

The Corporation of the Town of The Blue Mountains

By-Law Number 2021 –

Being a by-law to Adopt the Town Wide Revitalization Community Improvement Plan

Whereas, Bylaw No. 2021 – ____, being a By-law to designate a Community Improvement Project Area, pursuant to Section 28 (2) of Part IV of the *Planning Act*, R.S.O. 1990, c.P.13 (“the *Planning Act*”), was passed by Council on the 11th day of January, 2021; and,

Whereas, the Town Wide Revitalization Community Improvement Plan for The Town of The Blue Mountains conforms to the Official Plan of the Town of The Blue Mountains; and,

Whereas, a Public Meeting was held on November 2, 2020 with respect to the Town Wide Revitalization Community Improvement Plan; and,

Now therefore the Council of The Corporation of The Town of The Blue Mountains repeals Bylaw 2011-30 of the Town of The Blue Mountains and pursuant to Section 28 of the *Planning Act*, hereby enacts as follows:

1. The Town of The Blue Mountains Town Wide Revitalization Community Improvement Plan consisting of the attached explanatory text, maps, tables, schedules, and appendices is adopted and is attached hereto as Schedule “A”.

And Further that this by-law shall come into force and take effect upon the enactment thereof.

Enacted and passed this ____ day of _____, 2021

Alar Soever, Mayor

Corrina Giles, Town Clerk

Town of The Blue Mountains

Schedule A

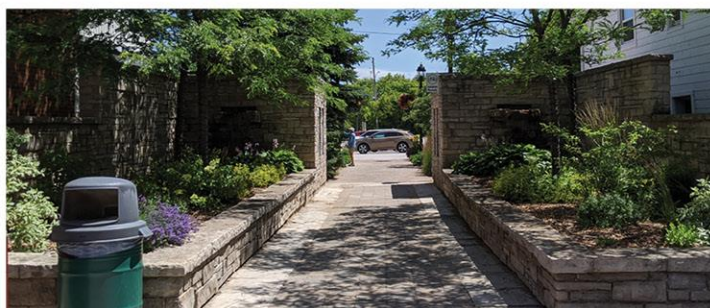
By-law No. 2021-_____

Town of the Blue Mountains COMMUNITY IMPROVEMENT PLAN



January 2021

TOWN WIDE REVITALIZATION CIP





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1 Introduction

1.1 Overview

The Town of The Blue Mountains (the “Town”) has developed a Community Improvement Plan (“CIP”) to facilitate and encourage Town-wide revitalization and community development. This CIP establishes a toolbox of incentive programs that can be offered by the Town to directly stimulate private sector investment in community improvement works. Key municipal initiatives, to be undertaken by the Town through future studies or works, are also identified to further augment and support the financial incentive programs of this Plan.

1.2 What is a Community Improvement Plan?

A CIP is a tool where municipal planners and economic developers can work hand in hand to develop policies and provide financial incentives targeting broad community revitalization and development considerations. Section 28 of the *Planning Act* enables municipalities to designate a Community Improvement Project Area and adopt a CIP.

A CIP for the Town has been prepared to serve as a long-term strategy to revitalize the community, improve the quality of life of the community’s residents, better utilize under-developed properties and to promote private investment in land and buildings.

1.3 Purpose of the Plan

The purpose of this Plan is to provide the Town with a long-term strategy to encourage and facilitate ongoing Town-wide revitalization. Some programs established by this Plan specifically focus on the three commercial core areas of Thornbury, Clarksburg and Craigeleith, as well as the Bruce Street / Marsh Street Corridor, as shown on the Town’s Official Plan. Other financial incentive programs apply more broadly, recognizing the strategic role of other areas of the Town, such as the rural and agricultural areas.

The intent of this Plan is to offer targeted incentives financial incentive programs that will promote private property improvement and revitalization. Along with facilitating the revitalization and improvement of the entire Town, this Plan will provide a menu of incentives to promote and support the following types of priority development and revitalization projects (in line with many of the priorities outlined at the County level):

- Increased value-added agricultural uses, agri-tourism, and facility improvement projects;
- Promotion of the redevelopment and/or conversion of brownfield, vacant, and grey field properties;
- Support for downtown revitalization of store fronts, publicly-used frontages, and streetscapes;





- Support the adaptive re-use of commercial, industrial and institutional buildings.

Revitalization and improvement refer, in a broad sense, to activities that contribute to the economic development, beautification, quality of life, aesthetic improvements, environmental sustainability, and the creation of a sense of place. Examples of activities that contribute towards long-term revitalization include:

- The improvement and beautification of buildings, façades and properties;
- The adaptive reuse and restoration of historic properties and structures;
- Improvement of community infrastructure, open spaces and pedestrian networks;
- The remediation and redevelopment or reuse of environmentally contaminated properties;
- The sensitive and appropriate redevelopment of underutilized properties, or development of existing properties (e.g. conversion of upper storey space for residential uses);
- Improvements of buildings to enhance accessibility for persons with disabilities; and
- Promotion of economic development and business growth.

The revitalization and improvement of the community will take many different forms

and will require the participation of the Town, the County, the public, developers, and various stakeholders. This Plan establishes a set of financial incentive programs aimed at encouraging private investment to undertake many of the above-noted activities. Eligible projects are listed for each incentive program, along with details regarding the value of the financial incentive and how it is being calculated. This Plan recognizes that improvements achieved through the various CIP initiatives can serve as catalysts for further private investment and are therefore critical to an overall revitalization strategy.

1.4 Application of this Plan

This Plan applies to the geographic area designated by a by-law of the Town as the Community Improvement Project Area (“CIPA”), in accordance with Section 28 of the *Planning Act*. The programs under this Plan can only be applied within the designated CIPA. The CIPA is established via a by-law of Council and is administered separately from this Plan in order to permit modifications without the need to amend this Plan. Council may choose to modify the Community Improvement Project Area By-law by amending it or passing another by-law to replace it. Users of this Plan should contact the Town to confirm the current CIPA.





