

Town of Huntsville Official Plan Review - POLICY BACKGROUND PAPER

Economic Vitality – Economy

BACKGROUND:

- Over the last 50 years, the local economy has transitioned from being mainly resource and manufacturing based, to more of a service based economy focused on tourism and the provision of goods and services to seasonal residents.
- The Muskoka Economic Strategy was completed by the District of Muskoka in 2009, and indicates that tourism, construction, retail and personal and public services were the strongest economic growth areas and that the natural resource, manufacturing and transportation sectors will continue to decline. While Huntsville has seen somewhat of a rise in knowledge based fields, looking forward, the report indicates that there will be a continued predominant reliance on retail and service based jobs. This will likely continue to result in persistent issues with seasonal, part time and lower paying jobs.
- Through the consultation process to develop the Town's Strategic Vision, participating ratepayers identified the need for a strong, diverse and resilient economy that provided a variety of year-round full time and well-paying job opportunities. They felt that this could be accomplished through attracting innovative and creative 'knowledge based' industry companies to the community by leveraging quality of life Huntsville offers.
- Rural and Small Towns which have had a level of success with economic development have capitalized on the power of their place. They have facilitated the creation of, or furthered their community's unique sense of place, as well as leveraged the healthy and active lifestyle it offers. Further, they also assisted in creating the conditions to support entrepreneurs who capitalized on and leveraged the physical and geographical assets within those communities (e.g. Collingwood – ski hills, Prince Edward County – agriculture). Examples of this in Huntsville include the Maple festival (natural resources), Nuit Blanche (arts, downtown area), First Nations festival (FN tourism) and Ironman (natural landscape).
- Huntsville has many assets which can be showcased to leverage the power of its place: i) its natural setting in Muskoka cottage country and proximity to Algonquin Provincial Park; ii) a vibrant downtown core; iii) beautiful parks, beaches and trails as well as community facilities which promote an active and healthy lifestyle; iv, a major resort commercial hub boasting a range of visitor accommodation and service needs; and iv) an active arts, culture and heritage community featuring live entertainment events, art and museum exhibits and leisure programs for all ages.
- The Town's Strategic Plan identifies the need to create an economic development strategy that will diversify and strengthen the year round economy, and guide investment of time and resources. The Strategic Plan also recognizes the need to create a comprehensive Community Services Master Plan that promotes long term strategies for healthy and active living in Huntsville. These strategies are intended to work together to promote growth in this community.
- In addition to these strategies, official plan policies can assist with economic development through the notion of place making by recognizing the Town's location in Muskoka and its proximity to Algonquin Park, as well as by providing policies which protect environmental features, its character and reinforce the

function of the downtown being the cultural heart and soul of a community, as well as promote a healthy and active community through design guidelines and promotion of active transportation.

POLICY CONTEXT:

Provincial Policy Statement (2014):

- 1.3.1 Encourages planning authorities to promote economic development and competitiveness through ensuring an appropriate mix and diversity of employment lands are available, promoting mixed use developments that incorporate employment uses within communities, and ensuring the appropriate infrastructure is available to support current and projected needs.
- 1.3.2 Designated Employment Areas are to be identified and protected for current and future uses, particularly those in proximity to major goods movement facilities and corridors.
- 1.7.1 Long term economic prosperity is to be promoted in a variety of ways including:
- Optimizing the availability of land, resources, infrastructure (including telecommunications) and energy systems to promote community investment readiness;
 - Enhancing vitality of main streets and built heritage resources and/or landscapes;
 - Providing an efficient, integrated multi-modal transportation system;
 - Promoting opportunities for sustainable tourism, local food and agri-product businesses, and renewable energy development; and
 - Considering the ecological benefits provided by nature.

Current Muskoka Official Plan:

- C.1-2 All major sectors of the economy will be encouraged and accommodated in the context of the goals and objectives, provided the growth necessary to rejuvenate and advance the economy is respectful of the environment and character of Muskoka.
- C.14,
- C-16 Though it is recognized that the tourism and recreation industries will continue to form the basis of the economy, the expansion and diversification of the economic base of Muskoka is to be promoted by encouraging a broad range of employment opportunities in areas suitable for development, supporting existing and new businesses, providing necessary services to support “clean” industry, and strengthening the transportation and communication links to larger markets.
- C.17,
- C.20 Land and services will be made available to provide for future economic growth and commercially/industrially designated lands will be protected from incompatible uses. Sensitive uses will also be protected from noxious industrial uses through mitigation measures.
- C.18,

- C.21 Most major employers should locate in Urban Centres unless the character or needs of the business dictate otherwise (e.g. tourism uses). Education and training facilities that support the economy are encouraged in appropriate locations.
- C.19 The economic impact of the second home population is recognized and development and redevelopment in this sector and related support sectors are encouraged.
- C.17,
- C.22 A variety of economic indicators and statistics will be maintained to monitor economic growth and trends.
- C.35 Residential development should incorporate appropriate commercial and institutional uses.
- C.36 Communities will be linked by roads and active transportation infrastructure to facilitate access to employment and other services.

