff, local land owners, and key stakeholders. These dedicated individuals addressed important concerns and issues surrounding the development of a master plan for this small community within the northern portion of the Township of Georgian Bay.

Those who made an effort to participate in the public and stakeholder meetings and workshops will have a greater sense of ownership and pride, as it is these individuals who have helped shape the Master Plan design, guidelines and recommendations for MacTier. The future design of the community are the ideas of staff, land owners and stakeholders combined with the expertise of the consultants which has resulted in a practiced Master Plan to be used to guide future development within MacTier.

Consultants

EDA Collaborative Inc. commenced work on this study in January 2010. This document summarizes the design framework and vision, community structure components, streetscape and built form guidelines, and sustainability measures for implementation. EDA provided the overall project management, streetscape and open space design components, built form and urban design elements, and worked with PSI for the public and stakeholder consultation.

Planning Solutions Inc. (PSI) provided the public and stakeholder consultation and facilitation expertise for this study.

Township of Georgian Bay

The MacTier Master Plan and Design Guidelines would not be possible without the support, expertise and input from the Mayor, Council and Staff members of the Township of Georgian Bay.



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1.0 INTRODUCTION

MacTier is a community with much to offer. Rich in history and steeped in the traditions of an early railway town, MacTier today exhibits many of the early trademarks that linked the community to so many others that were united across Ontario's landscape by ribbons of steel. This Master Plan and the associated Urban Design Guidelines reflect the values of the community and at the same time incorporate the unique community attributes and heritage features that make MacTier unique. As a distinct settlement, MacTier is an important part of the Township of Georgian Bay fabric as one of three key settlement areas. Recognizing the important elements that define MacTier, the master plan includes two key components:

- Physical Plan – overall vision and concept plan including its structural elements, major features, other components and development/design guidelines
- Implementation Plan – priorities, costs, timing, partners, funding sources and the like.

The Physical Plan consists of a Master Site Plan and a set of Urban Design Guidelines. The Master Site Plan consists of a visual graphic and schematic representation that identifies a blueprint and framework for the community as a whole. It will identify where the community centre will be located along with other land uses. The Urban Design Guidelines will emphasize aesthetics and will include those critical components that define the public realm – the streetscapes, squares, parks and open spaces as well as built form as it relates to the definition of the streets and public spaces. The Guidelines will identify the community fabric – vehicular and pedestrian circulation, key nodes and focal points, views and vistas, road hierarchies, parks and open space hierarchy, trails, streetscape cross sections, built form including height, massing and facades and related items at key locations.

Viewed together, the Master Plan and Urban Design Guidelines will provide the community of MacTier with a strategic blueprint for community growth. It will offer a graphic and textural description of how the community wants to develop in the future and, as such, it will act as a key foundation document for assessing development applications and proposals. Components of the Master Plan will also migrate into the new Township Official Plan, a process that is presently ongoing.



Figure 1: Aerial Photograph of MacTier, Ontario

1.1 Purpose and Approach

1.1.1 Purpose

This Background Report provides the context and foundation for the Master Site Plan and Urban Design Guidelines that will be developed for MacTier. This Report summarizes the relevant policy instruments and broader public policies that must form an integral part of the process. It documents the community engagement process and the key findings that emerged from the initial consultations with key informants and community members. It offers an initial glimpse into the community from an economic, demographic and environmental perspective and it offers some preliminary Concept Plan options, alternatives and opportunities based on existing policy and emerging community-based ideas.

1.1.2 The Approach—A Model in Collaborative Planning

Work to develop a Master Plan for MacTier has its genesis in the master planning initiative launched for Port Severn and completed in July 2009. Initiated largely in response to a Strategic Planning process that commenced in 2005 which resulted in the culmination of a community-wide vision that same year, the master plan process was initiated in MacTier in response to unprecedented development proposals and lack of a clear and comprehensive community development vision. There is little argument that the process to complete a master plan for MacTier is needed – members of the community have been calling for an alignment of thinking about MacTier's future for some time and this need has not gone unnoticed by Township staff who are aware of the opportunities that a fully serviced community, just waiting for growth, can provide.

The development of a Master Plan and Urban Design Guidelines is an initiative that has been community-driven. While facilitated by the Consulting Team, the process itself has been driven by the Township and premised on effectively engaging those who work, live and play in MacTier. From its inception, the approach has been based on an inclusive and 'whole team' philosophy with the Consulting Team working hand-in-hand with Township staff and community leaders at every step in the process. Premised on a transparent, open and collaborative planning model, a detailed community engagement process was formulated to involve the community from the very start. The initial community meeting garnered attendance from more than 45 community members. The process has and will continue to be iterative, offering interested members of the community an opportunity to provide input, share ideas and learn from one another.

In addition to promoting an open, inclusive and transparent process, information secured from the community has formed the backbone for the analytical work completed by the consulting team. This Background Report is just one step in an iterative process that will culminate in the fall of 2010 with the development of the Master Plan and Urban Design Guidelines.



2.0 CONTEXT

2.1 Location

MacTier is a community located in the northern portion of the Township of Georgian Bay, within the District of Muskoka. Strategically situated on the shores of Stewart Lake, it is a transition point – a gateway and a launching point to the many cottages and islands within the Muskoka Lakes. One of three communities in the Township, MacTier enjoys full municipal services. MacTier is geographically situated approximately 7.5 kilometres from Highway 400.

For the purposes of this study, the entire settlement area of MacTier has been included. The study area is bound by Highway 69 in the south, the MacTier Wetlands in the west, the road allowance between Concessions 8 and 9 in the north, and Stewart Lake in the east.

From a demographic perspective, the Township of Georgian Bay is home to 2,340 according to 2006 Census Data. The Township, like many areas within commuting distance of the Greater Golden Horseshoe, is growing. There are long generational histories in MacTier as well as evidence of new families returning to MacTier, having spent their childhood on the shores of Stewart Lake. MacTier has the feel of a friendly, small town. It is a visually interesting community, bisected by the CPR line that continues to operate as the main trunk line for CPR transporting goods from the hub of southern Ontario to the west coast.

The development of a Master Plan and Design Guidelines offers the community an opportunity to collectively determine its future and direct growth and change both strategically and proactively.

The boundaries of the study area are depicted in Figure 2.

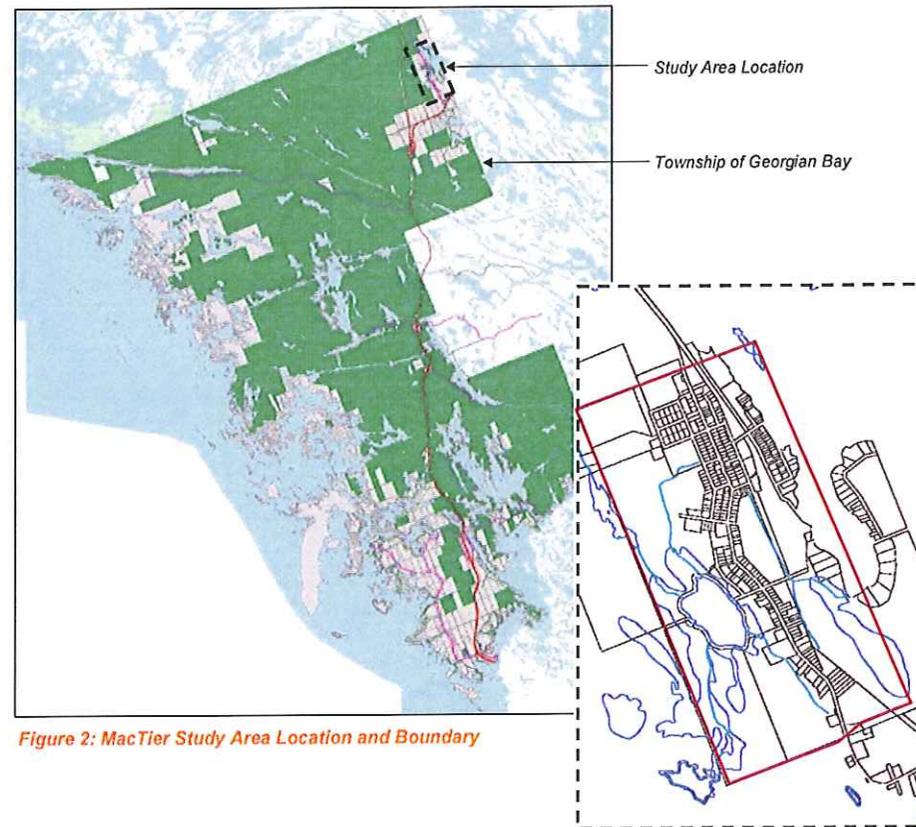


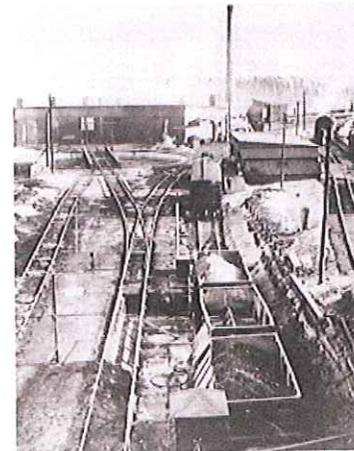
Figure 2: MacTier Study Area Location and Boundary

2.2 Historical Background

MacTier, founded in 1882 by the Canadian Pacific Railway (CPR), was originally called Muskoka Station. CPR began building lines through western Muskoka in 1906 to connect southern Ontario with western Canada. In 1908 a general store was opened by Hugh Anderson and a new post office was built. Canada Post identified a problem with the town's name because it was so similar to Muskoka Wharf and Muskoka Falls that there was constant errors in delivery. The name of the town was later changed by the post master, at Canada Post's request, to commemorate the General Superintendent of CPR's eastern division at the time, A.D. MacTier.

The town was a division point and major maintenance terminal which boasted a roundhouse and turntable as well as numerous maintenance shops and workshops for repairing the steam engines. MacTier, the exact halfway point between Toronto and Sudbury, became a home terminal for crews working to the north and an away from home point for crews from Toronto. This industrial use continued well into the 1950s, when the railway cut back its operations.

On April 17th, 1997 much of the commercial core area of MacTier was destroyed by fire. Much of the core area has since been rebuilt.



MacTier Roundhouse, date unknown



Government Fire Ranger on patrol along railroad tracks in Muskoka District, 1921



MacTier Shop, 1973



MacTier Train Station, date unknown



Locomotive in MacTier Railway Yard, 1957

Source for Pictures: Ontario Archives Website, www.archives.gov.on.ca

2.3 Significant Natural Features and Functions

Within proximity to the urban centre of MacTier, there is a significant natural feature. The MacTier Wetland, which is designated as a Provincially Significant Wetland (PSW) occupies much of the land bound by Highway 400 to the west, Highway 69 to the south, James Street in MacTier to the east and North Street to the north. While development is not permitted in this area, it provides a recreational area, with walking trails and a serene atmosphere. Currently, a small lookout point and gathering place is located at the terminus of Elizabeth Street overlooking the wetlands.

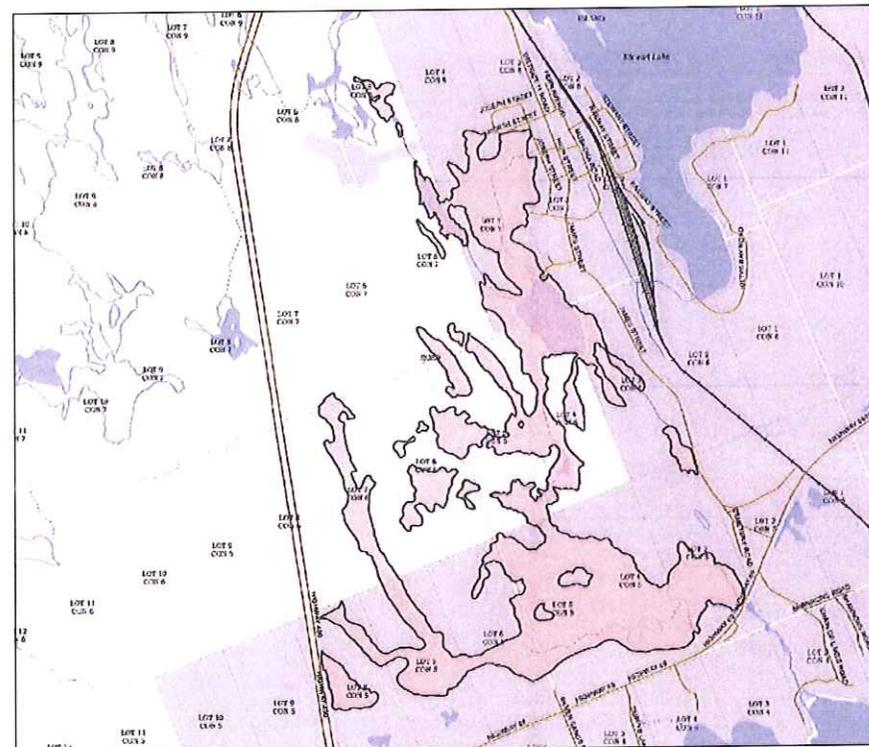


Figure 3: MacTier Wetlands

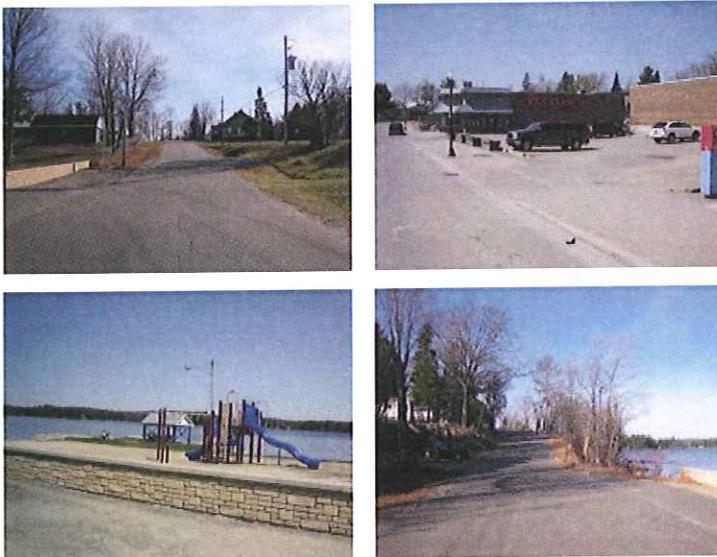
Provincially Significant Wetland

Source: Ontario Ministry of Natural Resources

2.4 Community Profile

From a demographic perspective, the Township of Georgian Bay is home to 2,340 permanent residents according to 2006 Census Data. The Township, like many areas within the Greater Golden Horseshoe, continues to experience a growing population.

