

2013

Putting Vanastra on the Map



Community Guidelines & Policy Recommendations

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Final Report

Putting Vanastra on the Map
Community Guidelines & Policy Recommendations

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Executive Summary

The stars seem to be aligning for the Village of Vanastra. A successful Business Retention and Expansion (BR+E) initiative published in early 2013 has provided extensive and insightful information regarding both Vanastra's current business climate as well as avenues for future growth and change; the six priority areas identified by the BR+E initiative offer direction for future revitalization strategies and plans. This report has been prepared to further explore what some of these revitalization strategies might look like for the Village of Vanastra.

This report focuses on the Community Association as the main vehicle for inspiring change in the Village of Vanastra. Community Associations have the ability to demonstrate unity and autonomy when building and exercising relationships with local government, and offer opportunities for creating community identity and pride. In the Village of Vanastra, a Community Association has the potential to focus on tangible goals and objectives, contribute to the momentum that has been growing, and ultimately shape the future of the Village.

This report also focuses on the importance of Municipal support for revitalization strategies in the Village of Vanastra. The primary vehicle for Municipal support would be through the designation of the Village of Vanastra as a community improvement project area by the Huron East Municipal Council. It is through this designation and the subsequent development of an appropriate Community Development Plan (CIP) that the Municipality can not only assist the current building and business owners of Vanastra, but can promote the Village as an attractive opportunity for future investment as well. We provide some policy recommendations for inclusion in such a Community Development Plan for the Village of Vanastra, with an emphasis on Brownfield Remediation as an underpinning initiative for the area.

While we recognize that laying the groundwork for both community autonomy and Municipal support is most important, this report also focuses on some action-based initiatives that the community might wish to pursue in the short-term. These are presented as works-in-progress and are meant to encourage discussion and inspire the imagination. We address possible initiatives as part of a proposed Physical Signage Plan for the Community, as well as some directions the Village of Vanastra might want to take in terms of increasing their "online" identity. We also briefly suggest some ideas for promoting the unique history of the Village.

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1.0 Introduction

In early 2013, the Business Retention and Expansion Report (BR+E) recommended a number of priority areas to be considered when planning revival initiatives for the Village of Vanastra.

These priority areas are as follows:

- Improve appearance of the community
- Improve and have more effective signage
- Better marketing of the area
- Community Identity and Unity
- Small business support
- Heritage development

Using these priority areas as a starting point, our job has been to take the next steps forward in developing a Vanastra Revitalization Project and to help identify a common vision for renewal. This common vision not only addresses the current residents and businesses of Vanastra, but is meant to help make Vanastra an attractive place for *new* families, businesses, and investments. Our goal is to help channel the current community enthusiasm and help lay the groundwork for relationships and policies that can help stimulate public and private partnerships within this unique commercial and residential community. How can we make Vanastra a community worth living, working, and investing in?

This report is meant to be flexible and we present it entirely as a work in progress. While we do offer some specific starting points and actions, these initiatives are small and calculated steps that we believe can contribute to new relationships and forms of identity within the Village of Vanastra. A common vision must be developed *within* the community and articulated through these new relationships before it can begin to take shape in a visible and sustainable way. Our “open-ended” approach to Vanastra Revitalization is meant to encourage small and tangible initiatives through which community groups can develop and exercise relationships amongst themselves and with local government while demonstrating unity and common cause.

***“Without leaps of imagination, or dreaming, we lose the excitement of possibilities.
Dreaming after all, is a form of planning.”***

– Gloria Steinem

2.0 Background

2.1 About Vanastra

The Village of Vanastra is a small community located in the Municipality of Huron East, in the County of Huron. Vanastra is located on the site of former RCAF No. 5 Clinton, which was home to the top-secret Radio School used to train over 7,000 Canadian, American and British radar technicians during World War II (Municipality of Huron East [MHE], 2013). Following the end of the war the base continued to flourish and function as a peacetime training facility for radar and communications, and was renamed CFB Clinton in 1966 when the military forces integrated. It continued to be a vibrant community until 1971 when it closed a result of the declining need for radar technicians and consolidation within the Department of National Defence (MHE, 2013). The base was purchased for \$468,000 by a developer who then sold off properties piece by piece to private business and home owners, and deeded the recreation centre, curling club and public green space to the Township of Tuckersmith (MHE, 2013). In 2001 Vanastra became part of the Municipality of Huron East due to amalgamation (MHE, 2013).



Figure 1: Flags showing with the new Vanastra branding outside Kate's Station, Vanastra (Photo credit: Jan Hawley)

While it is known for its military base past, contemporary Vanastra is home to a number of successful businesses, many of which have been in operation for over 25 years. Real estate in Vanastra is relatively affordable and there has been a recent increase in homeownership as many young families in retirees have begun to move into the area. The community is also home to a successful rent-geared-to-income affordable housing complex that is owned and operated by the Lions Club of Vanastra. This non-profit housing operation is located in a beautifully restored building and is an excellent example of innovative brownfield site redevelopment.

In spring 2013, the Municipality of Huron East launched the new Vanastra logo as part of the new branding initiative (see Figure 1 for picture of flags with the new logo) and over the summer the London International Airport featured a historic mural of the former RCAF No. 5 Clinton. Current revitalization initiatives by the residents of Vanastra and the Municipality of Huron East will not only pay honour to CFB Clinton's military history and crucial international contributions, but also put contemporary Vanastra, a place home to passionate people and successful businesses, back on the map.

2.2 About the Authors

The authors of this report are all Masters Students in the School of Environmental Design and Rural Development at the University of Guelph. This project was undertaken by the students during the Fall 2013 semester as a key component of a graduate level course on community engagement, and has been completed in close collaboration with Huron East Economic Development Officer Jan Hawley and numerous members of the Vanastra Revitalization Team. The project was initiated by Professors Dr. Wayne Caldwell, Dr. Jennifer Ball and Ph.D candidate Natasha D'Souza Rea who put out a call for proposals to surrounding municipalities after securing some funding through the Knowledge Translation and Transfer (KTT) program of the Ontario Ministry of Agriculture and Food (OMAF) and Ministry of Rural Affairs (MRA). Jan Hawley submitted a proposal which was in turn short-listed by the course instructors, and then selected by the students.

2.3 Goals

The goals of this project were to:

1. Perpetuate the excitement and positive attitude in the Village of Vanastra that has recently gained momentum as a result of the Business Retention & Expansion Initiative that began last year.
2. Develop a series of guidelines and policy recommendations based on the six priority areas identified in the BR+E Final Report that can be utilized by the Vanastra Revitalization Team and the Huron East Department of Economic Development to establish implementation strategies.

2.4 Objectives

The objectives of this project were to:

1. Create a how-to guide for establishing a Community Organization in Vanastra
2. Establish guidelines and policy recommendations for a Community Improvement Plan for Vanastra, including brownfield site policies and potential funding opportunities
3. Produce a series of recommendations for a wayfinding and signage plan, including physical, online and historical wayfinding

4. Compile the information from objectives 1, 2 and 3 into a final report

2.5 Intended Audience

This report was prepared for the Vanastra Revival Team and the Economic Development Department at the Municipality of Huron East for use during the process of developing implementations strategies to address the six priority areas in the BR+E Final Report.

3.0 Community Organizations How-To Guide

This section of the report explores the development of a Vanastra Community Association as a vehicle for change. Acting as a framework for community engagement and empowerment, a Vanastra Community Association can address the focus areas identified in the BR+E report.

3.1 What is a Community Association?

Community Associations are usually non-profit organizations that work with volunteers from the community to plan and administer various community programs, help promote local economic development and work together to enhance the quality of life for people living in their neighbourhoods.