Muskoka Official Plan Policy Directions Report:

- 15 MOP should include policies that permit, encourage and support the establishment of small scale home businesses and enhanced communication networks and the collection of knowledge and sharing of information in a variety of settings in Urban centres, Communities, Waterfront and Rural areas.
- 21 MOP should permit following additional uses in the Rural and Waterfront designations (subject to area municipal policies controlling location and scale):
- B&B – max 10 rooms
 - Home industries
 - Small scale conference or learning centres
 - Art galleries/exhibition space
 - Small scale restaurant and entertainment venues
- 20 MOP should include policies that permit a wide range of agricultural uses in the Rural area and direct the area municipalities to identify the conditions under which this would be permitted.
- 17 MOP should encourage Area Municipalities to review Employment Land policies to permit employment supportive uses, provided employment uses protected.
- 18 MOP should require area municipal official plans to contain policies which identify information requirements to remove land from an Employment Land designation.
- 19 MOP should contain policies to provide for an appropriate mix and range of employment uses and employment supportive uses and information requirements if a sensitive land use is proposed in their midst.
- 16 MOP should include policies that require maintenance of a range and choice of suitable sites for

resorts and other accommodation facilities (tent and trailer parks, etc.).

- 22 MOP should contain the following objectives for resort development:
- Ensure existing and new resorts have a commercial component
 - Ensure that appropriate guarantees are in place for privately serviced resort development so that the District is not financially responsible for such services
 - Limit resort conversions to residential uses
 - Ensure appropriate locations of resorts so impacts are minimal.
- 23 Resort policies in the MOP should be broad and strategic and allow for area municipalities to tailor policies to recognize local circumstances.
- 24 Resort definition should be broad enough to distinguish it from other accommodation types and provide flexibility to respond to evolving trends.
- 25 MOP should contain policies that require 50% of the resort units in any designation to be available to the travelling public.
- 26 MOP should include policy that requires the first phase of any new mixed resort/residential development in any designation to be in the form of accommodation units available to the general public.
- 27 Continue to require resorts to offer amenities that are available to the general public, but their scale, amount and nature will be determined by the area municipality.
- 28 MOP should not contain a requirement for new resorts to proceed by way of area municipal official Plan amendment if it is on full municipal services or 100% accommodation units. Discretion to proceed by opa would rest with area municipality.
- 29 MOP to continue to contain financial reserve requirements for privately serviced resort development.
- 30 MOP to retain policies that support the retention of resort lands on lakefront lands. Less onerous tests for smaller holdings and provide for consideration of viability of resort, alternate permitted uses to determine if resort can or should be retained.

First Draft Muskoka Official Plan:

- D1 The District is committed to supporting a strong regional and local economy. It is the objective of this Plan to improve the economic well-being and quality of life in the District by:
- a) Recognizing that a clean and healthy environment and a strong economy are inextricably linked in the District and that all economic development be undertaken in a manner that preserves and enhances the features, functions, and interconnections of the natural environment that sustains what is Muskoka for future generations;