The current demographic profile of MacTier is that of permanent residents, seasonal mainland and island cottagers, as well as a more recent influx of newly arrived retirees returning to the place they spent their childhood or vacationed in search of the peacefulness that MacTier offers.



Current conditions within MacTier

2.5 Planning Context

A solid foundation for developing a Master Plan and Urban Design Guidelines for MacTier involves a comprehensive understanding of existing planning policies and guidelines as well as an understanding of the community itself from an economic, demographic, socio-cultural and environmental perspective. To secure more in-depth knowledge of the community of MacTier, census and other statistical data were compiled utilizing 2006-07 baseline data.

A number of reference materials and documents were researched and analyzed including:

District Municipality of Muskoka

- District of Muskoka Official Plan
- District of Muskoka Growth Strategy, Phase 1
- Muskoka Economic Strategy, Phase 1

Township of Georgian Bay

- Township of Georgian Bay Official Plan Amendment No. 11
- Township of Georgian Bay Zoning By-law 91-19
- Township of Georgian Bay Parks & Recreation Master Plan

Community Organizations

- Muskoka Tourism Strategic Plan

A summary of these documents can be found in Appendix 1.

2.6 Demographic Context

Compared to the District Municipality of Muskoka, the Township of Georgian Bay is noticeably different in many interesting dimensions. The adjacent table (Figure 4) shows selected comparison statistics from the 2006 Census, showing how the Township of Georgian Bay compares to the District Municipality of Muskoka (of which it is a part), the County of Simcoe (immediately to the south) and the Province of Ontario overall.

As shown, the Township of Georgian Bay is quite different from its surrounding region and certainly the province overall, in several respects. The Township of Georgian Bay's population growth has been very high (17.5 percent), approximately three times the growth rate of the province overall.

Over three quarters of all dwellings in the Township are seasonal in nature (i.e. cottages), implying that the population swells considerably during the peak summer months – substantially higher than the District Municipality average of 48.1%. There is also a significant shift for the permanent resident population which has shifted to a much older age group. Proportionately, there are fewer people under age 20 than compared to the Province or the District of Muskoka, and proportionately many more people over age 65 – approaching double the provincial average.

The population base in the Township of Georgian Bay reflects fewer immigrants than the Ontario average, only has about one third the proportion of the province overall. This is reflected in a zero percentage of visible minority population in the Township. Contrary to this, there is a relatively high aboriginal population – 10.7 percent compared to only 2 percent province-wide.

When considering the labour force and household incomes, a significantly higher proportion of the labour force works at home which is approximately double the provincial average. The median household income is significantly lower than the provincial average, or the average in the two surrounding regions (District Municipality of Muskoka and the County of Simcoe), although this strictly reflects the permanent resident population, not accounting for seasonal residents or cottagers.

Demographic Dimension	Georgian Bay Township	Muskoka DM	Simcoe County	Province of Ontario
Population, 2006	2,340	57,563	422,204	12,160,282
Population Growth Rate, 2001 - 2006	17.5%	8.4%	12.0%	6.6%
Total Dwellings	4,519	44,634	180,071	4,972,869
Permanent Dwellings	1,018	23,151	156,688	4,554,251
% Dwellings that are Seasonal Residences	77.5%	48.1%	13.0%	8.4%
% of Population (permanent resident) under age 20	14.5%	21.7%	26.2%	25.0%
% of Population age 65+	23.7%	19.8%	14.0%	13.6%
% of dwelling units single detached units	93.2%	82.4%	75.0%	56.1%
% of dwelling units in apartment buildings, 5+ storeys	0.0%	0.4%	3.3%	15.6%
% of dwellings owned	87.3%	82.6%	81.2%	68.6%
Average value of owned dwelling (2006)	\$256,668	\$295,728	\$273,992	\$297,479
Median household income (2005) – all families	\$49,454	\$61,159	\$62,328	\$60,455
% of population speaking English only	89.7%	93.0%	87.9%	68.4%
% of population who are immigrants	9.6%	8.4%	12.3%	28.3%
Mobility status: lived at the same address 1 year ago	92.9%	89.4%	86.1%	86.6%
% of population who are Canadian citizens	98.0%	97.9%	97.2%	92.5%
% of population aboriginal	10.7%	2.5%	3.1%	2.0%
% of employed labour force working at home	13.7%	8.7%	7.5%	7.1%
% visible minority population	0.0%	1.5%	4.0%	22.8%
% of persons in 'low' income bracket	9.9%	7.5%	9.3%	14.7%

Figure 4: Demographics Overview Table



3.0 COMMUNITY ENGAGEMENT PROCESS

As a community, MacTier has a great deal to offer. It is a welcoming community with a strong faith base – five Churches are supported by those who call MacTier home. There is a long history of tradition here. Many residents can trace their lineage back to the early days of the railroaders and today, perhaps more so than at any other time in history, families are returning to MacTier as cottagers and full time residents. There is a reinvestment in MacTier and the community is, in many respects, enjoying an awakening. It is a self-sufficient place – a warm community where residents support one another. It is a place where full time residents, cottagers and visitors are welcome and it is a community that has a common vision for its future.

Having a Master Plan and Urban Design Guidelines in place for MacTier will allow all parties to focus strategically by promoting those elements of community growth and change that are broadly supported. In short, the Master Plan creates a roadmap or a blueprint that can be used when new development is proposed. For many reasons, developing a Master Plan and Design Guidelines for MacTier is both timely and important. Members of the community are looking for and supporting enhancements at the community level. They have recognized that MacTier holds tremendous promise – from the perspective of waterfront enhancements, core area enhancements, aesthetic enhancements and community service enhancements. The Master Plan, supported by the community, will enable MacTier to direct change and incorporate these enhancements in both a proactive and a strategic way. Change is coming to MacTier – perhaps in small and subtle ways but nevertheless, the community is continuing to evolve. Building improvements are evident. Development in the form of seasonal cottagers is occurring on the shores of Stewart Lake. Recent investments in the community in the form of a new library are present. There is an abundance of readily available and serviced land in the heart of MacTier and new community programs at the Memorial Arena now offer a variety of additional activities that have been well received.

The Master Plan process is one that has been driven by the community. Given the level of interest and support, the Master Plan process necessitated a community-based partnership at the outset. Township staff were unwavering in their commitment to engage the community and to work actively to ensure that the process was reflective of those

issues of importance to those who live, work and recreate here. In short, the process of developing the Master Plan was as important as the product that emerged. The process was evolutionary, inclusive and inviting. In fact, the master plan process was premised on a 'whole team approach' that looked at creating a sense of community ownership from the beginning. To say the interest from MacTier has been high from the outset is an understatement. Meetings have been well attended, input has been overwhelming from interested community members and the dialogue that has emerged has served to further energize the community of MacTier.

Information secured from the community over the course of the master plan process has formed the backbone for the analytical work completed by the Consulting Team. Throughout the process, information was shared, ideas were generated and concepts were validated. The process moved forward incrementally, building from some early visioning work to the development of key concepts and ideologies. Each community meeting was tabled as a 'listening session'. The process emerged as a model of collaborative planning, with design charrettes and validation meetings occurring at regular intervals in the process. Each step in the process built on the foundation that had been established from the outset and in fact, many of the community members who were actively involved in the creation of the Master Plan continued to be involved throughout the process.

At each stage, information was exchanged through an open dialogue with the community; information and ideas were generated and taken by the consulting team and further refined, only to be presented back to the community for validation. The Master Plan that has emerged is a testament to the commitment of the community to make MacTier a better, more enhanced and more inviting place to live. This is their document – their plan for their future.

3.1 Phases of the Community Engagement Program

The Community Engagement Program unfolded through a series of three distinct phases or stages:

- Information & Data Gathering Phase
- Community Design
- Validation



MacTier Design Charrette, May 1st, 2010

Information & Data Gathering Phase

One-on-One Interviews with External Partners, Key Community Members

Focus Sessions with Municipal Staff and Council (March 29th, 2010)



Community Design Phase

Community Listening Session (March 27th, 2010)

Community Design Charrette (May 1st, 2010)



Validation Phase

Community Feedback Session (June 26th, 2010)

Community Validation Session (September 25th, 2010)

Figure 5: Community Engagement Process

3.1.1 Information & Data Gathering Phase

Working with a community to develop a Master Plan and Urban Design Guidelines requires an in-depth knowledge of the place. It requires an unwavering commitment to work collectively with those who live, work and recreate in the community. It requires an affirmed commitment to learn from those who know their community best. To develop a better understanding of MacTier, the consulting team with direction from the Township, developed a stakeholder engagement strategy that combined a number of key elements:

- One-on-one Strengths-Weaknesses-Opportunities-Threats Interviews with External Clients & Partners;
- One-on-one Strengths-Weaknesses-Opportunities-Threats Interviews with key Community Members;
- Focus Sessions with Township Staff and Members of Council;
- Community Listening Sessions Involving Two-Way Communication;
- Community Design Charrette with diverse representation from Township staff, community members and special interests.

The process began with Township staff developing a list of key stakeholders and contacts – individuals and organizations who were believed to offer specific insights about the strengths, weaknesses and areas of opportunities in MacTier. Members of the consulting team contacted each of the twenty (20) initial points of contact and completed interviews with those individuals who were interested in speaking further about their views. In total, eleven (11) individual interviews were completed. Each conversation was framed around a list of standard questions. Those interviewed are listed in Appendix 2, attached hereto. In brief, the key informant interviews allowed members of the consulting team to understand the issues and areas of opportunity from the lens of individual community members. Despite the diversity in perspective, many of the same suggestions for change emerged from these individual dialogues.

Once the key informant interviews had been completed, the Consulting Team conducted a number of focused, larger group dialogues. These larger group sessions were designed to capture the collective views of Township staff and community leaders as well as members of the business community and the broader public at large. In addition,

several focus sessions were held – one with Township staff and a second with members of Council. These focus sessions allowed staff and decision makers to identify the issues and the areas of opportunity from their perspective.

3.1.2 Community Design Phase

A number of similar suggestions came forward during the initial focus sessions which in turn, set the stage for a productive first meeting of the community at large. The individual interviews as well as the large group facilitated discussions provided tremendous insight into the issues, concerns as well as the areas of opportunity for MacTier.

Input secured from the community suggests that MacTier is a community of tremendous opportunity. It is a town that has a long and proud history of association with the Canadian Pacific Railway. It is a community that cares – about one another; about its past and its future.

Following the Input from all parties was aggregated, with common themes, issues and areas of opportunity being identified for further consideration. In addition to speaking with key informants suggested by Township staff, the consulting team received suggestions from those key contacts about others who may have an interest or a specific perspective. Every community meeting was an open meeting and every effort was made to ensure that meetings were held at a time and on a day that would encourage community attendance. The structure of the meetings were kept informal with two-way information exchange being promoted. It became apparent very early on that the community of MacTier is open and welcoming – meetings were extremely well attended with more than forty community members frequently participating in the community listening sessions.

Given the commitment to and the interest from the community in a collaborative planning model, a number of opportunities were provided throughout the process to allow members of the community to come forward and make their thoughts known. From the initial start up meeting on March 27th, the value of working collectively was discussed. The very first meeting provided an opportunity to explain the value of master planning and the relationship between master plans and the key planning documents (Official

Plans & Zoning By-laws) that are endorsed by Council. The work that is ongoing to update the Township's Official Plan was also discussed and the linkages between master planning and the Township's Official Plan were explained. A Master Planning Fact Sheet was developed and distributed to all in attendance and individual templates were provided to participants with a request to provide any additional thoughts or perspectives on strengths, weaknesses and areas of opportunity.