1.5 Eligible Applicants

The financial incentive programs established by this Plan are open and extended to a range of eligible applicants, including landowners and tenants (with the owner’s consent). The Town understands this CIP to be an important opportunity to further facilitate and encourage continued investment in community development from a broad range of potential participants. All applicants are encouraged to apply and make use of the programs established by this Plan, understanding that the eligibility requirements must be satisfied, and that program availability is subject to funding, as set out in this Plan.

1.6 County of Grey as Partners

The County of Grey (“Grey County”) is the upper-tier municipality and the Town will seek and encourage their participation in the incentive programs established by this Plan to facilitate broad community improvement works. This includes ongoing collaboration and complementary initiatives being undertaken by Grey County, recognizing that they are an important partner to the Town.

Per Section 28(7.2) of the *Planning Act*, the Council of Grey County may make grants and/or loans to the Council of the Town of The Blue Mountains for the purpose of carrying out the CIP. Where County participation in any of the incentive programs contained in this CIP is indicated,

said County participation is of course subject to approval by County Council.

1.7 How to Use this Plan

This CIP provides an opportunity for the Town to issue financial incentives to eligible applicants interested in undertaking improvements to their building, property, or to developing or redeveloping their land. The financial incentive programs outlined in this Plan will be used by local businesses, property owners, and tenants, and are intended to facilitate community-enhancing property and building improvement projects.

This Plan is intended to be read and interpreted in its totality. Interpretation of the Plan will be at the sole discretion of the Council or its designated approval authority. Programs will be made available only when Council assigns funds for incentive programs. Available funding for incentive programs may change on an annual basis based on Council’s consideration and to reflect the Town’s evolving community improvement needs.

Interested property owners and tenants are encouraged to review this Plan and contact the Town to confirm their eligibility, discuss their project, and to identify the types of financial incentives that could be applicable.

1.8 Overview of This Plan

This Plan is comprised of seven parts. All parts of this Plan are operative, except for Part 1. The parts are described below:





- **Part 1: Introduction** provides an overview of community improvement plans, their intended purpose and application. This part of the Plan enables the reader to understand how the Plan will be used to encourage and facilitate community revitalization within the Town.
- **Part 2: Vision, Objectives and Complementary Initiatives** outlines the general purpose and intent of this Plan, as well as a series of vision statements to guide its implementation. This section also identifies several opportunities that may be undertaken by the Town to further support community revitalization and appropriate redevelopment as envisioned by this Plan.
- **Part 3: Incentive Programs** describes the incentives that can be made available to facilitate and encourage community revitalization and redevelopment within the Community Improvement Project Area.
- **Part 4: General Eligibility Criteria** of this Plan identifies the general eligibility requirements applicable to all proposed financial incentive programs.
- **Part 5: Administration and Monitoring** establishes policies to ensure the Plan is administered

effectively and is regularly monitored for success, and if needed, updated accordingly.

- **Part 6: Marketing Strategy** outlines the role of the Town to advertise and market the financial incentive programs. The intent of the Marketing Strategy is to actively support revitalization within the Community Improvement Project Area.
- **Part 7: Glossary of Terms** provides definitions to various terms that are used throughout this Plan.





2 Vision, Objectives and Complementary Initiatives

This Plan is guided by a vision, objectives, and complementary initiatives to ensure that community improvement activities are contributing to broad revitalization and development throughout the Town.

2.1 Introduction

The “vision” for this Plan establishes what the community wants its Town to be, how it wants it to look, feel and function.

Developing such a vision includes defining a number of different elements, including the types and nature of land uses; the features and amenities desired within an area; the character of an area; and the overall identity.

The establishment of a vision is a critical component of this Plan because it provides the high level, long-term foundation that directs this Plan will be implemented, administered and monitored.

2.2 Vision

The following vision statements are intended to guide this Plan’s financial incentive programs to achieve desirable and meaningful community improvement. This Plan applies Town-wide and it recognizes that many areas within the community have a distinct form, function and role within the Town itself. Accordingly, the following statements are intended to be interpreted broadly, and as applicable where they will facilitate desirable revitalization and

improvement by being responsive to local needs and opportunities.

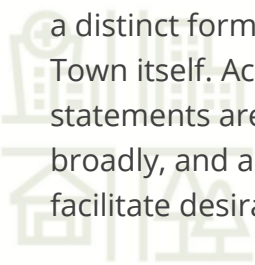
Create Active and Gathering Places for the Town

The commercial core areas of Thornbury, Clarksburg and Craigleith need to build on their inherent strength as special districts within the Town that provide unique opportunities and characteristics, that cannot necessarily be experienced in other, more contemporary shopping districts found outside of the Town. This includes enhancing and building on distinct heritage characteristics, civic and gathering space functions, its pedestrian scaled orientation, local shops, personality and friendliness, and accessibility.

Other areas of the Town, such as the Hamlets, also have specific identities, local history and offer unique experiences. The continued enhancement and improvement of all areas of the Town is equally important to long-term Town-wide revitalization in this regard.

On this basis, the overall experience of visitors, shoppers and residents is paramount to the success of community improvement efforts on a Town-wide basis. Enhancing the quality of the pedestrian experience along main streets and enhancing the sense of place is a principal method by which strategic areas of the Town can remain vibrant and viable.