- b) To encourage the growth, diversification and vitality of the economy of Muskoka, particularly the tourism and recreation sectors as principal components of the economic base and other emerging and innovative sectors that maintain the character of Muskoka;
- c) Reinforcing the function of the Urban Centres and Community Areas as the cultural, administrative, entertainment, retail and social focal points of the District;
- d) Supporting the growth of new industry sectors and the transition of existing industry sectors, towards practices, products and services that increase environmental performance, human health and social responsibility;
- e) Marketing the District as being 'open to the world' for investments in the tourism and recreation industries to continue attracting visitors from across the world to Muskoka;
- f) Establishing and maintaining strong links with education and research institutes and companies wherever possible;
- g) Supporting the creative economy, which includes arts, culture, entertainment and knowledge-based industries throughout the District;
- h) Encourage the availability of attainable housing for employees in a variety of industries, including the tourism and service sectors;
- i) Encouraging the protection of the District's cultural heritage resources in order to maintain and enhance economic development and tourism opportunities;
- j) Establishing tools that provide the incentives required to encourage desired forms of development in the right locations, along with the provision of needed public amenities;
- k) Supporting the development and retention of educational, health, cultural and religious facilities in the District to ensure that the District continues to be provided with those opportunities that promote and facilitate growth and wellbeing;
- l) Ensuring that at all times, the District has a 20 year supply of serviced residential, employment and commercial land in intensification areas and **designated growth areas**, and in appropriate locations;
- m) Encouraging the greening of industry and the introduction of green jobs that help protect and restore ecosystems and biodiversity through the use of innovative infrastructure and other design features;
- n) Creating a positive policy and regulatory framework to support business investments, growing incomes and a growing tax base;
- o) Supporting the creation of new export-based businesses in all sectors;
- p) Retaining existing businesses and supporting their continued viability and potential for expansion;
- q) Supporting investments in infrastructure and technological enhancements to support business investments;
- r) Supporting the establishment of small businesses in residential, rural and waterfront settings;
- s) Supporting the continued development of vibrant communities throughout the District where a range of housing choices and options are available;
- t) Supporting opportunities for farmers to protect, diversify and expand their operations through initiatives sustainable agricultural practices, promotion and encouragement of associated food processing and value added technology facilities, promotion of local food, and encouraging accessory bed and breakfast operations, roadside markets and related activities; and,

- u) Working together with the Area Municipalities and other municipalities that share a common interest with the District on the collection of economic data and the implementation of economic development strategies.

The balance of the Economic Development Section contains policies respecting employment in Urban Centres and Community Areas, employment lands, the tourism sector. These policies are located [pages 35-64](#) of the draft MOP.

Town Strategic Documents:

Strategic Plan

Economic Development

Goal 1

Collaborate with private sector and the broader community to create an economic development strategy that will diversify and strengthen the year round economy, and guide investment of time and resources

Objectives:

- Engage stakeholders to generate innovative and actionable ideas to stimulate a year round economy
- Complete the BR & E initiative to identify ways of supporting existing business as well as attracting new business to the area
- Conduct research to determine the feasibility of developing new and emerging business sectors in Huntsville i.e. reusable energy, four season tourism, green businesses and other
- Develop a brand strategy to market Huntsville as an ideal place to live and work
- Identify opportunities and tools that would help ensure a vibrant downtown
- Partner in regional affordable housing strategies to address housing barriers

Goal 2

Work with local and regional partners to expand access to high speed connectivity throughout Huntsville and market the service locally and to prospective businesses

Objectives:

- Work with partners to expand and advocate for high speed services throughout the Town of Huntsville including the downtown and rural areas
- Determine feasibility of providing high speed connectivity in all municipal buildings throughout the Town of Huntsville

- Market high speed services among local residents, as well as externally through the economic development strategy

Health and Wellness

Goal 1 Ensure that adequate Health Care is in place to service the needs of all residents of and visitors to Huntsville.

Objectives:

- Actively participate in regional health care initiatives (i.e. MAHST, Health Hubs, MAHC Capital planning) to ensure services and care are in place to meet current and future needs of residents

Goal 2 Create a comprehensive Community Master Plan that promotes long term strategies for healthy and active living in Huntsville.

Objectives:

- Complete a needs assessment of public spaces to determine if expanded services or facilities are warranted to encourage social participation, creativity and active living
- Create partnerships with community groups in the development and implementation of the plan
- Develop a marketing strategy that highlights the many recreation and active living services to residents and visitors

Goal 3 Ensure that Huntsville is seen as a safe, welcoming and inclusive community.

Objectives:

- Create opportunities to ensure vulnerable populations (i.e. low income families, seniors, youth) have access to recreation, housing, and active living pursuits
- Participate in an Age Friendly Community planning process and develop a Master Aging Plan
- Review all programs and policies to ensure compliance with the Accessibility for Ontarians with Disabilities Act

Natural Environment

Goal 1 Demonstrate the Town's commitment to protecting the quality and character of the natural environment.