The first community meeting generated a great deal of interest and a great deal of dialogue. Members of the consulting team heard about the vibrant history that has helped to shape the community today. We were witness to the great community spirit that exists in MacTier – the sense of a 'whole community' where neighbours care about one another. There is a prominent faith base here with five places of worship. Members of the consulting team were able to understand that MacTier has emerged as a community that continues to meet the needs of its residents from a retail and from a service centre perspective. With an established and well defined central core, existing sewer and water services and the availability of developable land, there is tremendous opportunity to consider future growth. There is a need for more diversified recreational programming, an opportunity to partner more effectively with CPR to promote MacTier as a tourist destination of choice, a need to find a permanent home for the Heritage Railroad Museum and an opportunity to consider aesthetic upgrades in town. There were many opportunity areas that were identified for MacTier. The consulting team heard that there is a real interest in building on the great community foundation that exists here. The initial community session suggested several critical needs as follows:

- A need for better and more diverse recreational programming;
- An opportunity to better engage youth and providing an array of facilities and services that meet their needs (soccer field, baseball field, skateboard park, etc.)
- Upgraded beach area with more effective development of the Stewart Lake waterfront (and a return to the days of old when swimming lessons and lifeguards allowed the lakefront to be well utilized all summer long); proper boat launch facilities
- More diversified housing stock including Seniors housing and more affordable housing
- The need to address the standing water and drainage issues in town and the need to remove physical barriers and promote greater accessibility generally

- Community safety and the need for a secondary point of access and egress to MacTier as well as the need to engage CPR in discussions around train idling and the physical barriers that this presents to the community when crews are changing and trains block the only access to Stewart Lake
- Better use of Arena and Curling Club – consider an alignment of services and facilities
- Creating an integrated trail network
- Downtown Beautification and the infusion of new services (Car Wash, Laundromat, Pool, Drugstore, Outfitter, Bridge under the Tracks, etc.).

Building on the momentum of the initial Community Listening Session, a Workshop and hands-on Design Charrette was convened on Saturday May 1st, 2010. The second community meeting was organized as an interactive Design Charrette that allowed participants to develop their own Concept Plan for MacTier. Five teams went to work to develop a collaborative plan for the future of MacTier and five plans were developed. These individual plans were shared with all participants and, interestingly enough, a number of common ideas and themes emerged.

3.1.3 Validation Phase

Throughout the master planning process, the Consulting Team and Township staff checked in with the community to ensure that their suggestions were incorporated and ideas were understood. This continued validation process enabled the community to remain involved throughout the process and continually be kept apprised of the Consulting Team's progress. A feedback session was held on June 26th, 2010 to present an initial concept plan reflecting the ideas shared at the two previous community sessions. This proved to be a critical step in the process with the community providing feedback as to what they liked and disliked, agreed and disagreed with.

From this session, a master plan was developed by the Consulting Team in collaboration with Township staff. This final Master Plan was presented to the community for validation at a fourth session held on September 25th, 2010. The final Master Plan was overwhelmingly supported and endorsed by the community.





Figure 6: Results of Community Design Charrette, May 1st, 2010

Legend

- | | | | | | |
|--|---------------------|--|---------------------------|--|-----------------|
| | Recreation Facility | | Gateway / Entry Sign | | Public Access |
| | Commercial | | Trail (walking / cycling) | | Curling Club |
| | Seniors Housing | | Sidewalks | | Heritage Museum |
| | Industrial Uses | | | | |

3.2 Key Findings: Strengths, Weaknesses, Opportunities and Threats (SWOT)

The input obtained from members of the community, both individually and collectively, have offered an important insiders perspective into the community of MacTier. These discussions – one-on-one interviews, the facilitated dialogues, the community meetings and the Design Charrette have enabled members of the Consulting Team to better understand the issues and the opportunities for MacTier.

3.2.1 Community Strengths

MacTier has many strengths, including location and sense of community, servicing, physical features, history and culture and geo-politics. These strengths are described in more detail as follows:

Location & Sense of Community:

MacTier enjoys a strategic location, given its proximity to Highway 400 and its proximity to Parry Sound. It is a close-knit, small and caring community, with a sense of belonging & well being. MacTier is a community with a strong faith base (5 Churches that support one another). It is a dynamic and supportive community that engages in extensive fundraising and community support – evidenced by the superb fundraising effort that was completed for the new Library. There are excellent contracting services and a good existing employment base. Many residents have called MacTier home for many years – some for generations. There is also evidence to suggest reinvestment is taking place from a demographic perspective – witness the return of residents who spent their early childhood in MacTier and are returning as cottagers or as new retirees. The community has a base of committed volunteers and while they are small in number, they are mighty in terms of impact. In addition, the community has many services and facilities that it offers residents and visitors alike - Grocery, Bank, New Library, Restaurant, Curling Club, Arena to name a few.

Servicing:

MacTier is designated for growth. It is a serviced community ready for development, with an available supply (19 acres) of serviced land located in the downtown core. In addition, there are other properties available for sale (including several railway properties) that are available for purchase and investment.

Physical Features:

MacTier enjoys a beautiful physical setting and its proximity to Stewart Lake is evidence of the potential that exists to capitalize on the natural setting that exists here. There are a number of significant natural features in the area including the remnants of the original Cranberry Marsh as well as a Provincially Significant Wetland. The geography of MacTier is unique, with the railway offering a prominent focus within the Town.

History & Culture:

The community of MacTier has a long and established history but also a very visible history. Remnants of the important historical connection to the CPR remain and there is a proud association with the railway that continues to dominate the MacTier landscape today.

Geo-Politics:

MacTier is a diverse constituency. There is a mix and blend of full time permanent residents and part time seasonal cottages. There are dynamic generational differences and a blend of young and older; long time residents as well as recent additions to the community including recent retirees. There are contractors and some commercial operators as well as generations of families who have called MacTier home for many years. There is a sense of community commitment and wholeness here. Despite the diverse demographics, there is an important recognition that the views of all are important and that we all have to work together to bring about positive change.

3.2.2 Weaknesses

As is frequently the case, community strengths can sometimes be weaknesses or challenges as well. For MacTier, there were several areas of weakness that were noted, including location, image, geography, and community services and safety.

Location:

Perhaps one of the biggest areas of weakness that was recognized by many is the location – MacTier is 13 kilometres off of Highway 400. As a result, those coming to MacTier generally have to have a reason for being here. There is one point of access and egress and the railway, while a prominent community features, is a physical barrier and serves to divide the community in half.

Image:

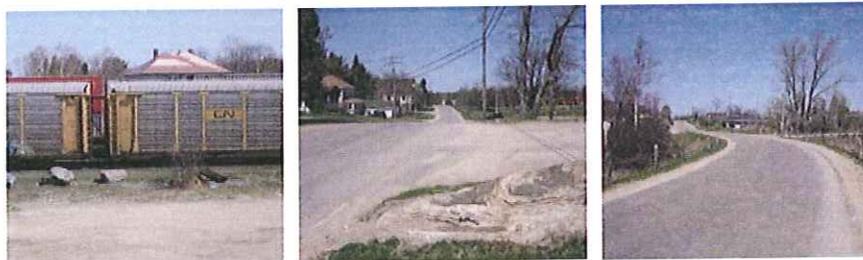
Historically, MacTier has suffered from image issues. There are some aesthetic issues and it was noted that there is a need for visual improvements across the community.

Geography:

This is the Canadian Shield – bedrock in the area makes construction more challenging and more expensive. There are drainage concerns and standing water issues that need to be addressed. The geography of the railway as a physical divide was also noted by many as an area of weakness. From the perspective of 'physical place', the railway presents access issues. With train size increasing, this problem may only be expected to increase. The issue of access is compounded by the single point of access and egress and the lack of safe accessible walking paths around the community, but particularly in the downtown core. The fact that existing pathways make access difficult particularly for those with mobility issues was noted. Once again, visual improvements to the community were identified.

Community Services & Safety:

There is a lack of basic community services. Basic recreational programming has been found to be insufficient, though the Township has instituted some new programs (effective March 2010) and reinstated the waterfront lifeguarding services at Stewart Lake. The fact that there are no walking, hiking, biking trails or the presence of an integrated trail system was noted. In addition, the lack of accessible parking in the down area was identified as a specific point of concern.



Challenges identified by the community included the railway, the geography and the lack of safe sidewalks and trails

3.2.3 Key Findings Overview

Recognizing the strengths and considering the opportunities that the areas of weakness offer, a number of specific suggestions came forward from the community for consideration:

Make MacTier 'A Destination of Choice' **Promote both a local and a regional identity** **Diversify the housing stock** **Diversify the economic base** **Consider something like Port Carling** **Create a more cohesive and integrated community** **Build a stronger and more positive community image** **Retain existing charm and scale** **Promote a 'common aesthetic'** **Build on the existing functional waterfront; medical services; lumber and commercial** **Consider more economic/employment opportunities for year round residents** **Consider community safety and accessibility** **Reclaim the waterfront as a community recreational focus** **Improved boat docking and launch** **Landscaping of the water filtration plant** **Better & uniform signage and way finding (for visitors)** **Permanent Historical Railroad Museum** **Upgrade / Amalgamate Curling Club Facilities** **Focus on the 19 acre Township-owned property for multi-use recreation**

In addition, a number of suggestions were made in relation to engaging the railway more effectively and the importance of engaging the community youth to determine what they are looking for in the way of services and community amenities.

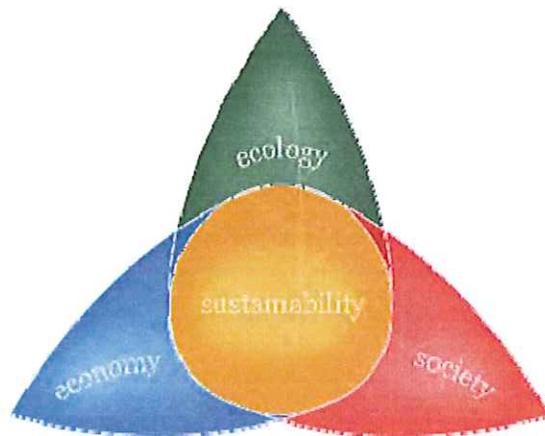


4.0 VISION AND DESIGN PRINCIPLES

4.1 Vision

A vision statement for MacTier was developed based on the key directions and outcomes of the SWOT analysis:

“Promote MacTier as a healthy and sustainable community that is diverse, accessible, safe and integrated.”



4.2 Key Design Principles

Many of the concepts that were articulated during the individual interviews, focused dialogues and community sessions were further developed from a conceptual design perspective as a result of the Community Design Charrette and the initial Community Open House.

Based on the two community workshops held in MacTier (March and May) a consolidated list of principles was formulated to reflect the community values and aspirations related to the Master Plan and Design Guidelines. These principles served as the foundation upon which the Master Plan and Design Guidelines were developed.

- M*** Multi-Use Waterfront
- A*** Appeals to All – a dynamic demographic
- C*** Core Area Enhancements
- T*** Treasure The Past – Build on the History & Heritage
- I*** Identity
- E*** Economic Development
- R*** Recreation

A preliminary Concept Plan was developed taking all of these key design principles into consideration. This was presented to the community in June 2010. There was overwhelming support from the community for the preliminary concept plan.



Multi-Use Waterfront

Create a more prominent waterfront focus.

Developing a multi-use waterfront space on Stewart Lake and Rainbow Lake (also known as Mosquito Lake) will create community gathering places on the water's edge. It is important to protect and enhance existing facilities and services on the water in order to create new opportunities for waterfront development. These areas will attract visitors and provide a variety of options for people to interact with the water.



Appeals to All

Support a diverse demographic to live, work and recreate in the Community.

Attracting a wide variety of people (relative to age, ethnicity, socioeconomic status, etc.) to live, vacation and work in MacTier is important for the overall economic prosperity of the community. Providing affordable housing for all people as well as services and facilities for youth, amenities for cottagers and amenities and services for tourists and visitors is imperative to create a distinct community identity.



Core Area Enhancements

Enhance the existing community core through spatial expansion and mixed-use development.

Expand the existing core area and develop mixed-use opportunities to create a vibrant, safe and integrated community. Ensure that the core area is accessible to all and that there is a safe pedestrian network of walkways in and around the core. The addition of a focal feature will help to define the core area and enhancements to the main street will define the core area for visitors and tourists.



Treasure the Past

Focus on the future by honouring the past.

Embrace the unique railway heritage of MacTier and develop a design theme that captures the spirit of the place. Turning the railway lands into an area of opportunity could provide for buffering from the community while providing observation points with interpretive signage.



Identity

I Promote a unique and remarkable identity.