Community Associations can play an important role in the development of important social, cultural, environmental and community issues as well as help foster and actively engage in community and civic involvement. Some community groups can also engage local government on behalf of their residents with regard to input into planning and development issues.

Some Community Associations employ residents as paid staff while others work solely through volunteers. In both case, members have a common mandate to provide programs, services and communications to their residents and enrich the quality of life and promote well being in their communities.

3.2 Benefits

A strong Community Association can provide the residents of Vanastra an opportunity to express and resolve a broad range of community issues, including but not limited to planning, economic promotion and development, heritage promotion, and community spirit and identity.

Potential benefits for the residents of Vanastra include:

- Organising special events throughout the year to engage residents and create opportunities to meet others in the area. Events can include community BBQ's, fairs, community cleanup, block parties and others
- Gain skills and knowledge and expertise by volunteering as a board member or participating on a committee
- Having a voice in neighborhood life and broader community issues by having the ability to influence decisions at the municipal level
- Being part of change by the sharing and exchanging of ideas
- Creating a sense of belonging within a unique community
- Developing and providing support for social programs for youth
- Operation of community facilities for recreation, social functions, and community gatherings
- Share and communicate important community information by publishing a newsletter

- Potential to partner with the County for service delivery to the community

3.3 Build Relationships

Community Associations help build relationships within the community. When residents join together to plan programs and events, they not only get to know each other, they become more knowledgeable about the issues facing their community. This community spirit helps to create a common bond and leads to more supportive problem solving.

3.4 Speak with a Strong Single Voice

The Community Association speaks for many people with one representative voice and gives your community a stronger voice in municipal government decision-making. Community Associations can provide local residents with a chance to voice their opinions and concerns at the municipal level when it comes to neighbourhood issues and services.

Your association also provides a central access point through which the County can more efficiently provide services and information to residents and can also become an important resource for County planners on issues such as land use, zoning, and community-based planning.

3.5 Purpose

Several priority areas were clearly identified in the BR+E report that need to be addressed in order to encourage future growth and help make Vanastra a community worth living, working and investing in. There are a number of established non-profit social services organizations in the area that can be approached to include the Village of Vanastra into their service area rather than developing these services from scratch. These priority areas can become some of the founding goals and objectives for the Vanastra Community Association and be reflected in the group's constitution:

- Improve appearance of the community
- Improve and have more effective signage
- Better marketing of the area
- Community identity and unity
- Small business support
- Heritage development

Additional social and community wellbeing objectives could include:

- Youth services and facilities
- Support for young children and mothers
- Community engagement and celebration
- Vanastra Day, Radar Fest, Air Force Day
- Community beautification

3.6 Organising

Community Associations require a formal structure in order to be eligible to apply for some government grants to help support your programs or build amenities. As a registered non-profit, you are also able to engage in fundraising events through gaming.

The basic building blocks of a Community Association include goals and objectives, a written constitution, and bylaws. Clearly stated goals and objectives are essential; they define the reason you exist, provide a road map for activities, and provide direction for association activities. With a clearly articulated direction your association will be able to respond to specific needs and issues, providing members with a greater sense of accomplishment.

3.7 Written Operating Manual

Written operating procedures and policies can be very basic and simple but are essential for your Community Association. They ensure continuity year to year, which is especially important with new people coming and going on the Board.

The most common operating documents are objects and bylaws. Objects are concise statements of the ultimate purpose of the organisation. It is advisable to keep the objects statement short and broad in nature but also sufficiently specific so as to avoid ambiguity.

Examples: the objects for the Vanastra Community Association might be drafted as follows:

- a) Study any issues affecting the Community of Vanastra and to take whatever action is deemed advisable, in the interest of the citizens as a whole.
- b) Own, maintain and operate community properties for the benefit of the Community.
- c) The establishment and operation of a village Drop-in Centre to promote the best interests of youth in the Village of Vanastra.

For detailed information and step-by-step guide to incorporating community associations please consult the *Province of Ontario Not-For-Profit Incorporators Handbook* listed in the Resources Section of this document. Please note: recommendations in this report are not intended to replace legal advice.

3.8 Committees

The committee is the basic operating tool of Community Associations. By forming committees to handle specific issues, programs, or events, a CA can effectively delegate tasks and get more people involved in the association. Special committees are established to address short-term issues, such as specific onetime events or projects, and are dissolved after the issue has been addressed while standing committees operate continually. Standing committees may be formed to manage ongoing issues, such as newsletter production, as well as annual or recurring events.

3.9 Neighbourhood Input and Involvement

Thriving Community Associations require an active membership. When residents come together to address neighbourhood issues, the community can pool resources and empower local residents. Regular ongoing events such as newsletters and committee meetings as well as special events all provide opportunities for neighbourhood input and involvement. They are also great opportunities to recruit more volunteers and new members.

3.10 Funding

The operation of any Community Association requires funding for equipment, meeting space, newsletter production and distribution costs, and so on. Your budget should be capable of supporting your goals and objectives. Membership dues are the main source of funding for community associations. To ensure the long-term financial health of your association, it is important to ensure proper accounting and reporting of financial transactions of the association.

Some Community Associations ask for “donations” from all residents within the boundary of the CA to offset operating expenses, while others create a “membership” program structure. Fees range from between \$10 to \$30. Many CA’s offer individual or family memberships as well as corporate memberships for businesses in the area. In some cases, corporations are charged more than households or are negotiated for services-in-kind (web hosting, printing, office supply discounts, etc).

3.11 Start-up Keys to Success

Establish a Presence in the Community

Whether the first initiative is a small project or a major event, it is vital that people within the community can see for themselves the impact of the project. The first project should do something positive for the community and be visible. Some examples include community clean-up, beautification project, or Village promotion along high-traffic areas. Project such as these provide a highly visual sense of instant gratification for members of the association and promote the effectiveness of the CA within the community and with the County.

Short-Term Projects vs. Long Term Projects

The Vanastra Community Association can help establish itself by planning and executing short-term projects in the beginning. Try not to let enthusiasm and the desire to do a good job result large initial projects that could lead to frustration and volunteer burnout. You want to build on small successes that will not only give your members a sense of accomplishment, but help keep them interested. Visible small successes will bring on new members and support so that you will have the resources necessary to tackle the bigger jobs ahead.

Promote Accomplishments

A strong Community Association builds on all of its accomplishments – however small they may seem. Don't be shy about sharing the good work you are doing; promote your accomplishments! Always thank volunteers for their participation and leadership. It is vital that you celebrate your successes and publicly recognise your members for the work they do. Keep the community well informed, publish regular newsletters, or create an e-mail chain to share news and of course don't forget to fully utilize social media.

Build on the Existing Skills Base of the Community

Each person or business within the community poses talents and skills that can benefit the association if properly tapped. Identify and take inventory of the specific skills available in your community. Of particular importance are skills and experience in event promotion, bookkeeping, computers, coaching, teaching, etc.

Communicate and Maintain Member Interest

Focus on a few projects and set attainable goals. Keeping everybody interested and involved will be an ongoing challenge. It is important that your group has realistic expectations; your neighbours have jobs, families and other priorities that may limit their participation. One way to maintain interest is to organize social functions that draw neighbours together. It is also important to involve the youth of the community in the organisation and implementation of association projects. Getting kids involved in neighbourhood programs and events is both good for the children as well as a great way to get parents more involved.

3.12 How to Get Started

The first task for your association is to determine the social and physical needs of your neighbourhood. While the BR+E report did a great job of identifying certain needs within the community, it is important that those who are willing to devote time and resources to participate in the establishment of the Association feel the first few projects are relevant and important to them and their community. One way to do this is to stage a community meeting and poll residents about their concerns, issues, and interests. Encourage attendance by letting people know their input will help your association set preliminary long and short-term goals.