Have a Clear and Definable Character





and Identity in Both Their Public Realm and Its Private Realm

The existing character of the commercial core areas should be used as a basis to create a clear and definable identity for each village centre and strategic area of the Town that all users can embrace. This includes enhancing heritage assets and heritage character; providing a high quality “main street” type of environment; and blending the old and contemporary forms and styles of development. All areas of the Town need to create a memorable and enjoyable experience for users, both residents and visitors that are consistent with its desired form and function. Of particular importance, each village centre should have a distinct identity of its own while still being associated with and connected to the other village centres of the Town.

Have a healthy, sustainable and mixed commercial environment in the Commercial Core Areas

The commercial core areas should be mixed-use and varied in terms of the land uses and activities to provide a more diverse and vibrant experience. This includes providing a variety and range of opportunities for specialty shopping, services, employment, public services, and living in a downtown setting. Each commercial area should strive as much as possible to be a complete neighbourhood, accommodating all aspects of life. This

mixed-use form can occur both horizontally and vertically, depending on the scale and intensity of the specific district.

Have Strong Connections Linking Users

Strategic areas of the Town should be interconnected with a system that seamlessly and efficiently connects residents and visitors to all and experiences the Town has to offer. This system needs to connect all modes of transportation in order to establish a Town-wide approach that is user-friendly for both residents and visitors alike. This not only includes physical connections, through streets, transit and bicycle routes, trails and sidewalks, but also visual connections through such elements as wayfinding signage and consistent or complementary street plantings that emphasize a cohesive and coordinated landscape, while giving consideration to each unique area of the Town. These considerations should be given to community improvement works that take place Town-wide.

Have Strong Connections Within the Respective Commercial Core Areas Linking Different Areas and Different Uses

In addition to strong connections between all areas of the Town, certain areas should have strong connections within, especially the commercial cores. These areas need to be particularly accessible for all users in order to establish a true focal point for the complete community. This accessibility





includes users with particular needs, including persons with disabilities, seniors and children. Principles of universal design should be sought to be implemented through this Plan. This also implies that different modes of transportations, including active transportation, such as walking and cycling, are highly desirable. Accessibility affects both the public realm (streets) and the private realm (buildings) within the commercial areas and is both physical and visual in nature, and the financial incentive programs of this Plan give consideration to this.

Be Sustainable in Approach to Transportation and Public Works

Community improvement works should be based on sound sustainability principles and practices when it comes to transportation and public works. Solutions for transportation (i.e. transit or bicycling) and public works (i.e. streetscape enhancements or infrastructure improvements) need to be economically feasible and tailored to the particular needs and interests of each area of the Town. The introduction of more innovative practices and evolving technologies will be important. Public realm improvements and public works that contribute to greening the streetscape and private realm improvements that include sustainability practices need to be emphasized and encouraged in the interests of a healthier and greener community, while contributing

to community revitalization and development.

Capitalize on the Natural Heritage Assets

The Town is afforded incredible natural heritage assets, including Georgian Bay, The Niagara Escarpment and the Beaver River. These areas are also critical to the long-term economic vitality of the Town as a whole. Community improvement works undertaken through this Plan should continue to build on this strong natural context and the variety of impressive natural features. This includes incorporating natural amenities and features within (Beaver River and Mill Pond) and surrounding (Niagara Escarpment and Nottawasaga Bay) the village centres. Additionally, public realm improvements and public works that contribute to greening the streetscape and private realm improvements that include sustainability practices can contribute to a healthier and greener community overall.

Have an Attractive, Accessible and Clean Public Realm in the Commercial Cores

The commercial core areas should contain “active” streets with vibrant edges and a high quality public realm. Active streets include a comfortable walking environment, with pedestrian-scaled building façades, visibility to and from retail spaces, and lively public spaces. Animation of the public streets through civic spaces, multiple modes





of transportation converging, and private uses such as patios and outdoor seating creates a more vibrant environment for residents and visitors to the Town. Design elements along the streetscape, such as street trees and plantings, that reinforce the experience of walking are important. The village centres should be visually interesting to all users, including both pedestrians and drivers. Universally accessible design needs to be employed to ensure all residents and visitors are accommodated.

Have New Developments that Complement the Existing Character

Community improvement works, and completely new development facilitated by this Plan should complement, and be compatible with, the existing character of the Town and surrounding uses. Compatible development, however, does not mean identical development, but rather stresses harmony with the existing character of surrounding communities or neighbourhoods. In new development, distinction and uniqueness needs to be encouraged for those developments that can complement the overall theme and character of the community. In other cases, improvements, rehabilitation or new economic opportunity facilitated by this Town needs to also be compatible and further advance the revitalizations objectives of this Plan. Accordingly, this Plan requires that the Town-wide Community Design Guidelines be used as a basis to

guide development that is facilitated through this Plan.

2.3 Objectives

In order for the vision to be realized, the critical community revitalization needs of the Town need to be addressed. Based on the input received from through consultation in the development of this Plan, the critical community improvement needs of the Town that can be addressed through this Plan are outlined below:

General

1. All improvements and development should generally maintain the traditional character and heritage of the broader community generally, and its commercial areas more specifically;
2. Improve community gateways, strategic entry points and enhance wayfinding, particularly within the public realm but also through improvements to private property;
3. Provide opportunity for local businesses and property or business owners to undertake community improvement works that improve overall economic viability while contributing to the vibrancy of the Town;
4. Improve accessibility and implement principles of universal design through all facets of community improvement works;
5. Development in the Town should be consistent with the Town's Community Design Guidelines and Sustainability Plan;





Thornbury Commercial Area

- 6. Continue the viability of Thornbury as one of the Town’s key focal points for tourism and leisure activities;
- 7. Further facilitate Thornbury as a strategic location to accommodate future residential and employment growth within the Town;
- 8. Improve the condition, quality and attractiveness of building facades (including storefront display areas) and commercial signage, especially outside the commercial area core;
- 9. Improve building maintenance, condition and appearance adjacent to Highway No. 26, especially in areas located between or outside of the commercial core areas of Thornbury, Clarksburg and Craigleith;
- 10. Redevelop derelict commercial buildings and vacant/underutilized lots;
- 11. Clean up and redevelop brownfield sites;
- 12. Attract a wider range of commercial uses;
- 13. Need to promote building accessibility, e.g., wheelchair accessible;