Promote a unique and remarkable identity that builds on the important natural environmental and cultural heritage features of MacTier. Aesthetic improvements to develop a unique design theme for streetscape, parks and open space, etc is important for overall community beautification. Creating a consistent theme to include wayfinding, signage and street furniture, etc will define and unify the community character.



Economic Development

E Identify and promote economic development opportunities to encourage future growth.

Diversification of the employment base to include more year-round employment opportunities is important to economic prosperity. Promoting tourism development, such as accommodations, services and amenities will not only provide jobs but will increase tourism and visitors to MacTier. Light industry, crafters and artisans should be encouraged to locate in the community to further develop the economic base and tourism industry.



Recreation

R Create opportunities for multi-use recreation.

Provide increased opportunities for multi-use recreation including development of the 19-acre municipal owned land for a major multi-use park site. Recreational services and amenities for youth should be emphasized. Establish an integrated multi-use trail network to connect the core area with surrounding open space and waterfront areas.



5.0 MASTER PLAN CONCEPT

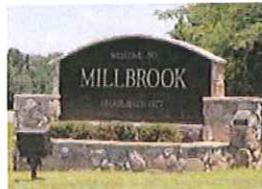
5.1 Concept Plan

The concept plan for MacTier is based on the findings and values expressed during the community engagement process together with the analysis work completed by the Consulting Team. It recognizes the location of MacTier relative to Highway 400 and Stewart Lake, as well as its railroad heritage, still apparent today. MacTier is well positioned to serve as a service centre for those with residences on Stewart Lake as well as an access point to the MacTier Wetlands, designated as Provincially Significant. Encouraging a diverse demographic and increasing economic development in MacTier are key elements of the plan.

The concept includes several key structuring elements:

Community gateway at Highway 69

- Develop a community entrance feature / gateway on District Road 11 at Highway 69 including signage, planting and related features.



Mixed use village centre

- Further develop a mixed use village centre along Front Street between District Road 11 and Muskoka Road.
- The Village Centre is envisioned to contain a mix of uses including low-medium density residential, retail, commercial and institutional uses, as well as a strong public open space system.
- Develop a village focal point, possibly a town clock feature, creating a public gathering space in the Village Centre.



Buffering system along railway lands

- Establish a green buffer along the edge of the railway lands to visually screen the railway as well as reduce noise from the railway to adjacent properties.
- Interpretive and / or educational features related to railway heritage may be included.
- Pedestrian linkage and / or a secondary vehicular access point across railway lands may be incorporated.



Wetland recreational area on Rainbow Lake (also known as Mosquito Lake)

- Establish a green and natural environmental area along Rainbow Lake and the MacTier wetlands with pedestrian access from Elizabeth Street.
- Features may include interpretive trails, boardwalks, bird watching opportunities, interpretive signage, and lookout / viewing points.



Directional signage and wayfinding system at key decision points

- Locate specifically designed directional signage on District Road 11 providing directions to key community facilities and points of interest.



Defined public space at Stewart Lake waterfront

- Integrate a well designed public space / park at the current location of the waterfront park.
- Features may include enhanced beach area, picnic area, gazebo, change facilities / washrooms, enhanced play area.



Defined community feature area

- Encourage the development of a central community facilities area on the current site of the ball park.
- Features may include seniors housing, walkways, sitting areas, storm water facilities, parking facilities, and specialized commercial retail and services.



Recreational park development on Municipally owned 19-acre property

- This currently undeveloped property should be developed as a multi-use public recreational facility
- Features may include soccer fields, baseball diamonds, skate spot, children's play and splash pad, walkways, sitting areas, and naturalized stormwater management areas.



Visual buffering of Water Treatment Facility

- Integrate visual buffering to enhance the view of the water treatment facility from Stewart Lake. This may include landscape plantings, development of berms and other features to create a more natural shoreline view.



Streetscape enhancements along District Road 11 and other major roads within MacTier

- Develop unique streetscape corridors with enhanced public walkways, sitting areas, links to community nodes, street tree planting, special lighting, banners and other features unique to MacTier.



After presentation of the concept plan to the community, these key elements were refined and the final Master Plan was created. Within the Master Plan there are a number of fundamental components, highlighted within this report.

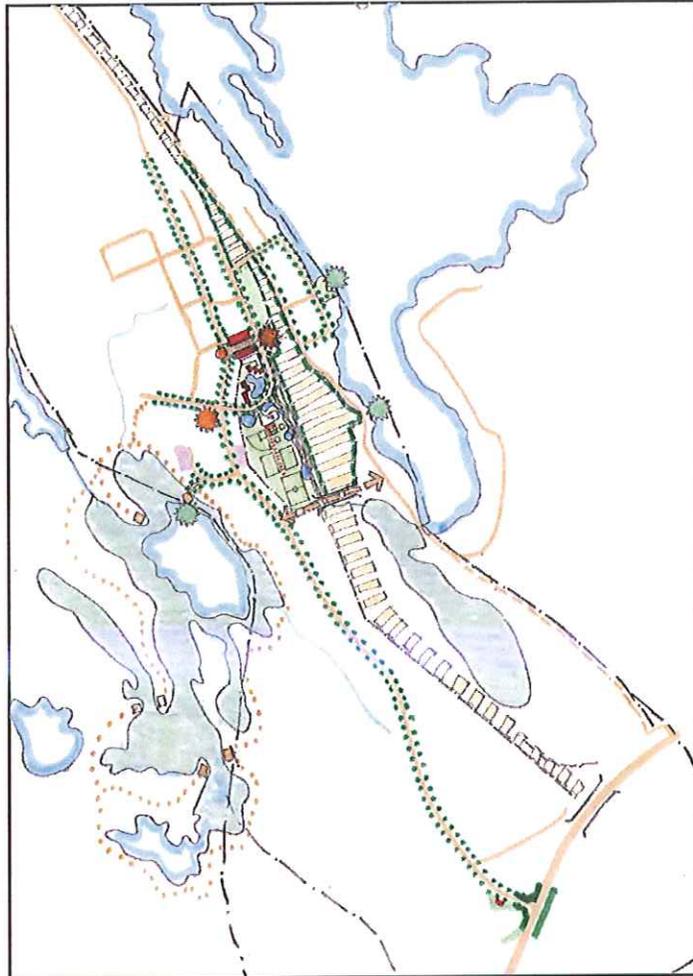


Figure 7: MacTier Concept Plan

Legend

-  Waterfront Feature
-  Community Feature
-  Community Gateway
-  Mixed Use Village Centre
-  Railway Lands
-  Settlement Boundary
-  Streetscape Enhancement
-  Village Centre with Streetscape Enhancement
-  Potential Road Linkage Across Railway Lands
-  Roads
-  Railway Land with Buffering / Screening
-  Town Clock / Feature
-  Wetland
-  Trails
-  Future Road Linkage
-  Lookout Point



- Recreational Park Development**
- Active Sports Field
 - Children's Play
 - Field House
 - Buffering from Railway Lands
 - Multi-Use Courts

5.2 Master Plan

Legend

1. Main Street Area Improvements with re-organized On-street Parking
2. Clock Tower Feature
3. Railway Museum Location Options
 - a) Adjacent to existing Library
 - b) Adjacent to existing Fire Hall
4. Streetscape Improvements including tree planting @ 10 m spacing, lighting and sidewalks
5. Streetscape Improvements including Tree Planting @ 15m spacing with sidewalk
6. Railway Interpretive Viewing Area
7. Community Facilities including Senior's Residence
8. Active Recreation Area with Junior/Senior Play, Splash Pad
9. Skateboard Spot
10. Sports Fields
 - a) Senior Soccer Field
 - b) Multi-use Play Field
11. Baseball/Softball Diamonds
 - a) Senior Baseball
 - b) Junior Softball
12. Stormwater Management Ponds with Earth Berms/Naturalized Area/Aeration Fountain
13. Trails and Linkages to Community
14. Boardwalk
15. Curling Club Expansion Pad*
16. Viewing Area with Shelter/Gazebo
17. Future Pedestrian Bridge
18. Visual Screening of Railway Lands
19. Improved Boat Launch and Boat Trailer Parking
20. Waterfront Park Improvements
21. Landscape improvements at Waste Pumping Station

* see page 31 for clarification.



Figure 8: MacTier Master Plan

5.2.1 Core Area

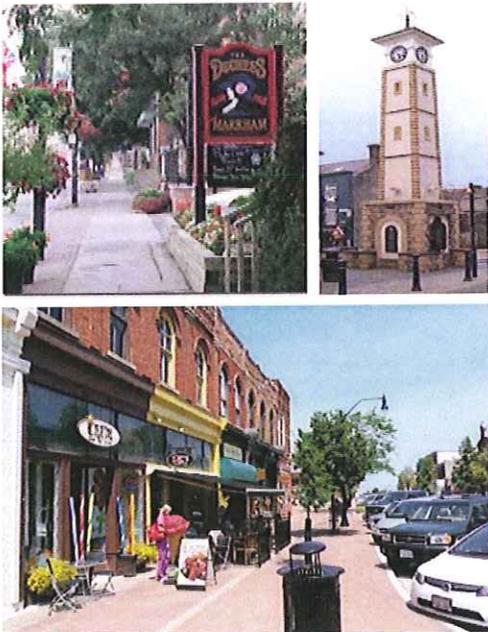
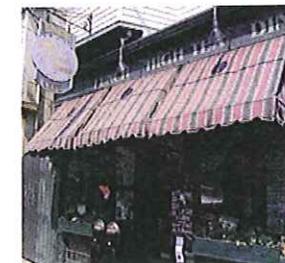