Objectives:

- Partner with organizations to respond to the report, 'Planning for Climate Change in Muskoka'
- Incorporate messaging related to Huntsville's "culture of sustainability" as referenced by the Unity Plan into community marketing and branding

Goal 2 Integrate sustainability principles into planning and development policies and processes

Objectives:

- Continue to develop apply strict planning policies to ensure environmental protection with a particular rigor related to water quality
- Ensure planning policies and approvals consider the unique geographic features and character of the community

Roads and Infrastructure

Goal 1 Develop and implement a Roads and Transportation Master Plan to guide short term development, construction and maintenance schedules, and to inform long term capital planning

Objectives:

- Report annually on Master Plan progress and updates
- Play a leadership role in the implementation of an Active Transportation Strategy that connects the entire region through sidewalks, trails and bike lanes
- Collaborate with other municipal governments and the Province to determine potential for shared planning and services related to roads
- Explore the desirability and feasibility of specialized bus routes and services to address traffic issues, and service needs

Goal 2 Ensure that Town infrastructure and service levels respond to the needs of a prosperous and progressive community.

Objectives

- Conduct an asset inventory of infrastructure and facilities, and prepare a long term management plan including disposition options where appropriate
- Identify how the Public Works Department can support the Economic Development Department in their efforts to expand high speed connectivity throughout the Town and to rural areas of the Municipality
- Implement consistent levels of service (plowing and snow removal) across the

Municipality

Unity Plan

- Goal 1 **Environmental Protection:** The community will protect, preserve, restore, and enhance the terrestrial and aquatic environments and **biodiversity** of Huntsville and surrounding area by being responsible stewards of the environment.
- Goal 4 **Transportation:** The community will support, encourage and promote safe **active transportation**, such as walking and cycling, and will ensure that infrastructure to support these activities is convenient and accessible for all. Through these measures, Huntsville will act to lower dependency on automobiles and reduce their negative impacts.
- Goal 6 **Social well-being:** The community will encourage and support social diversity and a personal sense of well being by improving accessibility, promoting volunteerism, striving to reduce poverty, and maintaining a healthy, safe, friendly community to live, work, and play for all ages, cultures and abilities.
- Goal 7 **Education:** The community will encourage ongoing high quality education services for all community members, including public awareness campaigns/programs and training on sustainability.
- Goal 8 **Public Health & Health Care:** The community will promote healthy active living in an effort to promote the well-being of all its citizens and reduce long term stress on the medical system, and will improve access to various forms of health care.
- Goal 9 **Healthy Active Community:** Huntsville will continue to support and encourage healthy, active lifestyles through supporting the availability of fresh, nutritious and local food, and the continued provision, maintenance and expansion of opportunities for recreation for all residents of all ages, cultures and abilities.
- Goal 10 **Arts, Cultural and Heritage:** The community will encourage and foster continual growth of arts, culture, and heritage through municipal and community awareness, education and support.
- Goal 11 **Economic Development:** Huntsville will promote a diverse and prosperous economy by attracting innovation, growing a **knowledge-based economy**, providing adequate training, developing green jobs, and offering sustainable year round employment to retain Huntsville's youth.

Huntsville Official Plan:

- 2.1.3 Official Plan intended to bring balance to competing economic, social and environmental

factors and introduces sustainability principles which should be reflected in development and redevelopment. These principles include promoting a good quality of life; achieving a strong and resilient economy and thriving social environment; protecting and restoring the biodiversity and natural ecosystems and build upon the positive cultural and human and cultural values.

2.1.5 These policies recognize that Huntsville will grow and prosper as well as the need to protect the natural environment.

2.3.2 Huntsville is intended to be a regional focus and service centre for economic, cultural and recreational activity in the District of Muskoka and for residents and visitors from other areas.

2.4.1.1 Economic expansion is encouraged to provide a high level of service to local residents and property owners, to provide employment opportunities, and to provide a destination for visitors. Economic development is focused on:

- a) Protection and expansion of the industrial land base;
- b) Strengthening the downtown core as a location for commercial, office, business services and cultural activities;
- c) Providing for a variety of commercial activities that service and draw from a larger regional area that is beyond the corporate limits of the Town;
- d) Stimulating and encouraging the growth of the tourist industry through a supply of accommodation facilities, amenities, tourist destinations, activities, and an attractive natural environment;
- e) Providing training and education opportunities to enhance and develop a qualified labour force in the Town;
- f) Providing support for the second home community; and
- g) Providing the infrastructure and support facilities needed to attract and keep a qualified labour force in Huntsville.