Decide on the Major Issues

After you have determined that there is sufficient interest and support within the community, the next step is to form a committee to work toward your goal of creating an association. The meeting should discuss and confirm your yearly membership fees and membership structure. This is an appropriate time to reach out to your upper tier and lower tier Councillors to alert them of what you are planning to do. Having your councillors on board can prove invaluable, but keep in mind that this is Vanastra's Community Association. The agenda should reflect the needs and aspirations of Vanastra!

Governance

The preliminary steering committee needs to be composed of a small group of people who are willing to work together and stay committed for at least two years on the various aspects of establishing the organization. Elect a Chair or President, a Secretary, and a Treasurer. If possible, elect alternates for each key position who will be available in times when schedules conflict. Decide who will work towards replacing the original volunteers down the road. The Secretary shall take minutes of each meeting and take care of any correspondence that is generated by the group, while the Treasurer will keep financial records, take care of your bank account and deposit revenue, etc. It is also advisable to elect a Membership Secretary to maintain a list of names and addresses of your members. It is always a good idea to have a couple of members-at-large who may be willing to chair a sub-committee if the need arises. This group will form the basis for your first executive committee.

Announce the Association and Reach out to New Members

The Executive Committee's first job will be to establish the preliminary agenda for your group. Eventually, when you are well established and have enough members, you can create a constitution. Promote the progress made and decisions agreed upon at the inaugural meeting with a flyer delivered to every household and business in the community. Keep people engaged and let them know it's not too late to have a voice and participate in the next meeting.

3.13 Facilitate Change for Vanastra

If your local representative did not attend your inaugural meeting you should reach out to them once you have formed your group. Be sure to include both tiers of municipal government as well as Provincial and Federal representatives as soon as possible and get them on your side. Once your group is formed officially then you may want to attend County planning meetings on a regular basis, and speak on behalf of your group when something comes up that affects your area. You will need to get your group on the Planning Department mailing list for planning notices.

Additional resources regarding community organizations are available in Appendix A.

4.0 Community Improvement Plan & Brownfield Site Policy Recommendations

This section of the report outlines a rationale for the development of a Community Improvement Plan (CIP) for the Village of Vanastra, as well as recommendations for the types of financial programs and brownfield site redevelopment policies that it could include. By establishing a CIP, the Municipality of Huron East will become eligible to not only create financial incentive programs, but to apply for a number of external funding opportunities. This section concludes with a discussion of other successful military base redevelopment projects to illustrate the potential in Vanastra that is waiting to be tapped into.

4.1 Vanastra Community Improvement Plan Rationale

As identified in the BR+E Final Report, the Village of Vanastra is a community with a rich Canadian history, a pro-business attitude and enthusiasm for future growth, but is in need of a revitalization strategy to bring out further potential. The current land use pattern in Vanastra, a product of its past function as a military base, presents a unique opportunity for the Municipality of Huron East to invest in developing a vibrant mixed-use community. Within the Vanastra settlement area there is currently a mix of residential, industrial, commercial uses. As illustrated below, Schedule “B” of the Official Plan (see Figure 2) designates the eastern portion of Vanastra as ‘Residential,’ ‘Urban’ and ‘Urban Natural Environment & Open Space,’ while the western portion is primarily designated ‘Commercial/Industrial.’

If appropriately planned, mixed land use patterns do not necessarily create issues of incompatibility, but rather an opportunity for a more walkable, people-oriented community (Jepson & Edwards, 2010). This kind of land use planning is central to the principles of Smart Growth and New Urbanism, two highly regarded design movements driven by participatory planning that focus on creating compact human-scaled neighbourhoods, celebrating public space and restoring deteriorating urban places (CNU, 2013). Mixed-use is also promoted in the Provincial Policy Statement in Section 1.0 “Building Strong Communities” for its role in economic development (S. 1.3), supporting energy efficiency and improved air quality (S. 1.8) and creating healthy, safe and liveable communities (S. 1.1).

To further support mixed-use development and aid in rebuilding the community and commercial areas of Vanastra, it is recommended that the Municipality of Huron East develop a Community Improvement Plan (CIP) for the village. CIPs are a tool found in the *Planning Act* that allow municipalities to establish a municipal framework to rehabilitate existing built up areas; they may also include the development of financial incentive programs such as grants and loans to help stimulate and encourage the private sector to invest in the community improvement area (MMAH, 2008). Not only could a CIP help create a more sustainable community to provide Vanastra residents with a high quality of life, but new business

investments in the village will benefit the Municipality as a whole. The provincial regulations regarding the establishment of a Community Improvement Plan are contained in “Part IV Community Improvement” of the *Planning Act*. Under Section 28. (1) “community improvement” is defined as:

“the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary”

In order to designate a community improvement project area the Municipality must have CIP policies in their Official Plan. Huron East has CIP policies in place in the Official Plan and they have already been reviewed with the Ministry and deemed satisfactory. Therefore, the next step towards initiating a CIP for Vanastra is for Council to pass a by-law that designates the Vanastra community improvement project area.

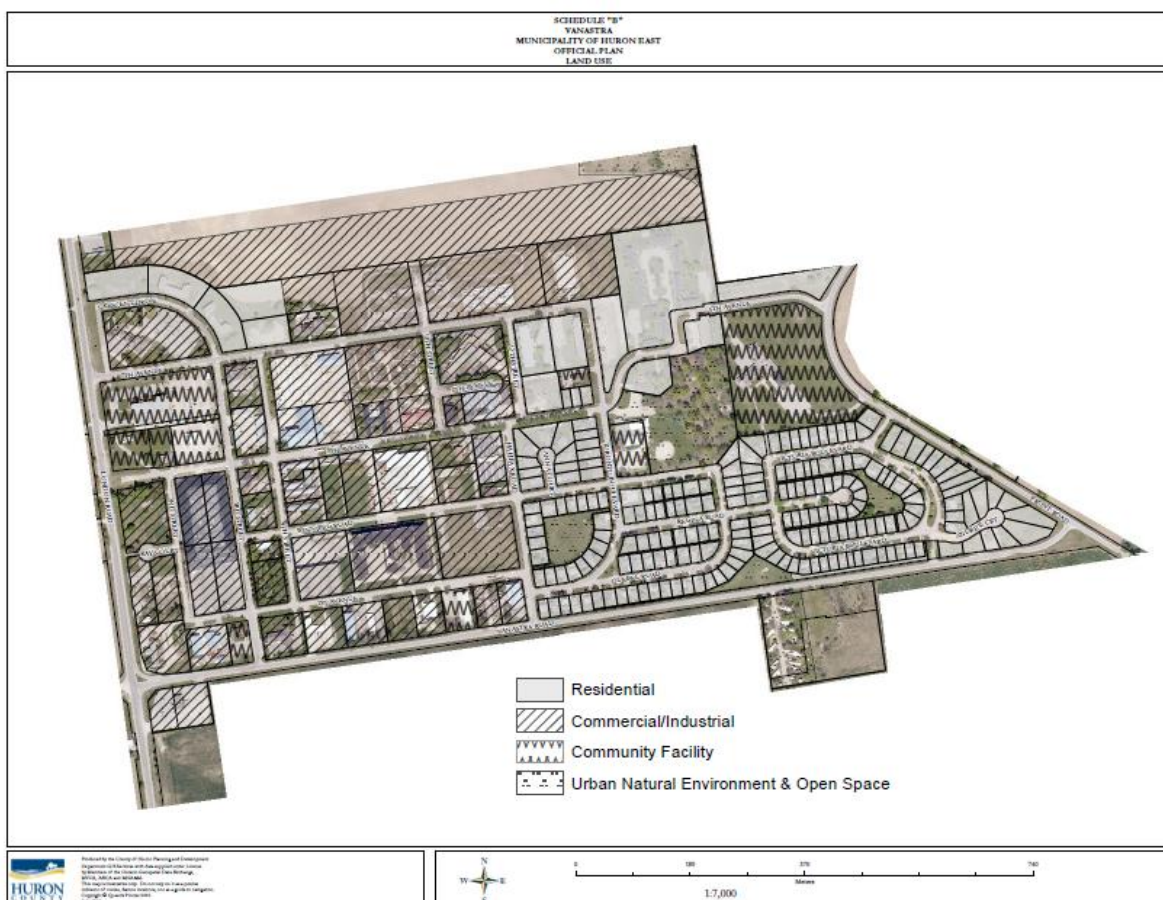


Figure 2: Aerial photo illustrating the Municipality of Huron East Official Plan Schedule “B” Vanastra Land Use