Figure 9: Core Area



Key Map



5.2.2 MacTier Ball Field (Existing Park)



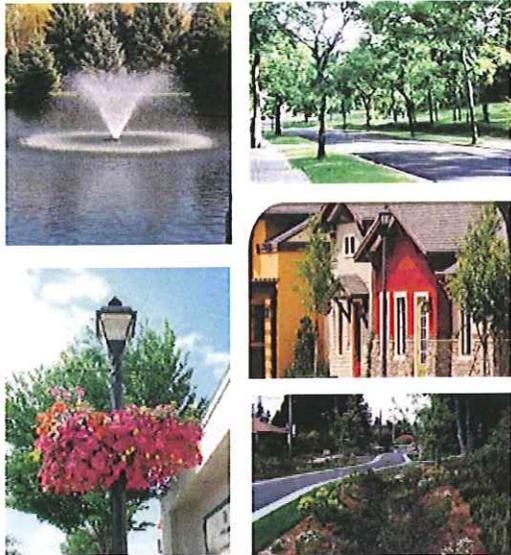
Figure 10: MacTier Ball Field



Key Map



5.2.3 Community Facilities



Key Map



Figure 11: Community Facilities

5.2.4 Muskoka Road Multi-Use Park

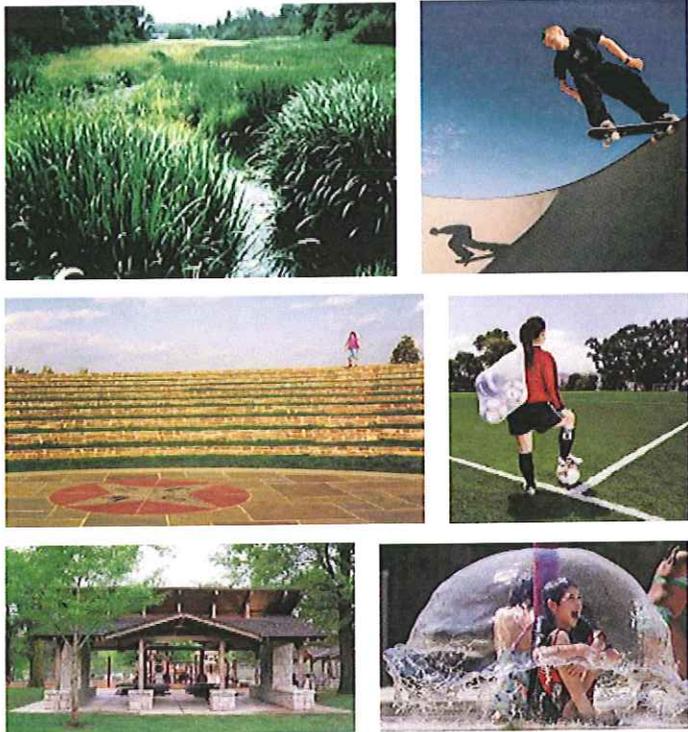


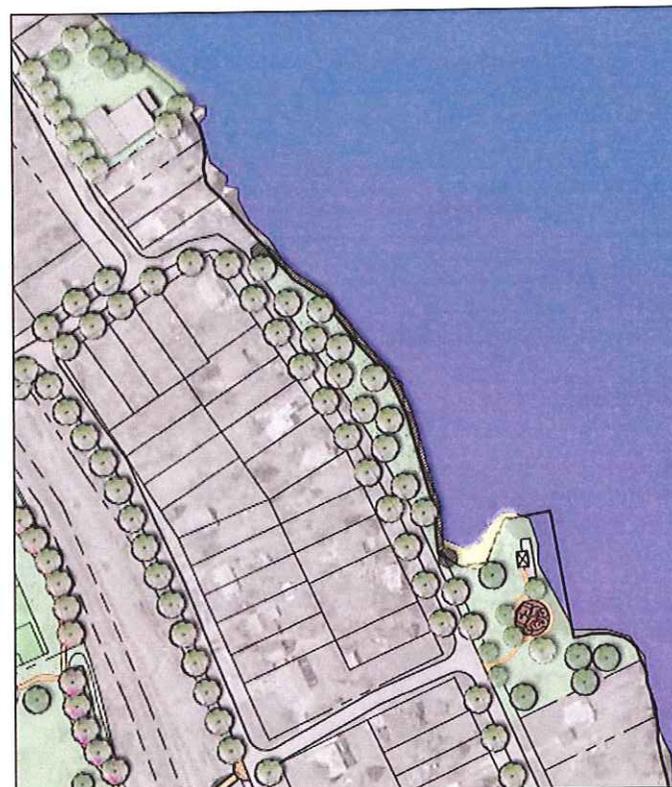
Figure 12: Muskoka Road Multi-Use Park



Key Map



5.2.5 Stewart Lake Waterfront



Key Map

Figure 13: Stewart Lake Waterfront

5.2.6 Boat Launch

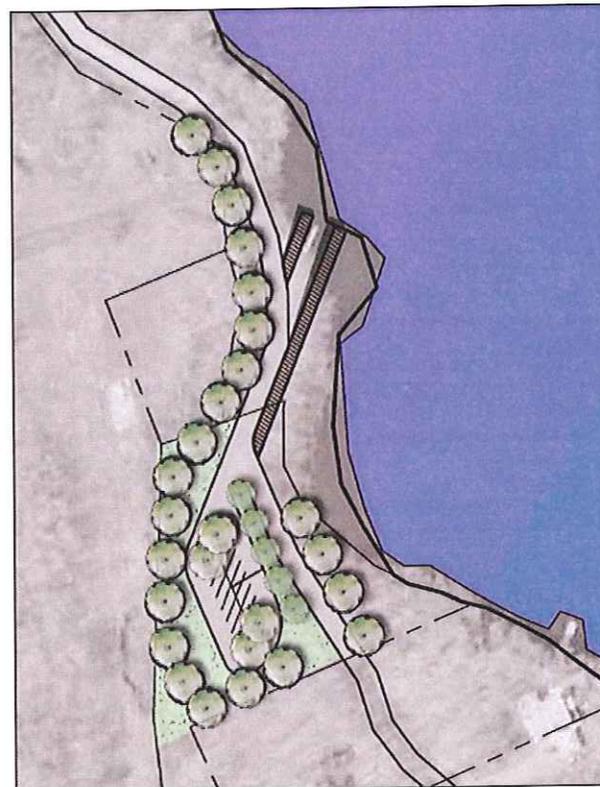


Figure 14: Boat Launch



Key Map

5.2.7 Future Consideration: MacTier Memorial Arena / Curling Club

This feature of the Master Plan reflects the desire by the community to 'twin' the MacTier Memorial Arena with the existing privately owned Curling Club. The notion of expanding the range of services available in one centralized location (Memorial Arena) was referenced throughout the community consultation sessions and speaks to the community's desire to provide a more diverse range of recreational services within close proximity to the existing core area of MacTier. Clearly, issues of land tenure and ownership would have to be addressed if this were deemed a priority by Township Council. In addition to ownership and operational issues, partnership opportunities, funding sources and cost sharing initiatives would have to be pursued.



Figure 15: MacTier Memorial Arena / Curling Club



Key Map

5.2.8 Wetland Boardwalk



Key Map

Figure 16: Wetlands Boardwalk



6.0 DESIGN GUIDELINES

6.1 Design Themes

The most valid design themes are those that are rooted in the natural and cultural history of the place. Many of these thematic opportunities are apparent in the local landscape of MacTier. Based on the thematic opportunities unique to MacTier, the Consulting Team has developed an initial list of key words and images that provides a palette as the basis for developing design themes for MacTier.

These key words and imagery provides inspiration for the master plan and design guidelines relative to selection of materials, streetscape and built form character as well as spatial relationships within MacTier.

Active Recreation

- Trails / Wetlands / Nature Viewing
- Regional Multi-Use Facilities
- Arena /Curling Club*

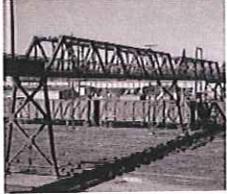
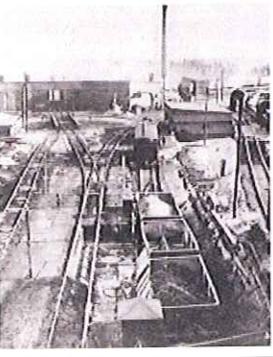




* see page 31 for clarification

Railway Heritage

- MacTier founded in 1882 by CPR
- Roundhouse
- Rail Yard

The Landscape

- Water—Stewart Lake / Muskoka Lakes
- Rock—Canadian Shield
- Forests and Trees





6.2 Streetscape Design

Developing an attractive streetscape for MacTier will reinforce the current road system and improve the community's overall quality of life. Well designed streetscapes can provide improved circulation, pedestrian and vehicular movement, wayfinding and orientation, provide public gathering spaces for the community to interact and socialize, and can promote the image of MacTier as an exciting and attractive community.

This section of the report provides design guidelines for all streets within MacTier. Various streetscape elements imperative to the street character and guidelines for these elements are presented. These streetscape guidelines are intended to create a pedestrian-oriented, visually attractive and well coordinated design that is compatible and complementary with adjacent land uses and built form.

6.2.1 General Guidelines

The streetscape zone is that area between the building face and the curb. This area shall be designed with consideration for the elements within the right-of-way as well as the built form or uses adjacent to the streetscape zone.

Streetscape Elements

Developing a coordinated set of streetscape elements is imperative to portray the identity of the place. Reinforcing the underlying character while ensuring the safety, comfort and accessibility of pedestrians, cyclists as well as motorists are important considerations within streetscape design. Streetscape elements shall be complementary in design and shall be consistent with the design vision for MacTier.

Streetscape elements include:

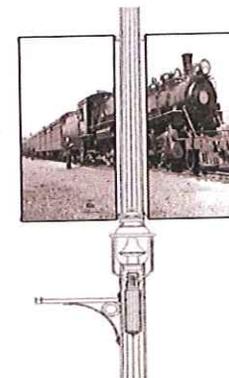
- Street lighting
- Site furniture
- Signage

Street Lighting

Street lighting provides both vehicular and pedestrian safety and is functional as well as aesthetic. The street lighting design shall be consistent with the overall character of MacTier, and shall provide adequate lighting for the roadway as well as the sidewalk for pedestrians.

Guidelines:

- Street lighting should be located in line with street trees where appropriate;
- Specialty light fixtures may be used along District Road 11, Muskoka Road and in the Village Centre to highlight these areas;
- Light standard styles and types should be coordinated with site furniture;
- Light standards should be designed to accommodate pedestrian lighting and street banners;
- All lighting shall be dark sky friendly.



Incorporate design theme into street banners



Potential Street Lighting

Site Furniture

Street furnishings will unify and enhance landscape elements within the pedestrian realm. These furnishings will be consistent in design and be functional as well as reinforce the overall streetscape character. The placement of attractive site furniture enhances the public realm as well as improves the general use of public space.

Guidelines:

- Colours, materials, forms and styles of the site furniture shall be complementary and reinforce the overall theme for MacTier;
- Placement and arrangement of site furniture should encourage safety and reinforce the streetscape.

Criteria:

- Street furnishings shall contribute to the overall identity and character for MacTier in combination with other elements;
- Subtle design variations to street furnishings are acceptable for special areas, such as within the Village Centre;
- Furnishings should be tied together by a common theme and colour palette to avoid visual clutter;
- Street furnishings should be low maintenance, vandal-resistant and easily replaceable.

1. Benches

- Benches should be durable and should have back and arm rests for user comfort;
- Should be approximately 6 feet in length to comfortably accommodate 2 to 3 people.

2. Waste Receptacles / Recycling Bins

- Durable waste containers;
- Containers should be equipped with plastic liners, rain proof tops, should be animal proof and be easily accessible for emptying;

3. Bicycle Racks

- Embedment mounting;
- Locate near points of interest, attractions and within the Village Centre.

4. Planters

- Consistent design style with benches and waste receptacles;
- Change plant material seasonally to provide visual interest;
- Locate on sidewalk in Village Centre.

Signage

Upgrade the current signage scheme will create a more significant arrival into MacTier and provide orientation and wayfinding to pedestrians and vehicles. A hierarchy of signage components provides visitors and residents alike assistance to locate points of interest and attractions within MacTier.

Guidelines:

- All signage shall be consistent in terms of overall design and lettering;
- Signage should incorporate community identity such as Township logo and community name on appropriate signs;
- Guidelines shall apply to all elements such as park signs, trail signs / markings, environmental signage and educational signage.

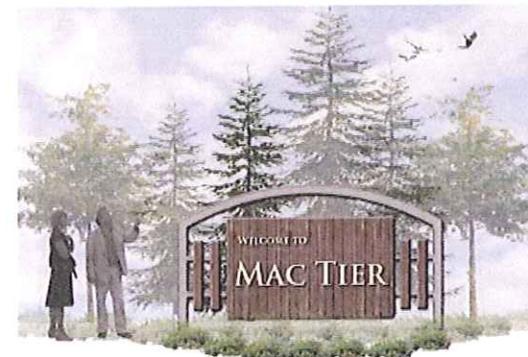
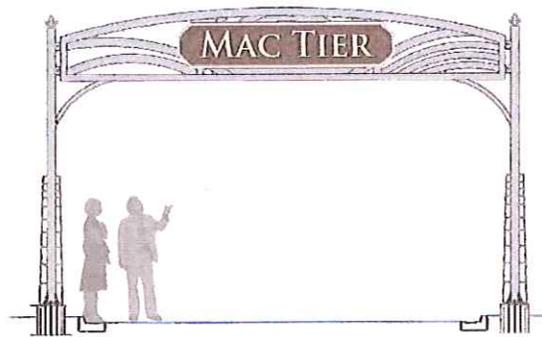


Figure 17: Community Gateway Sign Options

Community Gateway Sign

A community gateway sign on Highway 11 just north of Highway 69 will provide a distinct sense of place and arrival for those entering MacTier from Highway 69. This sign is recommended to convey the railway heritage of MacTier using metal and wood materials.



Major Pedestrian Gateway

The opportunity for a major pedestrian gateway is present within MacTier guiding people to the waterfront or any other attraction. This gateway sign will provide a clear sense of direction and entry for visitors and residents to access special places. The opportunity exists to locate a pedestrian gateway at the west side of the pedestrian railway overpass guiding people to Stewart Lake.



Directional Signage

This type of signage can be useful for both vehicles and pedestrians. This directional signage should be located at strategic decision points throughout MacTier. Directional signage could be focused on the theme of "follow the tracks".



Interpretive Information

Due to the extensive natural and cultural history within MacTier, the opportunity exists to introduce interpretive elements throughout. These signs may include information related to the railway history, active recreation and the cultural history of MacTier.



"Follow the Tracks"



Figure 18: Signage Hierarchy

Sidewalks

Sidewalks of 1.5 metres minimum width are recommended at the following locations:

- Both sides of Front Street;
- Both sides of Muskoka Road; and
- Both sides of District Road 11 (particularly within the Core Area of MacTier).

Sidewalk widths may vary and increase at special gathering places, seating nodes or activity nodes within MacTier. Specialty paving shall be used to delineate pedestrian crossing and intersections to define and enhance the pedestrian realm. Sidewalks should lend themselves to rock outcrops or other natural features present within the MacTier community, assuming a curvilinear shape as appropriate.



Specialty paving helps delineate the pedestrian realm



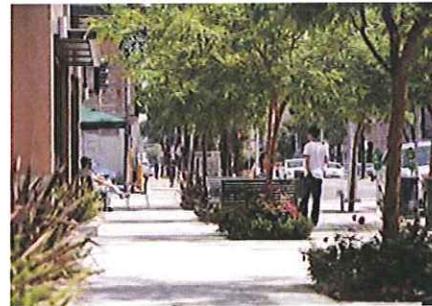
Curvilinear sidewalks add interest to streetscape

Street Trees

Street trees provide both an aesthetic and functional value to the street character. They act as a unifier in site development as well as create distinction and develop a hierarchy among streets.

Guidelines:

- A continuous row of street trees should be located between the sidewalk and the curb as appropriate. Variations may occur at special areas in response to adjacent land uses, such as the Village Centre on Front Street and other focal points, etc. The overall objective is a continuous canopy along both sides of the street;
- Hardy native species are preferred, or other salt-tolerant, high branching, deciduous varieties;
- Use species that are non-invasive and low maintenance;
- Trees should be planted in groupings, i.e. along street blocks or in groupings at special places and intersections. Avoid single specimen plantings;
- Trees should be spaced at approximately 8–10 metres on centre;
- Street lighting and utility boxes should be placed in line with street trees unless otherwise specified.