Clarksburg Commercial Area

- 14. Improve the condition, quality and attractiveness of building façades (including storefront display areas) and commercial signage;
- 15. Improve building maintenance, condition and appearance;
- 16. Redevelop derelict commercial buildings and vacant or underutilized lots;
- 17. Facilitate new development that will increase the Town’s tax base and

provide additional revenue to enhance and expand municipal servicing infrastructure;

- 18. Need more affordable housing and mix of housing types in the area; and,
- 19. Need to promote building accessibility, e.g., wheelchair accessible.

Craigleith Commercial Area

- 20. Improve building maintenance, condition, appearance and commercial signage along Highway No. 26;
- 21. Redevelop derelict commercial buildings and vacant or underutilized lots;
- 22. Clean up and redevelop brownfield sites;

Employment Areas

- 23. **Enhance and** further contribute to the visual aesthetic of the Town’s strategic employment areas, particularly those with high visibility located adjacent to Highway 26;

Rural and Agricultural Areas

- 24. Encourage private sector investment to enhance the economic vitality of the Town’s rural and agricultural areas;
- 25. Support and strengthen the viability of the Town’s thriving agricultural sector, including agricultural value-added, agri-tourism and facility improvement projects;
- 26. Provide opportunities to facilitate economic diversification within the Town’s rural and agricultural areas.

2.4 Complementary Municipal Initiatives

Identifying complementary municipal initiatives is critical to ensuring that the





vision for the areas is achieved: contributing to long-term economic vitality; a traditional small town form of development; a diverse mix of activities; a comfortable pedestrian environment; and a more vibrant and lively “people” place.

The following sections summarize key recommendations as they relate to public realm improvements and initiatives that may be undertaken by the Town to further augment the vision and objectives of this Plan.

Public Realm Improvements

The “public realm” of the Town is the interrelated arrangement of its streets, open spaces, parks and plazas which creates the setting for visitors and residents. For example, in a vibrant commercial core area, the public realm has a significant role in creating a particular “sense of place” and a distinct identity for an area, typically giving the most immediate and potentially most lasting impression visitors have of a commercial area. A high quality public realm is critical for maintaining and strengthening the commercial core areas as central focal points within the Town. This is a critical municipal initiative for this CIP.

The recommended public realm improvements should build on the existing system of public spaces, features and amenities by identifying the opportunities for improvements to these existing the public spaces, facilities, and streetscapes,

while also identifying and enhancing the connections between these elements.

Enhancements to the public realm typically represent the largest investment of a CIP and are generally the longest in terms of timing and achievement; however, they are also community improvement works that require commitment and investment from the Town. While challenges associated with capital costs and timing may be experienced, public realm improvements are important elements for fulfilling the role of the Community Improvement Project Area as safe, comfortable, attractive, and interesting.

Given this importance, the Town will have a significant role and responsibility in designing and building the envisioned public realm to support this type of environment.

Install Gateway Signage Features

“Gateways” generally refer to key points of entry to various strategic areas of the Town, including the commercial core areas and resort areas, among others. Gateway features represent a significant opportunity to provide visual interest along the streetscape, reflect the character of the particular area, and, most importantly, provide a quality initial impression to visitors.

Given this importance, the installation or continued enhancement of gateway features is recommended throughout the





Town to create an heightened first impression of the Town of The Blue Mountains and the commercial core areas more specifically.

In total, the focal points for improvements to gateway feature throughout the Town include three project specific areas, including Thornbury, Clarksburg and Craigleith. Additionally, a gateway feature may be warranted at the entrance to the Village at Blue Mountains. The specific location and design of the gateway features needs to be determined during a detailed design program and process that is Town-initiated.

Enhance Wayfinding Signage Features

Visitors to the Town must be able to easily, safely and comfortably travel throughout the Town. Wayfinding signage assists in this regard by directing visitors to key destinations such as civic or public buildings, parking areas, open spaces and trails, and other significant destinations or features. Thus, continued investment and enhancement of wayfinding signage to direct visitors within and between the different areas of the Town is recommended.

Where new or improved wayfinding signage features are proposed, they should be coordinated with the style and theme of the gateway signage features, using simple and universally accessible language and font size. Similar to the gateway features, the specific location and design of the

wayfinding signage features needs to be determined during a detailed design program and process.

Improve the Principal Streetscapes

The experience travelling throughout the Town, whether by walking, cycling or driving, is a key component of a visitor's overall impression and enjoyment of a particular community, and why many may return. Continued physical improvement to the streetscapes of many principal streets throughout the Town is recommended as a key municipal initiative of this Plan. These include: Bruce Street, Highway 26, King Street, Bridge Street, and Arthur Street in Thornbury; Marsh Street and Clark Street in Clarksburg; and Highway 26 through Craigleith. Specific design considerations should be undertaken by the Town through separate study.

The Highway 26 Streetscape

Changing the Craigleith commercial area from its current "strip" oriented form of development to a "core" oriented form, similar to the built form of the Thornbury and Clarksburg commercial core areas, should be a principal objective of the Town. As the primary means to travel through Craigleith, the Highway 26 corridor is based on a "rural" street cross section, possessing a wide right-of-way, roadside ditches, no curbs, no sidewalks, limited vegetation, and generally an overall streetscape quality that does not provide a quality first impression for visitors.