While the current consolidated Huron East Zoning By-law 52-2006 already permits a wide range of commercial uses in the 'Vanastra Commercial Zone (C5),' the issue of the large number of derelict buildings has been raised frequently by community members, and was a key issue noted in the BR+E Final Report. A CIP for Vanastra could therefore provide the foundation for redevelopment and redesign of the large number of abandoned brownfield sites in a coordinated way, in order to maximize the benefits to the community and the Municipality of Huron East.

When considering these redevelopment opportunities and various financial incentive programs, it is helpful to have a record of which buildings are owned by the Municipality of Huron East and which are owned privately; this is illustrated in the map shown in Figure 3. This map is also a good indication of what areas of Vanastra are municipally owned public parks and green space; these community assets are key features of New Urbanism and Smart Growth planning, and should be preserved or expanded so they continue to be available for community use.

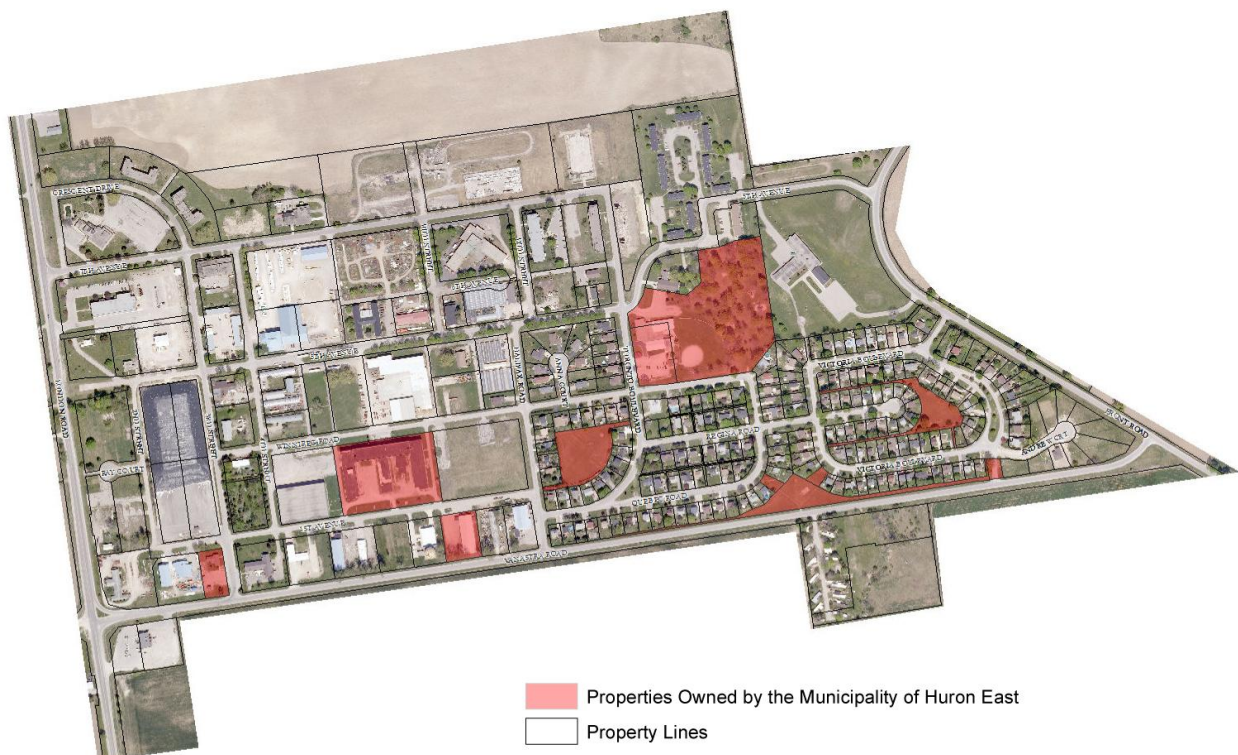


Figure 3: Map of Vanastra illustrating the location of properties owned by the Municipality. Please note that the large "M" shaped building has since been purchased by Morgan Roofing

4.2 Recommended Financial Incentive Programs: Loans and Grants

Façade Improvement Program

The Façade Improvement Program might be of interest to current or future owners of Vanastra's derelict buildings. Through grants or low interest loans, the program encourages building owners to improve their façade (the outside, front, or visible part of the building) and



contribute to the overall appearance of Vanastra's industrial and commercial centre. The BR+E report has identified "improve appearance of the community" as an important area of focus for the Village of Vanastra and the Façade Improvement Program can provide business owners with incentive to contribute.

Figure 4: Former military Classroom instruction building, recently purchased by Morgan Roofing

Professional Fees Assistance Program

The Professional Fees Assistance Program is meant to act as an early incentive for property owners to "take the first step" in improving their structures. This program acknowledges that these first steps (the design phase) will require business owners to hire planners, engineers, architects, etc, to help design improvement, renovation, and restoration plans. Grants may be available to business owners who wish to retain the established architectural form of their building; "adaptive reuse projects" can encourage continuity and consistency in the Village of Vanastra. The Professional Fees Assistance Program can encourage building owners to adopt an "adaptive reuse" outlook which may lead to the preservation of historical buildings.



Potential Funding and Grant Opportunities:

Funding Agency	Grant Name	Funding Details
Green Municipal Fund	Capital Projects Brownfields	This loan provides funding brownfield development projects. This funding is intended for projects that strive to achieve soil quality standards or involve sustainable energy production.
Green Municipal Fund	Sustainable Community Plan: Brownfields Action	This loan will be provided to Local Governments that have identified priority brownfield areas for redevelopment and create local programs supporting sustainable development.
Green Municipal Fund	Feasibility Study Grant/Field Test	This loan provides funding for environmental site assessments and site plans to manage contamination
Federal Gas Tax Fund	General Strategic Priorities Fund: Capacities Building / Integrated Community Sustainability (ICS) Planning	This grant may be provided for large or regionally important projects in order to support assessment, training, community capacity building and sustainable planning.
Federal Gas Tax Fund	Innovations Fund: Capacities Building / Integrated Community Sustainability (ICS) Planning	This grant may be provided for projects that utilize new methods and develops the capacity of local communities through planning training and assessments.
Industry Canada	Canada Small Business Financing Program	This financing option provides access to loans for small businesses that intend to purchase or improve property - including leasehold properties.