Street trees contribute to the overall character and identity of MacTier

6.2.2 Front Street (Village Centre)

Front Street is the east-west commercial spine of MacTier, intersecting with Highway 11 to the west and Muskoka Road to the east.

Features:

- 20 m right-of-way;
- 2 vehicular lanes of 3.5 m width in each direction;
- 2 lay-by parking lane of 2.5 m width on both sides of street, option of angled parking on one side of street at 4.0 m width;
- 4 m pedestrian space on both sides of street with sidewalk, lighting, trees and street furniture.

Character:

- Mixed-use / commercial (retail / service) / civic interface;
- Strong design feature—town clock feature area;
- Sustainable growth environment for trees—large high quality stock, ease of maintenance, sufficient tree rooting area;
- Active pedestrian environment;
- Comfortable for pedestrians—shad, wind protection and shelter.

Guidelines:

- Sidewalks should be located on both sides of the street and may include sidewalk cafes and commercial display areas;
- Decorative paving should be introduced to delineate pedestrian realm, especially at intersections and crosswalks;
- Street trees should be consistent in species along length of street;
- Decorative street lighting will be incorporated along length of Front Street and coordinated with street trees to ensure proper placement and spacing;
- Pedestrian level lighting will be integrated with the lighting poles;
- Design, materials, colours and styles shall be consistent with adjacent architecture;
- Consistent building signage;
- Sensitive placement of above ground utilities such as hydro transformers—shall be placed away from pedestrian areas with proper screening.



Key Map



Town Clock
Feature Area

Specialty Paving
at Pedestrian
Crosswalks

Pedestrian Space with
sidewalk, street trees,
furniture, etc.

Figure 19: Front Street (Village Centre)



Existing conditions of Front Street (village centre)

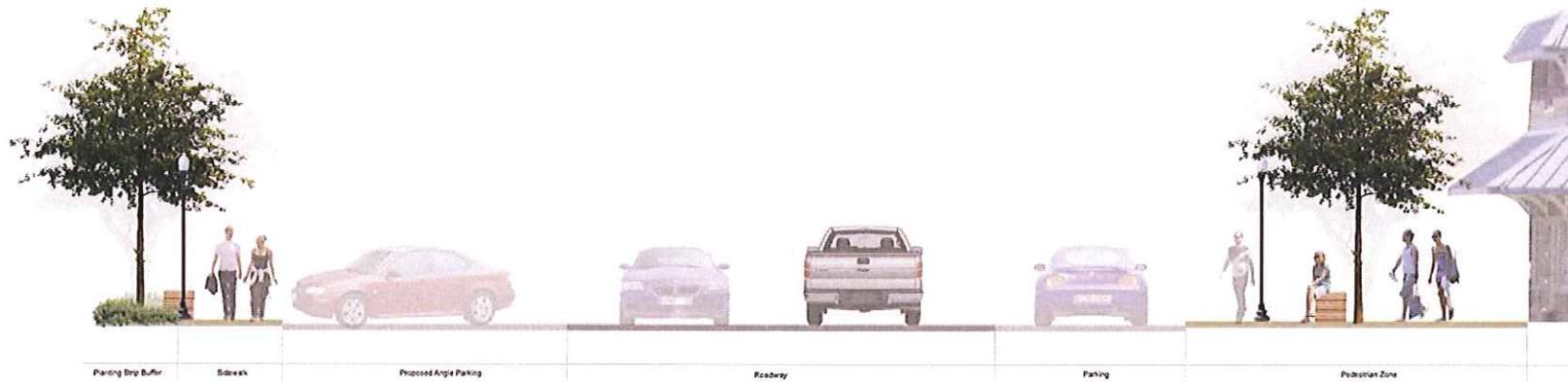


Figure 20: Schematic Cross Section—Front Street (Village Centre)



Imagery of village centre streetscapes



Figure 21: Front Street (Village Centre) Perspective

6.2.3 Muskoka Road

Muskoka Road is a secondary road within MacTier, running north-south then curving east-west to intersect with District Road 11. This road provides access to the existing park, the library and the school as well as the road that provides access to the waterfront area.

Features:

- 20 m right-of-way, may be required to narrow in some locations;
- 2 vehicular lanes of 3.5 m width in each direction;
- 2 / 2.5 m sidewalk and 3 m planting strip buffer with lighting, trees and plantings.

Character:

- Residential / institutional / open space interface;
- Sustainable growth environment for trees—large high quality stock, ease of maintenance, sufficient tree rooting area;
- Comfortable for pedestrians—shade, wind protection and shelter.

Guidelines:

- Sidewalks should be located on both sides of the street to provide pedestrians with safe access to the existing park, school, library, new park and community facilities area;
- Decorative paving should be introduced to delineate pedestrian realm, especially at intersections and crosswalks;
- Street trees should be consistent in species along length of street.



Figure 22: Muskoka Road



Key Map

Consistent street tree species along entire length of street

Specialty paving at pedestrian crosswalks and intersections



Existing conditions of Muskoka Road

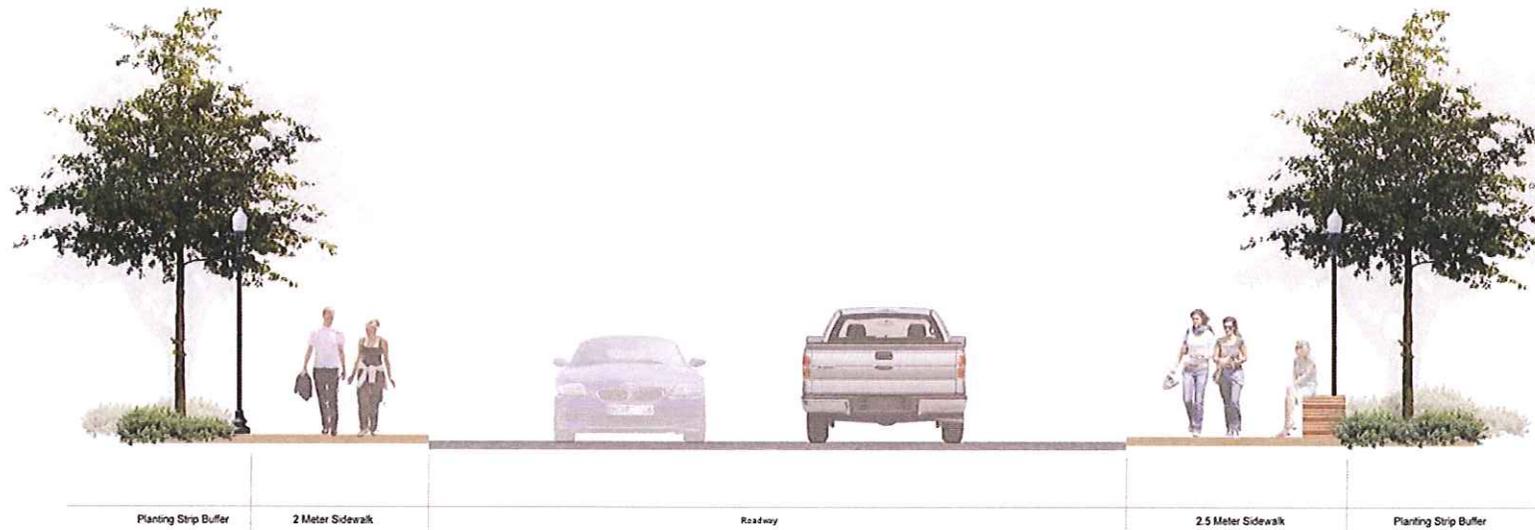


Figure 23: Schematic Cross Section —Muskoka Road



Imagery of curvilinear and naturalized streetscapes



Figure 24: Muskoka Road Perspective

6.3 Parks and Open Space Design

The Town of MacTier has seven municipal park sites totalling 10.74 hectares (ha) or 26.55 acres; however, a large percentage of the land is undeveloped. Park sites within MacTier include:

- Stewart Lake Beach / Swimming Area
- MacTier Memorial Arena
- MacTier Ball Field
- Muskoka Road Property
- Kitty's Bay Boat Launch
- Welcome Park
- Arbour Park

The Stewart Lake Beach / Swimming Area (0.32 ha) is an attractive area on Stewart Lake, however is in need of improvement. It has a beach, playground area, change rooms, wharf, swim platform, floating docks and a pavilion.

The MacTier Memorial Arena sits on a small, 0.46 ha site. This arena is the focus of many community activities including skating and a banquet hall. The arena's septic tile field was recently decommissioned; this area could provide amenity space and appropriately designed parking, as well as accommodate an addition for the relocation of the curling club.

The MacTier Ball Field (0.78 ha) is adjacent to the railway tracks and consists of a ball field, washrooms and historic marker commemorating the construction of the park. The ball field is undersized and the fencing is in poor condition. Drainage is also poor causing the park to be unusable at certain times of year.

The Muskoka Road Property is a large parcel (7.83 ha / 19.35 acres) of undeveloped open space with the potential to accommodate new facilities that respond to growing trends and / or relocated facilities such as the ball field.

Kitty's Bay Boat Launch, located on Stewart Lake has a dock and launch ramp for small boats. This area is in need of an upgrade and the addition of parking is necessary. Welcome Park, located on District Road 11 currently has a sitting area, floral displays and a welcome sign. This area could be upgraded to draw people into MacTier from Highway 69. Arbour Park is a small site (0.28 ha) and currently is home to the caboose, commemorating MacTier's railway heritage and has a bench. This park could be upgraded to include interpretive and educational displays, direction to the pedestrian overpass crossing the railway lands and parking lot enhancements.

This section of the report will provide a description and set of guidelines for the development of these park sites.

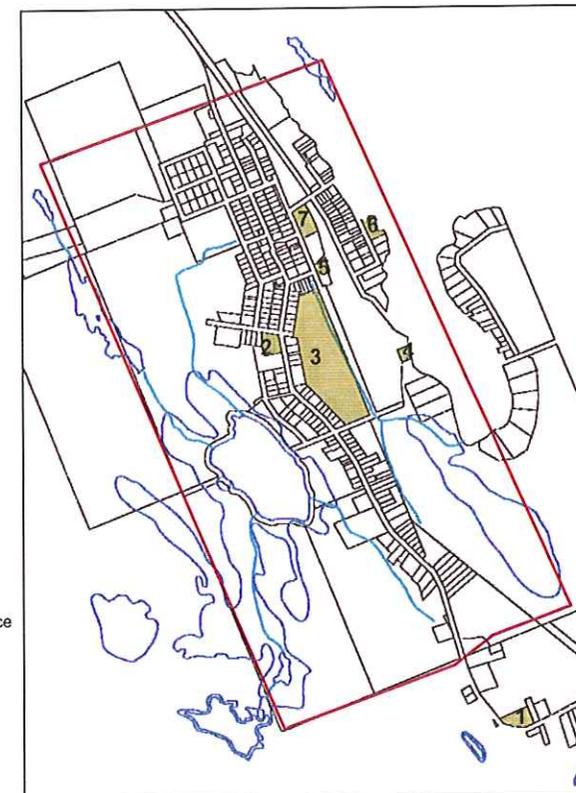
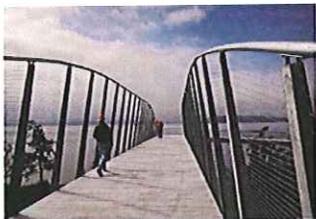


Figure 25: Parks and Open Space Inventory within MacTier

6.3.1 MacTier Ball Field

MacTier Ball Field, an existing park within MacTier will become revitalized. Replacing the undersized baseball diamond with a junior soccer field will provide the opportunity for additional walkways, sitting areas, trees and planting areas. Adequate landscape buffering between the park and Muskoka Road should be developed to ensure the safety of park users. Landscape buffering should also be developed on the east side of the park to visually screen the railway lands. Interpretive and educational elements should be incorporated into the park relating to the railway heritage, and a pedestrian overpass crossing the railway lands will create a link between the park and the waterfront area. Railway heritage interpretation elements will connect with the caboose (currently located in Arbour Park) and library to tie these elements together.