Although Highway 26 is a key highway corridor carrying large volumes of east-west traffic including trucks, it is recommended that this section of Highway 26 through the Craigleith project area be improved to a more connected cross section to enhance the streetscape’s visual appearance and improve the pedestrian environment of the Craigleith commercial core area. Specific design considerations for the Highway 26 streetscape improvements should be undertaken by the Town and the Province through separate study.

Create High Quality Public Spaces

Commercial core areas in smaller communities are typically focal points for social and recreational activities as well as their traditional commercial function. Accommodating these social and recreational activities through the provision of high quality public spaces is an important strategy for enhancing the vitality and activity of commercial core areas. The continued maintenance and enhancement of existing public spaces, as well as the addition of new ones, is recommended throughout the Town.

Provide Sanitary and Water Supply Infrastructure

Clarksburg is in a unique situation in that it has an older, sizable, concentrated village centre in proximity to serviced “urban” areas, but itself does not have access to full municipal servicing. This servicing deficiency may challenge the full potential of

Clarksburg as a vibrant village centre. It is recommended that the provision of municipal servicing infrastructure as part of any improvement efforts for the Clarksburg commercial core area be considered. Similarly, it is recommended that the Town’s employment lands may benefit from the provision of full municipal servicing, which will contribute to the ongoing economic revitalization and vitality of the Town.

Enhance Existing and Add New Trail Connections

The Town of The Blue Mountains prides itself on its extensive and diverse recreation opportunities throughout all four seasons of the year. Providing linear connections for a range of active transportation modalities is an important consideration for connecting as many recreation opportunities as possible throughout the community. For example, there may be a number of opportunities to further enhance the recreational network by improving linkages throughout and between the three commercial core areas.

Enhance the Harbour District

The Thornbury Harbour is an incredible natural asset and represents an opportunity to be a significant destination and great public space for visitors to the community as well as for residents. A number of continued physical improvements to the Thornbury Harbour and the surrounding area to enhance this prominent feature are recommended, including public accessibility





and interface with the Harbour Area and Nottawasaga Bay specifically. Such initiatives may include, for example, improving view lines to the Harbour along Bruce Street North through the removal of selected vegetation; “greening” the Harbour break wall; establishing a coordinated pedestrian walkway; establishing a resting and viewing area overlooking the shoreline; making enhancements to Harbour Hill Parkette; and adding pedestrian lighting throughout the area.

Improve Key Street Intersections in the Commercial Core Areas

Pedestrian comfort is a principal consideration for creating safe and vibrant commercial core areas. Currently there are a number of main intersections throughout the three commercial areas, particularly along the principal routes of Highway 26, Bruce Street and Marsh Street, where enhancements are warranted to define and design pedestrian crossings that are safe, accessible, and reflect pedestrian traffic movement.

It is recommended that surface treatment for pedestrian crossings that visually and physical differentiate the pedestrian crossing at the intersection to both pedestrians and drivers be implemented.

Other areas may warrant pedestrian crossings at non-controlled intersections or where there are no intersections at all.

Options for surface treatment include a range of different materials and treatments

such as brick pavers, imprinted asphalt, coloured asphalt, or textured asphalt that generally work to be compatible and complement the surrounding built form.

Improve Public Parking Conditions and Supply

An adequate supply of safe, accessible and convenient parking is crucial for the success of any commercial area. The Town can assist with in this regard by providing public parking spaces that make a noticeable contribution to enhancing the vitality and activity of commercial core areas.

Enhancements to the quantity and quality of the parking supply in the Thornbury and Clarksburg commercial core areas in particular via the addition of more public parking spaces and the improvement of existing parking areas is recommended.





3 Incentive Programs

3.1 Introduction

The financial incentive programs contained in this CIP represent a comprehensive tool kit of programs specifically designed to advance the Town's community improvement and revitalization needs and opportunities. These financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and broader community improvement works throughout the Town.

3.2 Authority

The authority for administering this Plan is provided under Section 28(7) of the *Planning Act*. This Plan also conforms to Policy E3.5 of the Town's Official Plan, which allows the Town to identify a Community Improvement Project Area and adopt a CIP.

3.3 General Program Applicability

This CIP is intended to promote broad community revitalization and development across the Town. The specific CIPA is designated separately by a by-law of Council.

3.4 Summary of Incentive Programs

1. **Study & Design Grant Program:** This program is intended to assist property owners with financing costs of undertaking various studies and design considerations that promote and support economic development and diversification.

2. **Building Façade and Signage Grant Program:** This program is intended to promote rehabilitation, restoration and improvements to building façade elements that promote high quality design, including business signage.
3. **Building Improvement and Renovation Program:** This program is intended to promote the rehabilitation, repair, maintenance or physical improvement to improve the condition and ensure the long-term viability of existing commercial, office, mixed use and institutional buildings within the Town
4. **Tax Increment Equivalent Program:** This program is intended to encourage and facilitate significant rehabilitation and redevelopment of existing properties and buildings, and new development in the form of appropriate infill and intensification.
5. **Brownfield Tax Assistance Program:** This program is intended to provide tax assistance to eligible applicants to encourage significant environmental remediation and/or risk assessment or management that may be required to a property prior to development.
6. **Municipal Fees Grant Equivalent Program:** This program is intended to offset the cost of Town and County planning application fees and building permit fees that are incurred through the development application and approval process.
7. **Property Enhancement and Improvement Program:** This program





is intended to facilitate the enhancement of the public realm through improvements to private property.

8. **Energy Efficiency Improvement**

Program: This program is intended to encourage building retrofits and upgrades that improve energy efficiency and contribute to the Town’s sustainability goals and objectives.

9. **Vacant Building Conversion or Expansion Program**

Program: This program is intended to assist in the small-scale conversion of existing vacant space into new commercial, mixed-use and other eligible uses, or the expansion of eligible uses to increase the gross floor area.