Sustainable Development Technology Canada	SD Tech Fund	This funding option supports the demonstration of clean technologies including brownfield and soil remediation methods.
PPP Canada	P3 Canada Fund	Provides support for organizations looking to provide infrastructure through public-private partnerships. Each infrastructure project must contribute to one of the following topics: fostering economic growth; supporting a cleaner environment; promoting stronger communities. Key work streams include: 1. Infrastructure Finance and Business Case Analysis; 2. Cost Consultants and Quantity Surveyors; 3. Procurement and Contract Management; 4. Infrastructure Sector Specialties 5. Project Management.
Evergreen	Green Grants	This program provides Funding for naturalization projects utilizing native plants, as well as community gardening projects.
Farm Credit Canada	FCC AgriSpirit Fund	Provides support for projects intended to improve the quality of life within communities with a population of less than 100 000 people.

Funding Opportunities from Veteran's Affairs Canada

Given the history of Vanastra, the necessity of a remembrance monument is quite pronounced.

It would be a fitting way to incorporate a greater sense of community, and a physical connection to the history of the village if there was an area where people could gather to remember and embrace the unique history that exists in Vanastra.

Veteran's Affairs Canada has developed a funding program with the intention of partnering with communities to build cenotaphs and monuments in order to recognize veterans and ensure that remembrance continues to be visible at the community level. As a municipality, Huron East and the Village of Vanastra would qualify for funding under this program which

entails a contribution of 50% or up to \$50000 towards the total cost of building a cenotaph or memorial. Additional funding for this project may include cash donations or in-kind donations, but cannot include any additional federal funding.

The Rural Economic Development (RED) Program

This program has been developed by the Government of Ontario to help keep rural communities from experiencing drastic negative change. There are project suggestions that fall under the two streams that are identified, which would be a great fit for Vanastra. Within the RED Program there are two streams of potential projects: the Planning Stream and the Implementation Stream.

The potential project directions within the Planning Stream are: the creation of a Downtown Revitalization Plan, Community Improvement Plan, or a Feasibility Study – the investigation of topics includes the suitability of new businesses or investment models and regional economic models. This grant is meant to subsidize the costs associated with developing a course of action as it relates to the topics provided. In short, this would be an excellent way to obtain funding to assess sites within Vanastra for brownfield redevelopment, not as a means to directly contribute to their rehabilitation. This would also be an opportunity to acquire funding to contribute to the development of the Community Improvement Plan (CIP) that is outlined in this report.

Within the Implementation Stream there are recommended projects that would also benefit Vanastra. The acquisition of funding can contribute towards the development of business incubators or accelerators, the rehabilitation of cultural and heritage landmarks, website development, branding strategies, promotion, marketing and outreach, all of which would be of particular interest in the context of Vanastra. Once again, these funds cannot directly contribute to infrastructure or capital projects and improving community aesthetics.

To apply for funding, the organization must fill out the appropriate form, depending on the stream that the project falls under; Planning or Implementation. Topics such as project need, the way in which the project will contribute to the RED Program outcomes and the applicants source of funding should be included in the application.

RED projects are cost-shared, such that the provincial government may contribute up to 90% of the cost in rare instances. In order to receive funding at this level the proposed project needs to closely align with an initiative laid out within the RED Program outcomes, and would otherwise be unable to proceed in the event funds are not provided. In most instances funding of 50% of the project cost is provided. The funding that is delivered from the Federal level can be used to reach 75% of the eligible costs, in this instances this percentage would be in addition to provincial funding and cannot exceed 90%. In order to be considered for funding beyond 50% proof of special need must be provided with the application.

Funding by other means may render the project ineligible for the RED Program. These sources include:

- The Green Belt Fund
 - Broader Public Sector Grant Stream
 - Market Access Grant Stream
- Ontario Trillium Foundation
- Northern Ontario Heritage Fund
- Ministry of Agriculture and Food
 - Growing Forward 2
- Ministry of Economic Development, Trade and Employment
 - Eastern Ontario Development Fund
 - Southwest Ontario Development Fund
 - Communities in Transition

Eligible costs as defined under the RED Program are:

- Project Management in the form of:
 - Consultant fees
 - Business planning development
 - Professional fees such as legal, architectural, accounting, etc. that are project related
- Minor capital including:
 - Sub-contractor fees
 - Equipment (e.g. for prototype development, structural modifications to accommodate the installation of equipment)
 - Architectural design work, engineering work (studies, environmental assessments, etc.)
 - Renovations and retrofits to existing structures (materials or supplies and labour to renovate existing space)
 - Technology upgrades such as computer hardware, software, and network cables
- Training
- Marketing or promotion-related costs
- Travel costs associated with project development and implementation subject to provincial directives
- Studies and research
- Administrative costs directly related to project implementation
- Wages for new hires to work 100 percent on project-related activities.

In order to use funding from the RED Program for costs incurred through purchases of equipment, supplies, or services, there must be a process carried out to demonstrate the best value for the methods of spending. Examples may be a tendering process or a provision of quotes obtained for the good or service.

Ineligible costs include:

- Hospitality costs (unless public-facing)
 - Major capital including:

- Land, buildings and major infrastructure
- Additions to buildings, teardowns or rebuilds
- Leasing
- Power lines, plumbing, telecommunications lines or equipment, water lines, etc. outside of the building
- Direct wage subsidies for existing staff (and any other staff who is not 100 % dedicated to the activities required to complete the project)
- In-kind contributions. An in-kind contribution is identified as goods and services that are contributed to a project by the applicant and co-applicants that would have otherwise been purchased or contracted to complete the project
- Debt restructuring, fundraising or financing
- Normal or on-going business and production operations not directly related to the project
- Trucks or other vehicles
- HST, value added tax or other costs for which a refund or rebate is received.
- Costs incurred prior to the approved project start date or the project end date
- Costs incurred in preparing an application
- Costs of alcohol, international travel, per diems or gifts

Additional Funding Considerations

There are a number of different funding options that are available to municipalities and community groups. Once a goal has been identified tools such as Funding Portal may be useful for determining funding sources to assist in the delivery of an initiative. Funding Portal can be accessed through: <http://www.thefundingportal.com/>

The Trillium Foundation may be another useful funding agency to investigate depending on the project details. There are additional links to funding agencies through the Trillium website link: http://otf.ca/en/knowledgeSharingCentre/resources_links.asp#env.

4.3 Recommended Financial Incentive Programs: Exemptions from Fees or Taxes

Tax Increment Equivalent Grants

The Property Tax Increment Equivalent Grant is meant to promote the redevelopment of lands or buildings. Redevelopment in Vanastra may lead to an increase in property taxes following reassessment and the Property Tax Equivalent can reduce the municipal portion of this property tax. This program acts as a stimulus for investment in Vanastra and can be made available to applicants who are looking to improve existing buildings or redevelop lands in a manner that is consistent with the Municipality and the overall goals and objectives of Vanastra's Community Improvement Plan (brownfield remediation, improved appearance of

the community, heritage development, etc). Grants diminish each year and total grants cannot exceed total cost of rehabilitation.

Brownfield Financial Tax Incentive Program

The Brownfields Tax Incentive Program is meant to encourage redevelopment of brownfield sites and properties. The program can reduce the upfront cost of environmental site assessments and site rehabilitation that are usually associated with brownfield remediation. In Vanastra, these up-front costs for brownfield sites will likely fall under “site rehabilitation” rather than “environmental site assessment,” as the Village does not contain any known “contaminated” sites, with the exception of possible asbestos contamination in existing infrastructure and materials.