Pedestrian Bridge over Railway



Multi-Use Play Field



MacTier Library



Landscape Berms

- Landscape buffer by Muskoka Road*
- Multi-use play field*
- Landscape berms / visual screening*
- Pedestrian bridge over railway lands*
- Railway viewing and interpretive area / pedestrian gateway to overpass bridge*

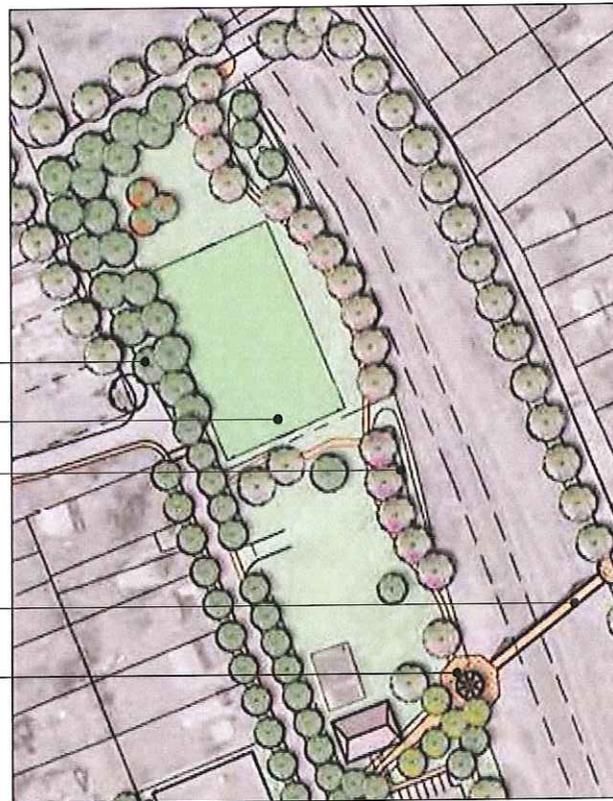


Figure 26: Conceptual Diagram of MacTier Ball Field



Key Map



Park Walkway

6.3.2 Muskoka Road Multi-Use Park

This property, owned by the Municipality but currently undeveloped, will become a central feature within MacTier. It will provide residents and visitors alike a number of exciting recreation opportunities throughout the year. These elements may include senior soccer pitch, junior softball diamond, senior baseball diamond, active recreation area with junior / senior play, splash pad, skateboard spot, stormwater management pond with earth berms, aeration fountains, flow improvements, and naturalized areas, fieldhouse, trails and linkages to community.



Stormwater Aeration Pond



Skateboard Spot



Senior Soccer Field



Play Area



Themed Splash Pad



Softball / Baseball Facilities



Key Map

- Junior / senior play, splash pad & fieldhouse area with adjacent parking lot
- Naturalized stormwater pond with flow improvements and aeration fountain
- Skateboard spot
- Senior soccer field
- Senior baseball diamond
- Landscape earth berms / screening of railway lands
- Junior softball diamond
- Trail / linkage to community

Figure 27: Conceptual Diagram of Muskoka Road Multi-Use Park

6.3.3 Stewart Lake Beach / Swimming Area

The beach / swimming area located on the shore of Stewart Lake will become a waterfront destination within MacTier. It will provide residents and visitors a number of water-focused opportunities. These elements may include an upgraded play area, improved beach area, picnic area / gazebo, change room / washroom facilities, trails and linkages to the community.

Visual screening on the Stewart Lake side of the water treatment plant will provide a more aesthetically pleasing shoreline.



Improved Beach Area



Play Area



Picnic Area / Gazebo



Trails and Linkages to Community



Visual Screening at Water Treatment Plant



Key Map



Figure 28: Conceptual Diagram of Stewart Lake Beach / Swimming Area

6.3.4 MacTier Wetlands Area

This area, located to the west of MacTier's core area, is an exceptional location for observing wildlife and viewing nature. Creating a small community gathering space on Rainbow Lake (Mosquito Lake) will provide an intimate and educational waterfront area. This area may include such elements as performance gazebo, interpretive and educational signage, wetlands boardwalk, lookout points to Rainbow Lake as well as linkages to the community. During the winter months, this area may be utilized for cross-country skiing or snowmobiling activities.



Educational Signage



Wildlife Viewing



Lookout Points



Wetlands Boardwalk



Figure 29: Conceptual Diagram of MacTier Wetlands Area



Key Map

Links to community

Lookout point and community gathering space with gazebo and interpretive / educational displays

Wetland boardwalk with interpretive / educational displays

Lookout point

6.4 Built Form

Built form guidelines are intended to provide strong guidance and framework for the development of a sense of identity, place and uniquely attractive character for MacTier that reflects the railway and natural heritage themes of the community. The following guidelines will describe the recommended built form for the core area within MacTier, Front Street. This will reinforce the commercial street as the main service centre for the community.

6.4.1 Front Street Commercial Area

The Front Street Commercial Area will contain low to medium density commercial (retail and services) development. These buildings will face Front Street, providing the opportunity for commercial displays and sidewalk patios.

Guidelines:

- Encourage strong architectural tradition upon the original railway character that the community was built;
- Encourage consistent design in facades and visual relatedness, to accomplish an integrated and cohesive identity for Front Street as the main commercial street within MacTier;
- Promote consistency in design and signage while recognizing the need for diversity and creativity;
- Natural materials in signs with external lighting are preferred, and signs that enhance the architectural characteristics of the building are encouraged;
- Promote the removal of materials such as vinyl or aluminum siding and encourage the use of siding of natural materials (i.e. real or replica wood) to ensure the original form and scale of the core area is maintained.



Strong Architecture with a Railway Heritage Character



Key Map



Imagery of Front Street Commercial Area building typology

6.4.2 Community Facilities Area

Located centrally within MacTier is the community facilities area that could contain low to medium density mixed-use development. These buildings will not face Muskoka Road, but will be located between Muskoka Road and the adjacent properties to the north and west on small local roads.

Guidelines:

- Architectural cues will be taken from local heritage including railway heritage that has a strong presence in MacTier. The building form and façade treatments within this mixed-use area will reflect this history;
- Traditional architecture and natural materials shall be incorporated into all designs to create an attractive, desirable and vibrant community facilities area;
- Buildings may be free standing or built into a block design, and shall be complementary to the general character and scale of the area;
- Buildings located in visually prominent locations within the community, such as visible from Muskoka Road and the Muskoka Road Multi-Use Park, shall have a more detailed façade to highlight the unique character and high quality of the community.



Mixed-Use Building Typologies



Key Map



7.0 SUSTAINABILITY CONSIDERATIONS

7.1 Sustainability Criteria and Performance Measures

MacTier will further evolve as an exciting place to live, work and play. Encouraging development that is environmentally sustainable is an important element to achieve this vision. There are a number of performance measures that can be utilized by the Township of Georgian Bay to ensure that any future development adheres to the overall objective of sustainability.

The following guidelines and benchmarks serve as incremental steps to help transform traditional land development and management practices toward sustainability. These guidelines are meant to encourage site designers and developers to allow natural and built systems to work together to improve the long-term health of the environment and of socially and economically viable communities.

The measures listed below have been adapted from the criteria established by the American Society of Landscape Architects Sustainable Sites Initiative (2008) and are intended to supplement the Canada Green Building Council's LEED Rating System. These measures are as follows:

Site Selection Considerations

- Preserve threatened or endangered species habitat;
- Protect and restore floodplain functions of riparian and coastal zones;
- Limit disturbance of unique soils and soils of provincial importance; and,
- Select brownfields or greyfields for redevelopment.

Pre-Design Assessment and Planning Considerations

- Conduct a pre-design site assessment to inform decisions and guide design, construction, and maintenance;
- Use an integrated design process;
- Develop a program plan with site performance goals; and,
- Engage users and stakeholders in significant participation in the site design process.

Ecological Considerations

- Control and manage invasive species to limit damage to local ecosystems;
- Use appropriate non-invasive plants in order to support biodiversity, reduce pesticide use and water conservation;
- Preserve special status trees, including those designated for tree size, age, species, ecological value, location, etc.;
- Minimize or eliminate potable water consumption for landscape irrigation;
- Preserve and restore plant biomass to enhance ecosystem service benefits provided by vegetation;
- Preserve and restore native wildlife to promote biodiversity;
- Minimize building heating and cooling requirements with vegetation / vegetated structures in strategic locations around / on roof of buildings to reduce energy consumption;
- Reduce urban heat island effects on microclimate and human and wildlife habitat by strategically using vegetation and reflective materials;
- Promote a sense of place and regional identity with vegetation native to the ecosystem;
- Preserve and restore native wildlife habitat to promote biodiversity;
- Protect and restore riparian and wetland buffers to improve flood control and water quality services, stabilize soils and provide natural habitat;
- Repair and restore damaged or lost streams, wetland and coastal habitats to enhance recreational opportunities;
- Preserve all existing healthy soils;
- Preserve existing topography by minimizing grading;
- Cleanse and manage water on-site by treating water run-off and replicating the natural hydrology (infiltration, run-off and evapo-transpiration) to improve water quality downstream; and,
- Eliminate potable water use in ornamental or stormwater features and minimize (no more than 50%) use of potable water in water features for full human contact.

Human Health Considerations

- Promote equitable site design, construction and use to ensure that surrounding communities share in the benefits of the development;
- Provide for best possible site accessibility, safety and wayfinding;
- Promote sustainable awareness and education by revealing processes that show the sustainability of the site;
- Provide views of natural environment to building occupants;
- Provide opportunities for outdoor physical activity, social interaction and mental restoration to improve human health;
- Connect site to surrounding resources, amenities and services for pedestrians, cyclists and other non-motorized users, increasing the opportunity for active living;
- Protect and promote unique cultural and historical site attributes to enhance the community's sense of place and historic model of sustainability; and,
- Prevent sensory stress, including excessive light, noxious odours, wind and noise to minimize negative effects on human health.

Material Selection Considerations

- Eliminate use of lumber from threatened tree species;
- Support sustainable practices in plant production and materials manufacturing;
- Re-use all possible on-site structures, hardscape and landscape amenities;
- Integrate salvaged and recycled content materials into site design;
- Use certified wood to encourage exemplary forest management practices;
- Use products designed for reuse and recycling to minimize future energy consumption for deconstruction;
- Use adhesives, coatings, sealants and paints with reduced volatile organic compound (VOC) emissions; and,
- Conduct a life cycle assessment to reveal environmental and human effects throughout the life of the material.

Construction Considerations

- Create a soils management plan to communicate grading, construction and landscape intentions;
- Restore soils disturbed by construction;

- Achieve a carbon-neutral site by decreasing energy consumption and provide carbon sinks to effectively offset the carbon balance of the site;
- Divert demolition and construction materials from disposal;
- Minimize the discharge of construction pollutants to water bodies during construction; and,
- Use excess vegetation, rocks and soils generated during construction to achieve a net zero-waste site.

Operation and Maintenance Considerations

- Plan for sustainable landscape maintenance;
- Minimize exposure to localized air pollutants;
- Recycle organic matter generated during site operation and maintenance as compost to improve soil health;
- Provide for storage and collection of recyclables; and,
- Use renewable energy sources for outdoor electricity.



8.0 IMPLEMENTATION STRATEGY

8.1 Implementation Priorities

The following chart provides proposed projects identified within the master plan for implementation. Priority for implementation will be determined through consultation with Township Council and the community.

Project	Location	Development Components	Costs*	Comments
Muskoka Road Multi-Use Park	Muskoka Road, parallel to railway traks	Junior / senior play areas, splash pad, field house, parking area, naturalized stormwater pond with wood deck/pier, skate spot, senior soccer field, senior baseball diamond, junior softball diamond, earth berms / railway screening, general landscaping / seeding / tree planting and pathways.	\$1.0 - \$1.5 million	Costs are order of magnitude since there is no design for the park (allows 20% contingency). Site conditions relative to drainage and soil conditions will be contributing factors to the final estimates (further technical investigations will be required).
Stewart Lake Beach / Swimming Area	Shore of Stewart Lake, on Stewart Street at Park Drive	Upgraded beach area, change room / washroom facilities, picnic gazebo and enhanced play area.	\$250,000	Costs are order of magnitude based on concept plan only (allows 20% contingency).
Community Trails Development	Throughout MacTier / Mosquito Lake area	Gravel surfaced multi-use trails, directional signage, lookouts, boardwalk and interpretive nodes.	\$275,000	Costs are order of magnitude based on concept plan only (allows 20% contingency).
Community Identity, Signage and Wayfinding	Throughout MacTier	Gateway / entrance signage, directional signage to points of interest / attractions.	\$250,000	Costs are order of magnitude based on concept plan only (allows 20% contingency).
Streetscaping Improvements	Entrance Road and Core Area	Extended asphalt sidewalks, enhanced pedestrian crosswalks, street trees, street lighting, banners and street furniture.	\$630,000	Costs are order of magnitude based on concept plan only (allows 20% contingency).

*NOTE: Costs indicated in this report are defined as approximate anticipated order of magnitude costs based on conceptual drawings prepared for illustrative purposes only. No design work has been carried out for any of the proposed projects.

8.2 Development Process

The development process required to undertake these projects involves a detailed design, tendering and construction process including: Design development; Working drawings and technical specifications; Preparation of contract documents; Tendering; Selection of Contractor; Initiation of construction; and, Contract administration.

8.3 Community Priorities

The final Community Open House and listening session for the MacTier Master Plan and Design Guidelines took place on Saturday, May 7, 2011 at 10:30 pm at the MacTier Public School. The final draft plan was presented by the consultants and was strongly supported by the community as a vision for the future of MacTier.

Based on the conversations that took place and the priority rankings by individuals attending the meeting a set of priorities were established that placed emphasis on the environmental quality, safety, beautification and recreational amenities for children. Key issues and development components include:

- Standing water in the central area is a major concern noted by the participants as it is intricately tied with the future development of the proposed Central Park and community facilities.
- Enhancements to the waterfront park on Stewart Lake.
- Sidewalks and lighting enhancements.
- Recreational and community facilities at the proposed Central Park.
- Trails development within the Town site to connect recreational, community, natural open space and environmental areas.