10. **Destination Infrastructure Grant:** This program is intended to assist in the small-scale conversion of existing vacant space into new commercial, mixed-use and other eligible uses





3.5 Study & Design Grant Program

3.5.1 Purpose

The Study & Design Program is intended to assist property owners with financing costs of undertaking various studies and design considerations that promote and support the Town's economic development and diversification. For example, this may include goals, objectives or priorities as identified through an economic development strategy. Eligible costs under this program may be incurred pre-development, or where redevelopment or improvement to an existing building or property is proposed. The program will be administered as a grant.

3.5.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, employment and institutional uses are permitted within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor, Urban Employment Area and the Marsh St. / Bruce St. Corridor land use designations of the Town's Official Plan shall be eligible for this program.

3.5.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible studies:

1. Urban design studies;

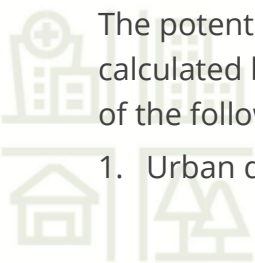
2. Architectural drawings;
3. Environmental Site Assessments (ESA);
4. Municipal Class Environmental Assessment (EA);
5. Property survey;
6. Structural analysis;
7. Parcel register;
8. Title search opinion;
9. Property maps;
10. Site servicing studies, including sanitary, water and wastewater, telecommunications, natural gas, hydroelectricity and transportation;
11. Heritage impact assessments;
12. Feasibility studies;
13. Traffic Impact studies;
14. Market analysis; and
15. Business development related studies and plans.

3.5.4 Grant Value

This program is available as a grant. The maximum grant value is shown in Schedule A: Financial Incentive Program Value Guideline.

3.5.5 Payment

A grant shall be paid as a single payment upon completion of the eligible costs to the satisfaction of the Town. At the discretion of the Town, 50% of total value of the grant may be granted back to the applicant at the completion of the





study, with the remaining 50% granted back once a building permit has been issued.

3.5.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town’s desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town’s Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.
3. Environmental study grants will only be offered on eligible properties where there is potential for rehabilitation and/or redevelopment of the property.
4. All environmental studies must be completed by a “Qualified Person”.





3.6 Building Façade and Signage Program

3.6.1 Purpose

The Building Façade and Signage Program is intended to promote rehabilitation, restoration and improvements to façade elements of existing buildings that promote high quality design, including business signage that is consistent with the existing character of the Town. The program will also encourage the restoration of heritage buildings and their historic attributes.

3.6.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, employment and institutional uses are permitted within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor, Urban Employment Area and the Marsh St. / Bruce St. Corridor land use designations of the Town's Official Plan shall be eligible for this program. Additionally, any properties that are designated under Part IV or V of the *Ontario Heritage Act* within these areas are eligible.

Eligible facades shall only include front, side or rear facades that are visible from the public street. The Town shall have discretion regarding which facades are

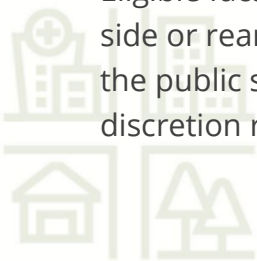
eligible based on funding availability, visibility and other considerations.

3.6.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

1. Repair or replacement of storefront, including repair or replacement of storefront doors and windows;
2. Repair or repointing of facade masonry and brickwork;
3. Repair or replacement of cornices, parapets, eaves and other architectural details;
4. Repair or replacement of awnings or canopies;
5. Facade painting and cleaning/treatments;
6. Addition of new lighting/upgrading of existing fixtures on exterior facade and in entrance and storefront display areas; installation/improvement of signage (as permitted by the Sign By-law);
7. Architectural/design fees required for eligible works (to a maximum of 10% of the grant amount);
8. Other similar repairs/improvements as may be approved; and

Items listed above as they apply to side facades and rear facades that are deemed by Council to be highly visible or located in a prominent location.





9. The following eligible costs shall apply to new or improved signage:
- Replacement, repair, improvement or installation of signage attached to building façades including signage lighting. Eligible Signs will include:
 - Fascia signs, which are primary signs attached to buildings, specifically signs on a façade's sign board area or a sign above a building entrance or porch;
 - Projecting signs, which may be used as primary or secondary signs which complement the main building signage; and
 - Additionally, a stand-alone ground sign for a business and located in a front yard associated with a single detached dwelling that has been converted to a commercial use, provided that landscaping is provided.
 - Costs associated with the removal of any signage which does not comply with the design criteria of this Plan, provided there is a new sign installed in accordance with this Plan;
10. Costs for professional design/architectural services to design the sign, up to a maximum of 15% of the eligible costs.

11. In addition to the eligible costs specified above, the following types of building façade restoration and improvement works on commercial, institutional and mixed use buildings designated under the *Ontario Heritage Act* are also considered eligible for a grant under this program:
- Works that conserve or enhance elements specified in the Reasons for Designation accompanying the designating by-law under the *Ontario Heritage Act*;
 - Original siding and roofing materials including repair and replacement where necessary of wood clapboard or board-and-batten, repair and repointing of masonry buildings, stucco repair, repair or replacement of original roofing materials (slate, wood shingles, tile, etc.);
 - Removal of modern materials and replacement with documented original materials;
 - Reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);





- Cleaning of masonry buildings if it is necessary for the building's preservation;
- All final finishes, such as paint and masonry are eligible for funding subject to approval; and
- Works required to maintain or preserve significant architectural features.

3.6.4 Grant or Loan Value

The program is available as either a grant or a loan. The potential grant or loan value is shown in Schedule A: Financial Incentive Program Value Guideline.