Exemption from Development Charges

The Development Charges Rebate Grant Program is meant to stimulate investment on vacant or underutilized sites. Through the reduction of development charges costs, these lands can compete for investment with Greenfield sites. The goal is to make investment more attractive for the developer and eventually decrease costs for the consumer. As long as the intended rehabilitation, re-development, development, or preservation project fits with the policies outlined in the CIP, it is then possible, through a municipal incentive program, to have reduced or no costs when it comes down to the associated municipal development expenses (permit applications, site plan review, subdivision applications, etc).

Heritage Property Tax Relief

The Heritage Property Tax Relief program is meant to encourage and assist building owners to maintain and restore their properties in order to promote heritage conservation and development in Vanastra. Heritage development is an important objective for both the Municipality and is recommended in the BR+E report as well. In Vanastra, this program can provide annual tax relief to property owners whose structural and general maintenance costs are greater than the costs associated with maintaining newer buildings.

4.4 Guidelines for Brownfield Remediation Initiatives

While we make some policy recommendations for inclusion in a Community Development Plan for the Village of Vanastra with the intent of stimulating investment and Brownfield Remediation initiatives, we also present a set of guidelines for building and business owners to consider when thinking about undertaking remediation or development actions for their buildings/lands. Since Brownfield Remediation is considered a priority area that seems to underpin other goals and objectives such as business expansion and historical showcasing, we believe that a set of guidelines can help business owners, the Municipality, and community groups to “all sing from the same hymn sheet.”

First, it is important to be aware of the programs out there that can help you with your plans to develop or redevelop your property. The above section has introduced and summarized a handful of these programs that we feel would be appropriate and attractive for the Village of Vanastra. If any of these programs seem attractive to you as an existing building owner, it is important that you inquire with the Municipality about the status of the Community Development Plan and the availability of such programs. It is always a good idea to make your voice heard; let the community know what you would like to do and don't be shy to ask for help. Your desire to improve the visual appearance of the Village of Vanastra through improvements to your property is a sentiment that already resonates with other business owners and residents of the community.



Figure 5: A "Triad of Opportunity" for Revitalization Strategies in Vanastra

Second, it is important that you keep in mind how Brownfield Remediation initiatives have the potential to address other vital aspects of an all-encompassing revitalization strategy for the Village of Vanastra (see Figure 3) While "improved appearance of the community" is a vital priority in itself, you might consider expanding your plans to include historical showcasing or business expansion aspects. Including these aspects further aligns your plans with the goals and sentiments of the community and can help elicit support.

4.5 Military Base Redevelopment Success Stories

Former military bases like Vanastra are an important part of Canada's culture, heritage and history. They also present a perfect opportunity for redevelopment into contemporary mixed-use communities (OAA, 2013; Williams, 2013). Recognition of former military bases as potential revitalization sites is growing and there are a number of highly successful examples across Canada (Williams, 2013); see Figure 6 for some examples.



Figure 6: Military base redevelopment in Canada (clockwise from top left): Masterplan for Downsview Park, former CFB Toronto, Ontario; Garrison Crossing (residential area) and Garrison Village (retail/commercial area), former CFB Chilliwack, British Columbia; Garrison Woods mixed-use neighbourhood, former CFB Calgary, Alberta; redevelopment site for CFB Rockcliffe in Ottawa, Ontario.

Notably, the 2013 Ontario Association of Architects Annual Conference featured a session that showcased the revitalization of former Air Force Bases CFB Downsview in Toronto and CFB Rockcliffe in Ottawa. This session highlighted the opportunity to build on the uniqueness of each former base in order to balance employment and residential uses, as well as create new natural open spaces, parkland and circulation networks that serve both social and ecological functions (OAA, 2013). Another former military base, CFB Chilliwack in British Columbia, is

currently being redeveloped by the Canada Lands Company with the goal of creating a pedestrian-friendly community that has a mix of new and restored residential housing as well as retail and commercial space (Williams, 2013). The mix of housing types, which includes condominiums, townhouses, single-detached homes and apartments, has made the project highly successful and a very desirable place to live, and the developers incorporated commemorative parks into the community to honour those who served during WWII (Williams, 2013). In Calgary the community of Garrison Woods, formerly CFB Calgary, was redeveloped using the principles of new urbanism; it also retained the original street names and incorporated a number of memorials to pay tribute to its military base history and the men and women who once served there (William, 2013).

These examples of successful revitalization of other former military bases help illustrate the untapped potential that exists in Vanastra, which could be realized through a Community Improvement Plan.

5.0 Wayfinding Recommendations

The BR+E Final Report identifies the current need in Vanastra for more effective signage. Signage initiatives, if carefully planned and executed, have the potential to include and encompass the *other* priorities identified in the BR+E report. This section will briefly touch on a few sentiments gathered from some of our interviews and the BR+E report and will attempt to frame some possible signage solutions in such a way that encourages growth and progress in these other priority areas as well. We will also introduce the idea of “Online Wayfinding” as a marketing approach for the Village of Vanastra that can compliment a physical signage plan.

5.1 Physical Wayfinding

The following are the proposed physical elements of our Wayfinding Signage Plan. These elements aren’t listed in any particular order but are meant to complement each other:

Element #1

Highway 4 runs North and South along the West of Vanastra and is considered a major highway of the area. The first element of our signage plan involves establishing two signs, one South of the Village for those travelling North on Highway 4, and one North of the Village for those travelling South. Ideally, these signs would exist about one or two kilometers outside of the Village. While it might also be beneficial to establish signs at other locations (for example, the intersection at Huron Road (Highway 8) and Front Road), we believe that signs on Highway 4 is an appropriate start; Highway 4 likely receives more through traffic and brings travellers closer to the industrial/commercial areas of the Village.

Element #2

Signs along Highway 4 can inform drivers as they *approach* Vanastra, but it might also be appropriate to establish a more visible and pronounced “Welcome to the Village of Vanastra” sign (or something to that effect). The current “Vanastra” sign at the end of 5th Avenue is faced directly perpendicular to Highway 4 and drivers are hard-pressed to notice and acknowledge it. A largely visible “Welcome to Vanastra” sign not only lets inbound drivers know that they have arrived, but can be inviting for those passerbys who are unfamiliar with the Village. It can also convey a welcoming sense of pride and community.

Element #3

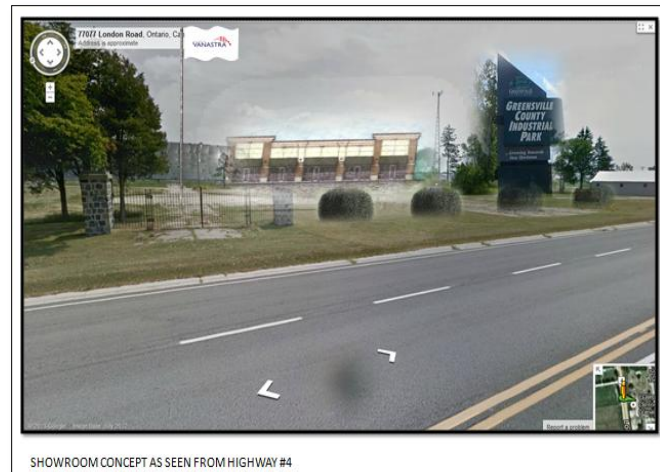
There are existing buildings and structures in the Village of Vanastra that can offer opportunities for additional signage. The vacant sign structure located outside of D & D Glass and Mirror is a relatively simple



example. A more ambitious example would be the radar dome which is visible when driving North up Highway 4 and very visible when driving along Vanastra Road. The dome's unique visible attributes really catch the eye, and as you can see from the current "Smith & Caven" text, the dome has the potential to carry and convey a message.