2.4.7.2 Developing more affordable housing opportunities both on a rental and home ownership basis is an important component of the Town's economic development strategy. The Town will explore a variety of means to increase the supply of affordable rental and ownership housing, including encouraging residential conversions, development or disposal of appropriate Town owned or other public lands, intensification in the downtown core, and lower cost home ownership opportunities, and providing for an appropriate inventory of lots available for development.

2.4.8.7 c) The recognition that public transportation policies support environmental, economic, smart growth, and quality of life strategies.

3.1.1 The conservation of the overall natural landscape, tree cover and vegetation will preserve the natural appearance, character and aesthetics of the area and protect the natural heritage of

the Town. Natural features provide economic, environmental and social benefits. They contribute to the conservation of biological diversity, to the maintenance of the quality of the air, land and water, and are critical elements of the quality of life in Huntsville.

3.4.2 Wetlands are an important natural resource. They maintain and improve water quality; help control flooding; provide habitat for fish and wildlife; provide conditions for a wide variety of vegetation (including rare and unusual species); and contribute to the social and economic benefits related to hunting, fishing, wildlife viewing and appreciation of nature.

3.4.7 The following uses and their associated structures or site alteration may be permitted within wetlands not identified as Provincially Significant where such uses will not have a negative impact on the natural features or ecological functions of the wetland:

d) commercial/economic activities based on resource features. (i.e.harvesting of wild rice, bait fish, bull frogs, etc.)

4 The [Urban Settlement Area policies](#) address a variety commercial and industrial uses in the Urban Settlement Area.

5 The [Hidden Valley Settlement Area policies](#) guide resort commercial and recreational resort residential growth and development in this major resort commercial node.

6 The [Port Sydney Settlement Area policies](#) address a variety commercial and industrial uses in this Rural Settlement Area.

7 The [Highway 60 policies](#) guide commercial uses in this area.

8 The [Waterfront policies](#) guide Tourist and Resort Commercial development in this designation.

9 The [Rural policies](#) guide commercial and industrial development in this designation.

10 The [municipal services and transportation policies](#) facilitate a density of development in serviced areas and a transportation system which stimulates and supports economic growth.

12 The [Community Improvement policies](#) are intended to assist in ensuring the downtown core remains attractive and supports economic growth.

CONSIDERATIONS:

Applicable Regional Trends:

- Broader global, country-wide, provincial and regional factors influence the economy in Muskoka and the Town, particularly trends in the Greater Golden Horseshoe (GGH).

- Muskoka's and the Town's economy is continuing to shift away from goods production and toward a more service based economy, heavily reliant on tourism and recreation, including retirement and second home industries. From an employment perspective, accommodation and food service, retail and manufacturing are the major sectors. From a GDP perspective, manufacturing, construction and real estate are the largest contributors.
- Both the average household income and education level in Muskoka are below the Provincial average.
- Housing prices in the Town continue to be disproportionately high in comparison to the average incomes of the permanent residents and the District of Muskoka continues to have one of the largest gaps between median household income and average housing prices in the Province of Ontario.
- There is a sufficient supply of designated employment lands.

Town Trends:

- Identified strengths of the Huntsville economy according to the Town of Huntsville Strategic Visioning Process are:
 - The natural beauty of the region (rocks, trees and water);
 - Strong seasonal tourism base;
 - Recognized Sports Tourism Destination;
 - Brand recognition, (Muskoka Brand is internationally recognized);
 - Gigabit Internet service, expanding across the community;
 - Strong Arts, Culture, Heritage community;
 - Abundance of affordable and available land for development;
 - Cost of housing and commercial lease rates;
 - Central location within Ontario, GTA, Golden Horseshoe, Ottawa, Algonquin Park;
 - Fully serviced Acute Care Hospital
- The identified weaknesses of the Huntsville economy according to the feedback provided through the Town of Huntsville Strategic Visioning Process are:
 - Low paying and/or seasonal jobs;
 - Lack of attainable housing for employees;
 - Access to labour,
 - Ability to attract young adults (25 – 35);
 - Perception of a lack of activities or entertainment for residents;
 - Seasonal community;
 - Lack of proper IT infrastructure in rural areas; and
 - Access to capital for businesses to expand or scale up.
- A review of the [Phase 2 Update of the Muskoka Growth Strategy](#) has revealed that by 2041, Huntsville's permanent employment base is forecast to reach 12,740, an increase of approximately 2,800 employees

from 2011 to 2041. This represents a lower annual growth rate of 0.8% during the 30 forecast period as compared to the annual growth rate over the past fifteen years of 2.2%.