3.6.5 Payment

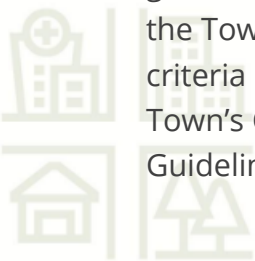
1. The grant shall be paid upon completion of the works to the satisfaction of the Town.
2. A loan shall be paid in accordance with the terms and conditions of this Plan.

3.6.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town's desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town's Community Design Guidelines. An application must also

be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.

3. All grant applications related to new or updated signage shall be in compliance with the Town's Sign By-law.







3.7 Building Improvement and Renovation Program

3.7.1 Purpose

The Building Improvement and Renovation Program is intended to promote the rehabilitation, repair, maintenance or physical improvement to improve the condition and ensure the long-term viability of existing commercial, office, mixed use and institutional buildings within the Town. The program will be administered as both a grant and a loan.

3.7.2 Eligible Uses and Properties

1. Properties where commercial, mixed-use, residential, and institutional uses are permitted within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor and the Marsh St. / Bruce St. Corridor land use designations of the Town's Official Plan shall be eligible for this program. Lands designated Rural and Agricultural by the Town's Official Plan shall also be eligible for this Program.
2. Additionally, any properties that are designated under Part IV or V of the *Ontario Heritage Act* within these areas are eligible.

3.7.3 Eligible Costs

The potential grant or loan value shall be calculated based on the estimated value of the following eligible costs:

1. Interior and exterior works that are related to bringing the building into compliance with the Ontario Building Code or Fire Code, including:
 - Entrance modifications to provide barrier-free accessibility;
 - Installation or upgrading of fire protection systems;
 - Structural repairs to walls, ceilings, floors, roofs and foundations;
 - Water, flood and weatherproofing;
 - Repair or replacement of windows and doors;
 - Extension or upgrading of plumbing and electrical services for the creation of retail, office or residential space;
 - Installation or alteration of required window openings to residential spaces;
 - Required improvements to heating and ventilation systems;
 - Individual servicing upgrades required as the result of a major servicing upgrade program, e.g., upgrading of individual electrical service or water service as a result





of these services being upgraded along the street; and

- Other similar repairs or improvements related to health and safety issues, as may be approved.
2. Interior renovations intended to bring the building into compliance or exceed minimum Building Code requirements related to accessibility, such as:
 - Stairway, elevator, railing or similar improvements;
 - Interior doorway improvements;
 - Improvements to create accessible washrooms; and
 - Signage.
 3. The services of a professional engineer, architect or other professional directly related to the eligible costs described above, to a maximum of 15% of the total grant or loan value.

3.7.4 Grant or Loan Value

This program is available as both a grant and a loan. The maximum value of a grant or loan is shown in Schedule A: Financial Incentive Program Value Guideline.

3.7.5 Payment

1. A grant shall be paid as a single payment upon completion of the

improvement or renovation, to the satisfaction Town.

2. A loan shall be paid in accordance with the terms and conditions of this Plan.

3.7.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town’s desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town’s Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.





3.8 Tax Increment Equivalent Program

3.8.1 Purpose

The Tax Increment Equivalent Program is intended to encourage and facilitate significant rehabilitation and redevelopment of existing properties and buildings, and new development in the form of appropriate infill and intensification. This program provides a grant or loan equal to a portion of the municipal taxes attributed to the increased assessment over a 10-year period. The difference in municipal tax assessment pre-development and post-development is known as the “increased assessment value” (or “tax increment”) and shall be the portion eligible for a grant or loan under this program.

The program will be administered as both a grant and a loan. Where the program is administered as a grant, the grant will be issued upon completion of the eligible works on an annual basis for a period of 10 years on a depreciating basis. Where the program is administered as a loan, the loan may be issued prior to construction or works, and at the discretion of the Town.

Where this program is administered as a loan, it is designed to assist in securing project financing.

3.8.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, and institutional uses are permitted within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor, Craigleith Village Commercial and Craigleith Village Residential land use designations of the of the Town’s Official Plan shall be eligible for this program.

3.8.3 Eligible Costs

The potential grant or loan value shall be initially calculated based on the value of the following eligible costs to ensure that the value of the grant is related to the actual cost of the work being completed. In accordance with Section 28(7) of the *Planning Act*, an incentive program cannot provide grants or loans that exceed eligible costs. Eligible costs include construction and development related costs.

For clarity, increased assessment (taxes) are not “eligible costs” but represent a basis for calculating the grant or loan.

The following shall be deemed to be eligible costs for the purpose of this program:

3. Development of a commercial, office, institutional or mixed use building, or multi-residential building containing at least four unit), where the redevelopment or rehabilitation project results in an increase in the





assessed value and taxes on the property;

4. Redevelopment of a commercial, office, institutional or mixed use building, or multi-residential use building containing at least four units, where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property;
5. Adaptive reuse of a property to suit a new commercial, office, mixed-use or multi-residential building (at least 4 units);
6. Major additions to a commercial, residential or mixed-use building involving an increase of at least 25% of the existing gross floor area;
7. Infrastructure work including the improvement or reconstruction of existing on-site public or private infrastructure to support building expansions or the establishment of new uses;
8. Professional services by an engineer, architect, or professional planner;
9. Costs related to environmental site assessments and required environmental remediation;
10. Energy efficiency improvements; or
11. Any combination of the above.

3.8.4 Grant or Loan Value

The program is available as either a grant or a loan. The maximum grant or loan value is shown in Schedule A: Financial Incentive Program Value Guideline.

3.8.5 Payment

1. Where the Tax Increment Equivalent Program is administered as a grant, the grant may be issued upon completion of the eligible works on an annual basis for a period of 10 years on a depreciating basis, and in accordance with the requirements of this Plan.
2. Where the Tax Increment Program is administered as a loan, the loan may be issued prior to construction or works, and at the discretion of the Town.