Element #4

The business community of Vanastra might consider adopting a "business cluster" strategy to promote business identity and "branding" in the area. For example, a lot of the businesses in Vanastra can be considered "home renovation" or "home improvement" locations. There exists potential in promoting the area as an "all-in-one home improvement stop" or something similar. Whether or not this becomes the case, it could be



beneficial for businesses to showcase their services and products in a way that is visible to passerbys. The majority of business owners in the BR+E report expressed interest in cooperative advertising/joint marketing; a visible "business showcase" area on the outskirts of the Village represents one physical rendition of this sentiment.

Element #5

The next element of the signage plan reflects the BR+E Final Report and the unanimous feeling among business owners that directories, brochures, and maps would benefit business in Vanastra. In terms of a physical signage plan, this idea of a directory could be manifested in a variety of ways. One possibility is the establishment of a physical directory and corresponding map at the corners of Vanastra's commercial/industrial area. Similar to the maps that you might find in a shopping mall, a business directory sign would provide visitors (truckers, customers, etc) with their geographical location within the Village (you are here) and the locations of the different Vanastra businesses. Since Vanastra does not have a lot of smaller through streets, navigation can be difficult for those who are unfamiliar with the area; a visually appealing directory of sorts has the potential to dissolve some of this confusion.

5.2 Online Wayfinding

The physical signage plan is geared towards making it easier for incoming visitors to *find* the Village of Vanastra as well as to attract those who happen to be passing by, however there are also people who are not even aware that Vanastra and its businesses exist. An "Online Wayfinding" and marketing plan can direct customers to the area and make Vanastra an

attractive destination for future business owners, employees, and families as well. An online presence can also contribute to heritage development. The elements of the following “Online Wayfinding” plan are meant to mirror and support the elements of the physical signage plan and provide additional avenues for branding, identity, and pride.

Element #1

A possible primary avenue for an online presence for the Vanastra would be a website created specifically for the Village. Currently and fortunately, the vanastra.ca domain is available. A Vanastra website can provide limitless opportunity and can literally take any shape that the community decides. The majority of businesses in the Village are currently supported by websites of their own and a Vanastra website can act as a central “business hub” that mirrors the collective of the business community and allows online users to see what the community has to offer in its totality.

Element #2

The BR+E Final Report also identified the fact that Vanastra street addresses cannot be found on GPS systems as one of the biggest challenges facing the local business climate. We believe that a tangible step that could lead to further inclusion in GPS and other mapping systems is to become more fully integrated with Google mapping systems. Currently, Vanastra is not integrated with the “streetview” function on the Google Maps system, for example, and the Village might consider applying for inclusion in this service. If the application is accepted, a “street view car” will come to Vanastra and drive through the entire Village, collecting extensive GPS data as well as capturing panoramic images. This might also be a good opportunity to get people motivated and excited about showcasing community improvements; if a Google “street view car” is scheduled to arrive for a specific time in the future, it can provide incentive to get Vanastra looking its best.

Element #3

As a simple exercise in identity, we have also taken it upon ourselves to begin updating the Wikipedia article on the Village of Vanastra. Like the Village of Vanastra website idea, Wikipedia can offer similar opportunities to shape the information that is available online. One of the advantages is that the online infrastructure already exists and is well known; anyone with computer access can edit entries on this free database that is largely written by the general public. Until a Vanastra website is available, this platform could serve a similar function.

Similarly, social media sites such as Facebook can be utilized to further brand the Village of Vanastra online, and may be particularly useful for accessing youth. A Facebook page was created for Vanastra and can be accessed at: <http://www.facebook.com/VanastraRevitalization> . Currently, Jan Hawley, the Economic Development Officer for the Municipality of Huron East, has administrative privileges for this site, however they could also be extended to other individuals.

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The Free Encyclopedia

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Vanastra, Ontario

From Wikipedia, the free encyclopedia

Vanastra, Ontario is located in the municipality of Huron East in Huron County, three kilometres south of Clinton, Ontario. It is located on the former property of a top secret Royal Canadian Air Force (RCAF) station used to train and supply over 7,000 radar technicians and support staff for American, British and Canadian forces during World War II.

The base was renamed Canadian Forces Base Clinton in 1966 and experienced remarkable growth and development as a peacetime training facility for wireless telegraphy. Expansion of the base included recreational facilities, clubs and local sports teams. Following the closure of the base in 1971 the 250 acre property valued at 40 million dollars, was purchased by a developer for \$468,000. It was sold piece by piece to private home owners and businesses over the next several years. The recreation centre, parkland and the curling club were deeded to the Township of Central Huron.^[1]

As a result of amalgamation in 2001, Vanastra became one of many communities to make up the Municipality of Huron East. In 2013 the municipality and the residents launched the Vanastra Revival Plan^[2] to honour the historical international contribution made by CFB Clinton in the past, and includes plans to renew this once vibrant community for the future.

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Name [edit]

The present name derives from a combination of the name of local real estate developer John Van Gastel and of the RCAF motto *Per Ardua Ad Astra* ("Through adversity to the stars"). Van Gastel had purchased four decommissioned Canadian Forces bases, including CFB Clinton, CFS Armstrong, CFS Foymount and CFS Ramore. He held a contest to rename the CFB Clinton and find a new name for the town. Mrs. Margaret Rudd, a resident of Clinton, submitted the winning name Vanastra and received a free home.^[3]

History [edit]

The initial air base was established by the Royal Air Force (RAF) with the purchase of Norman Tyndall's 100- acre farm located at Lot 46 Concession 1 in Tuckersmith Township, in the spring of 1941 under the British Commonwealth Air Training Plan.^[4]

The high bluffs overlooking Lake Huron, ten miles away, was thought to be the perfect place to simulate the coastal conditions in Britain. The objective of radar was to intercept German aircraft before they reached the coast of England. British radar training facilities were always under threat of German bombing, so an alternative training site was necessary.^[5]

The site went from farmland to start-up of training in only fourteen weeks. Roads and over 40 buildings were built. The school was ready so quickly that the first group of RCAF trainees had not yet completed their University of Toronto course, and so the first students were American Forces personnel. By the end of the war, over 5,000 Canadian airmen and 750 officers, as well as some 2,000 Americans, were trained in radar technology at Clinton. An August 1945 Time magazine article said: "The United States students, most of them university men, thought so highly of the school that it later became the model for U.S. training centers ... [it is] the most modern electronics training centre on the continent."^[citation needed]

The base was like a village in itself. There were 217 housing units, a fire station, a school, a hospital, a theatre, two churches, and facilities for ice skating, curling, swimming and bowling. When it first opened, the base was known as Royal Air Force (RAF #31 Clinton) Range and Direction Finding (RDF) was the British cover name for radar.^[6]

In 1943, the Royal Canadian Air Force (RCAF Clinton) took over and the school was renamed #5 Radio School. In June 1944 the BCATP began to scale back and No 5 Radio School was transferred to the RCAF's Home War Operations Training command.

Although threatened with closure following WWII, RCAF Station Clinton was, in fact, saved and authorized as a peacetime RCAF Signals School. In November 1945 it became home to the No. 1 Radar and Communications School (No. 1 R&CS), which it co-hosted with nearby RCAF Station Centralia. With military forces' integration in 1966, the base experienced remarkable growth and development over the next 24 years including named quarters and barracks supporting recreational facilities, clubs and sports teams.

During the Cold War, RCAF Station Clinton hosted other units, including No. 12 Examination Unit, No. 1 Air Radio Officer School, School of Food Services (1945-67), and the Aerospace Engineering (AERE) Officer School, the School of Instructional Technique (1962-71), and the Guided Missile School (1956-early 1960s).