- While the majority of forecast employment is anticipated in the commercial and institutional sector, a moderate amount of employment growth is also projected in the industrial sector (approximately 19% or 500 jobs). The majority of forecast industrial job growth is anticipated to occur in the construction sector.
- A study was completed in 2011 concerning the "[Creative Economy in Muskoka](#)", which identified opportunities to further develop the creative community.
- Other opportunities exist to grow Town's economy including "green industries", entrepreneurial start-ups, cultural planning, and leveraging talent from retirees.
- Other opportunities exist to grow Town's economy including through "green industries", entrepreneurial start-ups, cultural planning, leveraging talent from retirees, and expansion of the creative community.
- Although number of farming operators has decreased since the area was first settled there has been a resurgence in both traditional and non-traditional agricultural and local food operations (sprout farming). 'Agri-Tourism and 'Culinary Tourism' is an emerging sector in North Muskoka.

SUMMARY:

A review of best practices from other municipalities across Muskoka has revealed that the following policy approaches may assist in addressing some of the considerations:

- The environment is the economy. To better leverage our role as the major service centre on the west side of Algonquin Park, the environmental policies should be updated to ensure that they afford a high level of protection envisioned in the Town's Strategic Plan, as well as to address potential impacts of, and adaptation to climate change.
- Reinforce the importance and function of the Downtown through updated Community Improvement policies and plans. Encourage mixed use development and intensification in the Urban Settlement Area and Rural Settlement Areas.
- Policies are required to protect employment lands, as well as to expand the range of uses thereon, along with the protection of key transportation corridors for the movement of goods and people.
- The Hidden Valley policies should be enhanced to support the establishment of new, as well as the intensification and retention of existing, resort commercial and recreational resort residential uses.
- The Waterfront tourism policies should be revised so that comprehensive environmental, locational and compatibility tests are included in the official plan so that the process to establish or expand a resort can be completed through a rezoning process.

- Other Waterfront tourism related uses which should be permitted, subject to detailed policies that control scale, and comprehensive environmental, locational and compatibility tests include:
 - i) hotels and motels;
 - ii) tent and trailer parks and campgrounds that are occupied on a seasonal basis only;
 - iii) bed and breakfast establishments or rural inns that accommodate up to 10 rooms;
 - iv) institutional camps and retreats;
 - v) marinas;
 - vi) attractions;
 - vii) other tourism supportive uses.
- The official plan should also include policies that permit the following uses in the Rural and Waterfront designations subject to comprehensive environmental, locational and compatibility tests:
 - i) Small scale remote camping establishments which offer a limited service wilderness experience;
 - ii) home industries and home businesses that could be developed within a single detached dwelling or an accessory building;
 - iii) small-scale conference facilities and learning centres;
 - iv) small-scale art galleries and exhibition space; and
 - v) small-scale restaurant and entertainment venues.
- The policies should continue to support and protect traditional Rural uses such as forestry and aggregate extraction.
- Ensure that policies enable and maintain an efficient and connected road system, linking identified Rural Settlement Areas and employment nodes and corridors in the Urban Settlement Area and Hidden Valley Settlement Area, and that these corridors are suitable for different forms of transportation (including transit and active transportation).
- To promote an active and healthy lifestyle and thereby reducing the automobile use of the road network and a corresponding need for frequent road improvements, the policies should promote transit, active transportation and rail use, as transportation options are more likely to attract and retain employees and youth.
- To increase the supply of affordable housing units for the labour force, pursuit of policy options which include, but are not limited to permitting secondary dwelling units, infill and intensification, enable the consideration of use of a community planning or other by-laws (e.g. inclusionary zoning), clarification of how affordable housing can be promoted through the community improvement plan process, require a percentage of new development and redevelopment to include affordable housing (i.e. inclusionary zoning) and minimum densities should be explored. The Attainable Housing Policy Background paper contains an analysis of current policies and potential changes to increase the supply of attainable housing.
- Policies should be supportive of educational and communications facilities and infrastructure required to grow businesses. Educational initiatives could include facilitation or support for the creation of centers of excellence” for growth sectors, including but not limited to senior’s health care, and hospitality.

- Policies should be supportive of creative economy and businesses which leverage and promote the Town's assets.
- Policies which permit and promote an appropriate level and scale of agriculture uses such as private and community gardens in appropriate locations should be considered.

Draft