APPENDIX

Appendix 1—Planning Document Review

Appendix 2—List of Key Informant Interviewees



APPENDIX 1— PLANNING DOCUMENT REVIEW

District of Muskoka Official Plan (2008)

The District of Muskoka Official Plan was originally approved in 1991 and has been updated through a number of amendments, most recently in 2008. The Plan is a strategic upper tier document addressing general issues of a broad nature, providing the framework necessary for Area Municipal level governments to develop their detailed planning policy documents. It outlines a number of policies and principles that are imperative to the future development of MacTier. Designation as a "urban centre" in the District Official Plan implies that MacTier is "expected to grow in population and physical size as the works necessary to support such growth are made available". These centres are serviced communities with both public sewer and water facilities (MacTier is in the process of ensuring that all residents are connected to these services).

District of Muskoka Growth Strategy Report, Phase 1 (2008)

This report estimates that the seasonal and permanent populations in the District of Muskoka are expected to increase from approximately 135,000 in 2006 to between 156,500 and 185,900 in 2031. The report identifies that 568 dwelling units were in the "development process" at the time of writing the report within the Township of Georgian Bay.

Muskoka Economic Strategy, Phase 1: Background Report (2008)

This report describes a number of population, demographic, employment, education and income statistics that are discussed in further detail in the Demographic Context section of this report (section 2.6).

Population

Between 1986 and 1990 the population of the District of Muskoka grew at an average annual rate of 4.0 percent, higher than that for Ontario (2.2 percent). Since 1990, Muskoka's population has grown at an average annual rate of 1.1 percent compared to 1.3 percent for the province. As Ontario continues to grow at this rate, Muskoka is growing at a lesser rate of 0.8 percent annually. These numbers may not reflect those for MacTier, as no specific data is available for the Town.

In 2006, there was an average of 2.49 permanent residents living in each permanent dwelling within Muskoka, and the permanent population was 57, 563. It is estimated that Muskoka's seasonal population exceeds its permanent population by about one third, making the seasonal population about 79, 300 people in 2006.

Demographics

The permanent population of the District of Muskoka is considerably older than that of the province as a whole. In 2006, 39.6 percent of the population of Muskoka was 50 years of age or older. This can be compared to the provincial percentage of 30.1. The share of the population over 65 years of age is also higher than the provincial statistic by 6 percent. The District of Muskoka also has fewer inhabitants that are under 20 years of age (23.7%)compared with the province (26.2%). This age distribution reflects Muskoka's appeal as a place to retire.

Education

The share of the population within Muskoka that have attained less than a high school diploma was higher in Muskoka, 24 percent compared with 20 percent provincially. The share of the population having attained a university certificate or degree in Muskoka (14%) considerably lower than the provincial share of 24 percent.

Income

The average household income in Muskoka (\$52,422) is considerably lower with a gap of about 21 percent than that of the province (\$66,893). These differences can be partly attributed to the fact that there is a large share of the population over 50 years of age in Muskoka, particularly those over 65 years of age. These disparities can also be explained by the number of jobs in the accommodation, food service and retail sectors.

Employment

Muskoka's employment profile has shifted between 1981 and 2001. The experienced labour force has grown by over 50% in this period from about 17,380 to 26,160 people. Primary sector jobs have fallen, manufacturing, finance, insurance and real estate jobs have increased, while jobs in wholesale and retail, construction and services grew substantially. It was estimated that the labour force grew by 3,070 between 2001 and 2006 and that the service industry accounts for most of the District's overall growth.

Growth in a community will typically occur only if its export base is expanding, which drives the growth of the community at large. Without growth in the export-based sector, growth in the community-based sector is unlikely to occur (p.14). Muskoka's high location quotient for accommodation, arts, entertainment, recreation services, retailers, and food services suggests that tourism is an important driver of Muskoka's economic base.

Employment Lands

Because tourism, recreation and cottaging is important to all District municipalities, it is apparent that a substantial proportion of employment occurs in waterfront resorts, and at tourist and recreational facilities or support infrastructure.

Economic Growth Projections

Employment is expected to decline in the primary and manufacturing sectors in Ontario over the next few decades. Therefore, there is limited opportunity to expand these sectors in Muskoka. The number of jobs in business services is low suggesting that when expertise is required by permanent residents or businesses they obtain services elsewhere. If the District of Muskoka continues to grow at its current rate, the

employment in Muskoka is forecasted to grow from 28,360 jobs in 2006 to 39,300 jobs by 2031.

Economic Sector Profiles

Tourism: The tourism sector's employment is projected to increase from 4,530 jobs in 2001 to 7,530 jobs in 2031. Recently, a combination of large scale resorts with condominium components and/or fractional ownership have emerged, however, none of these are currently located in MacTier.

Natural Resources: The forestry industry has little prospect for growth due to a declining stock of marketable timber. The presence of the Canadian Shield means that much of Muskoka's terrain is rocky with shallow and infertile soils. Therefore, the employment and business opportunities are aggregate extraction and specialized agricultural products.

Manufacturing and Transportation: Prospect for keeping up operations and output growth are good if manufacturers can adjust their operations to meet competitive pressures. Employment growth in the transportation and warehousing sectors indicate the opportunity for lower tier municipalities to provide lands for these uses.

Construction, Real Estate and Business Services: This sector is projected to have strong employment growth by 2031, one third of which can be accounted for by the construction industry. By 2031, retail trade jobs are projected to increase to 6,240 jobs.

Public Sector: The highest rate of employment in the public sector is in health care and social assistance. The aging population will create an increased need for these services in the future. Employment opportunities are favourable in educational services, specifically post-secondary institutions.

As is apparent from this report, the District of Muskoka has some unique demographic traits which contribute to MacTier's ability to thrive economically. These must be paid close attention during the development of the Master Plan and Urban Design Guidelines.

Township of Georgian Bay Official Plan Amendment No. 11 (1999)

There are a number of principles within this Official Plan that are of particular importance for the Master Site Plan. MacTier, along with Port Severn, is designated as a "Secondary Urban Community" which is intended to act as a rural, recreational and urban service centre for the surrounding areas of the Township together with the travelling public. Such areas are to provide a nucleus for community facilities and services.

The Official Plan Amendment (OPA) calls for MacTier to develop "as a sustainable business and service centre with physical, economic and community development directed to creating an economically and socially healthy, and environmentally sound community with a water-oriented and railway heritage focus".

The Official Plan policies for Residential areas within the built up area permits residential infilling provided such development is connected to the municipal water supply system. Multiple family residential development is also permitted.

To achieve the official plan objective of establishing MacTier as an urban service centre for the northern portion of the Township, it is important to ensure that the official plan and implementing zoning bylaw include the necessary provisions to foster a successful village centre. The village centre of most prosperous villages includes a healthy mix of commercial uses including retail, restaurants, personal service uses, tourist commercial and mixed use residential / commercial facilities. This mix of uses ensures that the village centre is dynamic, serving a range of customers from full time residents seeking day to day needs, to seasonal residents with more specific needs and visitors seeking tourist focused services. The collective range of uses, including residential, creates a synergy which is mutually beneficial for all uses.

The official plan policies recognize the importance of preserving and enhancing the commercial character of the Front Street Village Centre. The OPA specifying that if residential development / units are located on the ground floor in existing commercial structures / buildings located on Front Street, they should be located at the rear of the building.

Township of Georgian Bay Parks and Recreation Master Plan (2008)

Within this plan the Township identifies 75.44 acres of land as municipal parks. These 31 sites range in size from under 0.25 acres to almost 20 acres, and are comprised of parks with sports facilities and undeveloped passive open space with some water-oriented facilities.

MacTier has eight municipal park sites that provide a range of recreational activities, totalling 28.8 acres, however, a large percentage of the land is undeveloped. These sites include the Stewart Lake Beach / Swimming Area, MacTier Memorial Arena, MacTier Ball Field, Muskoka Road Property, as well as many other small properties such as Kitty's Bay Boat Launch (0.25 acres), the Welcome Park (1.88 acres) and the Arbour Park (0.7 acres—caboose site).

The Stewart Lake Beach / Swimming Area (0.8 acres) is an attractive area on Stewart Lake, however as indicated in the Plan is in need of improvement. It has a beach, playground area, change rooms, warf, swim platform, floating docks and a pavilion. A master plan was prepared for the site in 1997, however implementation has not proceeded.

The MacTier Memorial Arena sits on a small, 1.14 acre site. This arena is the focus of many community activities including skating and a banquet hall. The arena's septic tile field was recently decommissioned; this area could provide amenity space and appropriately designed parking.

The MacTier Ball Field (1.93 acres), adjacent to the railway tracks, consists of a ball field, washrooms at Fire Hall and historic marker commemorating the construction of the park. The ball field is undersized and the fencing is in poor condition.

The Muskoka Road Property is a large parcel (19.35 acres) of undeveloped open space with the potential to accommodate new facilities that respond to growing trends and / or relocated facilities such as the ball field.

Some of the recommendations included in the Parks and Recreation Master Plan are as follows:

- The Parks and Recreation Coordinator's responsibilities should include greater emphasis on community development, program planning, and long-range planning for parks & recreation services.
- Ensure that each permanent settlement area has adequate and appropriate parks and amenities such as playgrounds, sports fields, access to the waterfront and trails that serve each community.
- Ensure that water access points have proper Township identification signage and amenities to serve seasonal residents and visitors.
- Seek to retain all publicly owned right-of-ways, corridors, portage routes and open space lands for the provision of future trail development.
- Investigate interest in expanding programming in a number of areas, including active living, adult general interest programming, arts & culture programs, outdoor recreation / environment, and youth programming.

Specific Recommendations regarding MacTier include:

- In the medium term, the MacTier Ball Field should be replaced with a regulation size diamond capable of accommodating youth and adult play. This is to be located at the Muskoka Road Property. A regulation size soccer field should also be accommodated at this site.
- Improve / expand the existing play structure at the Stewart Lake Beach.
- Undertake long range park plans for major sites including the Muskoka Road Property, Stewart Lake Beach, and the MacTier Memorial Arena.

Township of Georgian Bay Zoning By-law 91-19 (1991, consolidated 2006)

The waterfront properties along the shores of Stewart Lake are primarily zoned SR-1 shoreline residential, permitting a detached dwelling unit and a sleeping cabin, and OS open space, permitting conservation lands, passive outdoor recreation, public parks and private parks.

The properties along Front Street, the Village Core, are zoned C-2 restricted commercial, permitting accessory dwellings, financial institutions, business offices, day nurseries, personal services, post office, retail stores, clinics, and places of entertainment. This zone designation is consistent with the notion of a dynamic village core area prescribed for MacTier. It will be important to consider the amount of lands zoned for commercial purposes to ensure that a significant over supply of lands does not occur which could result in a scattering of commercial uses without the proper synergy. Initially, consideration should be given to promoting commercial development within the village core along Front Street, while reserving some space within the Community Facilities area for commercial retail and services that are oriented towards senior citizens.

A significant portion of the wetlands area to the west of the core area is designated EP environmental protection, permitting conservation and accessory docks or structures. This is consistent with the proposed wetlands boardwalk and lookouts, which will promote the conservation of the wetlands through interpretive and educational signage panels.

Muskoka Tourism Strategic Plan (2000)

Within this document there were a number of initiatives proposed that would cause the Muskoka region to be more accessible and easy for tourists to navigate. Some of the highlights of this report are discussed below.

A fair percentage (60%) of Muskoka's overnight tourists comes from Muskoka's neighbouring regions, York (24.3%), Peel (11.6%) and Simcoe (8.2%). Tourism within Muskoka has been increasing over the years from 599,983 tourists in 1991 to 1,012,300 tourists in 1998, an increase of 69 percent. With this increase in tourists and seasonal population, there is a corresponding increase of total expenditures and employment as a result of these visitors.

Suggested Strategic Investment Opportunities for Muskoka Tourism (including MacTier) include:

- Produce a membership brochure;
- Undertake an image development & marketing review;
- Create destination marketing and advertising;
- Enhance trade and consumer participation;
- Expand tourist information centre operations.



APPENDIX 2– LIST OF KEY INFORMANT INTERVIEWEES

Number	Name	Affiliation
1	George Jones, Chair	MacTier Public Library Board
2	Brian Lemkay	Involved Community Member
3	Wayne Copeland	Home Hardware
4	Pat Purdon	MacTier Railroad Heritage Society
5	Sandy Johnson	MacTier Railroad Heritage Society
6	-	MacTier Fire Hall
7	Bart Carswell	Carswell Planning & Mapping
8	Gail & Bill Demkiw	Involved Community Members
9	Dawn MacDonald	The DC Club
10	William Dee	Canadian Pacific Railway
11	Richard Baumgartner	Stewart Lake Cottager
12	Kevin Datema	Township of Georgian Bay