The February 1, 1968 merger of the RCAF with the Royal Canadian Navy and Canadian Army to form the Canadian Forces saw RCAF Station Clinton change its name to Canadian Forces Base Clinton or CFB Clinton. The merger saw the Canadian Forces rationalize and consolidate many of its facilities to avoid duplication and CFB Clinton was closed by 1971 with its remaining units distributed to other facilities.

Following the closure of the base, the buildings were sold to real estate developer John Van Gastel and now make up the small village.^[7]

Aerial Photo

Radar Dome

Signal Towers

Swimming Pool

Jet Flyby

Tech Training

Transportation [edit]

Highway 4 AKA London Rd. runs through Vanastra (between Clinton and Exeter)

Vanastra is served by scheduled bus service to Owen Sound and London.^[citation needed]

Notoriety [edit]

In 1959 a local resident, Steven Truscott (aged 14 years at the time) was **falsely convicted** for the murder of Lynne Harper and sentenced to be executed. After a 48-year struggle to clear his name, Truscott was finally acquitted by the Ontario Court of Appeal on August 28, 2007.^{[8][9]}

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External links [edit]

- Municipality of Huron East

Categories: Towns in Ontario | Communities in Huron County, Ontario | Royal Canadian Air Force stations | Canadian Forces bases in Ontario | Buildings and structures in Huron County, Ontario

Coordinates: 43°34′53.44″N 81°31′14.22″W﻿ / ﻿43.5815111°N 81.5200056°W﻿ / 43.5815111; -81.5200056

Village of Vanastra

Modern Day Vanastra

VILLAGE OF VANASTRA

Coat of arms

Coordinates: 43°34′53.44″N 81°31′14.22″W﻿ / ﻿43.5815111°N 81.5200056°W﻿ / 43.5815111; -81.5200056

Country	 Canada
Province	 Ontario
County	Huron
Base Established	1941
Village Created	2013
Government	
 • Mayor	Bernie MacLellan
 • Federal riding	Huron—Bruce
 • Prov. riding	Huron—Bruce
Time zone	EST (UTC-5)
 • Summer (DST)	EDT (UTC-4)
Postal Code	N9K
Area code(s)	519 and 226
Website	www.huroneast.com

Figure 7: Open source Vanastra Wikipedia listing can be further updated as required.

VILLAGE OF
VANASTRA

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5.3 Historical Wayfinding

The original purpose of the village as a RCAF teaching facility and air force base and its' subsequent abandonment and conversion to a village has created a unique history with a number of equally unique structures that are part of Vanastra. Important structures that have the ability to define Vanastra's rich history should be identified, restored and recognized as such. Buildings such as the radar dome could be showcased with information plaques about its function and place in history. D&D Glass is currently using the former mess hall as their shop. The military barracks are unique in its own right and also houses a thriving business, Oesch Woodworking. By highlighting these unique structures, the opportunity arises to kill two birds with one stone; create awareness of the historical significance of the building and the business it currently houses.

The Village of Vanastra should not only take advantage of historical buildings and artifacts, but should promote and showcase the unique historic *spatiality* that the community continues to possess today. In essence, one of the reasons Village of Vanastra can be promoted today as a walkable urban space is *because* of this spatiality that has its roots in a fully multifunctional and self-contained military space. The fact that Vanastra offers an environment where work, live and play exist in a cohesive manner, makes this one of the strongest assets of the village.



Figure 8: Radar Dome, Current Condition

Self-guided walking tours could also be an option to highlight significant buildings and, at the same time, allow for visitors to experience the Village of Vanastra as it is today. Wayfinding could include symbols from the important part that Vanastra played in military history by using the entire or aspects of the RCAF crest. Vanastra got its' name directly from the RCAF Motto: "*Per Ardua Ad Astra*". The crest could be included in business directory signage, or in the pavement as route markers for the self-guided walking tours.

Ample illumination of significant historical assets can also create a lasting impression on visitors and passerby's. The former entrance gate along Highway #4 is a prime example that would benefit from exterior illumination. Its' strategic location along the highway allows for an effective way to promote the Village of Vanastra and its assets. Exterior illumination has the potential to enhance the entire community and convey its presence any time of day.

It could be beneficial for the Village of Vanastra to develop a strong working relationship with local historians to identify key aspects of Vanastra. These could then be incorporated into the historical wayfinding plan. It is highly unlikely for the Village of Vanastra to be ignored once the physical, online and historical wayfinding suggestions are implemented as the village has a definite presence within the Huron East community.

6.0 Conclusions & Final Recommendations

The Village of Vanastra is a community unlike any other in Ontario. With a rich and exciting history located in the centre of the food belt of Ontario and only a short drive to Lake Huron, the small village is a 'complete community'. Residential, commercial, recreational, institutional, industrial and retail components all packaged together in a walk-able community with beautiful tree lined streets is in many ways the envy of modern city planners around the world trying desperately to design and build the kind of community the residents of Vanastra take for granted.

New Urbanism is a response to the social and environmental issues brought about by urban sprawl and the proliferation conventional suburban development. According to the social philosopher and historian Lewis Mumford as well as author Jane Jacobs who wrote *Death and Life of Great American Cities*, modern development practices need to support the following principles:

- neighborhoods should be diverse in use and population;
- cities and towns should have a balanced development of jobs and housing;
- communities need a variety of dwelling types;
- shops and offices must be sufficiently varied types to supply the weekly needs of a household;
- streets should be relatively narrow and shaded by rows of trees to slow traffic, and create an environment suitable for pedestrians and bicycles;
- architecture and landscape design should celebrate local history;
- neighbourhoods should be self-governing in matters of maintenance, security, and physical change.

Because CFB Clinton was designed to be a complete community for the many soldiers and staff stationed there, Huron County, the municipality of East Huron and the residents of Vanastra have the basic infrastructure necessary to leverage the vision and goals of New Urbanism and become a prosperous example of world class community design.

However, immediate action must be taken to reverse the tragic impact of urban decay that limits the potential of this great community and slowly erodes the resolve of the many dedicated citizens we met during this study. While this study has outlined a number of planning and funding tools available for Vanastra, none of these will be successful without harnessing the power of an engaged citizenry to find out what works for the community and push for that change.

One of the strange aspects of human nature is that people will see what they want to see. Some may look at Vanastra and see derelict buildings, a checkered past and an uncertain future... others may envision a model community, established at a time when our contribution to the world changed the course of history. We wish you the very best as you work towards whichever future vision you choose to embrace.



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Appendix A: Additional Community Organization Resources

A comprehensive guide to establishing a Community Association:

Establishing a Community Association in Calgary.

<http://calgarycommunities.com/content/wp-content/uploads/2012/08/Start-a-Community-Association.pdf>

An excellent resource for volunteer community association capacity development:

Community Association Volunteer Handbook. Saskatoon: City of Saskatoon Community Development Branch.

http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/volunteer_handbook.pdf

Detailed description of the incorporation process for non-profit organisations:

Not for Profit Incorporators Handbook.

http://www.attorneygeneral.jus.gov.on.ca/english/family/pgt/nfpinc/Not_for_Profit_Incorporators_Handbook_EN.pdf

Sample constitution for a Community Association:

Constitution and Bylaws. Roberts Creek: Roberts Creek Community Association

<http://www.robertscreekcommunity.ca/images/stories/pdf/rccaconstituion.pdf>

Sample newsletter for a Community Association:

WSCR News. West Springs: West Springs Cougar Ridge Community Association.

http://www.newslettersandmore.ca/pdf_files/wscr_sept13.pdf

Potential Municipal Tools and Incentives,

Exeter Community Improvement & Streetscape Design Plan

<http://economy.southhuron.ca/sites/huroncounty.ca/files/documents/Comm%20Improvement.pdf>