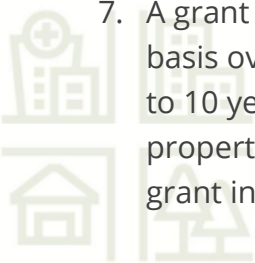
3.8.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. The Tax Increment Equivalent Program shall not be combined with any other financial incentive program of this Plan.
3. The Tax Increment Equivalent Program is offered to eligible applicants only where it can be demonstrated that a substantial increase in municipal property taxes will occur due to development or redevelopment.





4. A grant administered under the Tax Increment Equivalent Program shall represent a percentage of increased taxes payable resulting from the improvements. Owing to this, the total value of the work completed and the amount of the municipal portion of the taxes paid prior to, and after renovation would have to be known.
5. An eligible applicant shall ensure that a post-improvement assessment of the property is undertaken. Using the post-improvement assessment, Town staff shall determine the difference between the amount of municipal taxes prior to the development or redevelopment and the amount of municipal taxes to be paid after completion of the associated works. Subsequent increases in assessed value or increases to the mill rate are not eligible to be used to determine the grant or loan value.
6. A grant administered under the Tax Increment Equivalent Program will be issued in accordance with a grant schedule and provided to the registered owner of the property on an annual basis.
7. A grant may be issued on an annual basis over a maximum period of up to 10 years. The percentage of property tax increment issued as a grant in any one year is at the sole discretion of the Town, but ultimately the amount will be reduced until it reaches 0%. For clarity, in year one, the amount of a grant may equal up to 100% of the tax increment. In subsequent years, the amount shall decrease 10% per year until it reaches 0%.
8. An annual grant shall not be issued until all property taxes owing for each year are fully paid. If a property tax installment is missed or payment is late, the Town reserves the right, without notice and at its own discretion, to terminate all future grant payments.
9. An annual grant shall not be based upon occupancy or changes in occupancy.
10. An annual grant shall not be recalculated based on tax increases resulting from general re-assessments, changes in tax legislation or increases in the mill rate.
11. If the property is sold, in whole or in part, before the grant period lapses, the subsequent owner is not entitled to future grant payments, however exceptions may be made at the Town's discretion subject to the agreement.
12. The Town shall not pay an annual grant which exceeds the municipal





portion of the property tax collected in any year on the increased assessed value.

- 13. A loan made under the Tax Increment Equivalent Grant is intended to be made prior to construction and will be based on an expected increase in municipal taxes.
- 14. The amount of the loan or grant over the life of the program shall not exceed the value of the work completed as indicated on the building permit application.
- 15. Town staff will record the current assessment of the property at time of approval and determine the amount of the municipal taxes payable. The applicant will be provided a copy by correspondence for record.

3.8.7 Tax Increment Equivalent Program Example

The following is a hypothetical development scenario that meets all eligibility criteria of this Plan.

In this scenario, the Program is being administered as a loan and with a municipal tax rate of 2.5%. The value of eligible costs is \$750,000.00.

Pre-Development Assessment

Assessed Property Value:
\$1,000,000.00

Tax Assessment: \$25,000.00

Post-Development Assessment

Assessed Property Value:
\$2,000,000.00

Tax Assessment: \$50,000.00

Tax Increment Program Calculation

Tax Increment Amount: \$25,000.00 per year

Loan Period: 10 Years at 100%

Gross Total of Pre-construction of Loan: \$250,000.00





3.9 Brownfield Tax Assistance Program

3.9.1 Purpose

The Brownfield Tax Assistance Program is intended to provide tax assistance to eligible applicants to encourage significant environmental remediation and/or risk assessment or management that may be required to a property prior to development. In accordance with Section 365.1 of the Municipal Act, the municipality may defer or cancel all or a portion of municipal property taxes during the period in which the brownfield site is being remediated or redeveloped, known as the rehabilitation and development period, as defined in Section 37 *Municipal Act*. The municipality may also apply to the Minister of Finance, on behalf of an eligible applicant, to have the education portion of the property taxes deferred or cancelled entirely.

3.9.2 Eligible Properties

Any property within the designated Community Improvement Project Area which has had a Phase II ESA completed, and did not meet the required standards under subparagraph 4i of section 168.4(1) of the *Environmental Protection Act, as amended*.

3.9.3 Program Eligibility

Program eligibility for the Brownfield Tax Assistance Program are the costs of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act. This includes the cost of:

1. Phase III Environmental Site Assessments (ESAs and Risk Assessment Plans (except where such a cost has been included as part of an issued Environmental Study Grant);
2. Environmental remediation costs, including any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act;
3. Costs related to complying with any certificate of property use issued under Section 168.6 of the Environmental Protection Act;
4. The costs of preparing a Record of Site Condition;
5. Placing clean fill and related grading;
6. Installing environmental and/or engineering controls or works. As





specified in the Phase III ESA and/or Risk Assessment Plan;

7. Monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Phase III ESA and/or Risk Assessment Plan; and
8. Environmental insurance premiums.
9. In no case will the total amount of tax assistance provided under the Brownfield Tax Assistance Program exceed the total of these eligible costs.

3.9.4 Program Value

Up to 100% of Town and County taxes during the Rehabilitation and Development period, as defined in Section 37 *Municipal Act*. The Town may also apply for a 100% matching education property tax under the program.

3.9.5 Payment

1. **Municipal Property Tax Assistance:** The municipal portion of the property tax assistance is limited to the Rehabilitation period and Development Period of the project. The municipal portion of the property tax assistance will be undertaken in accordance with the provisions of Section 365.1(1) of the *Municipal Act*. The municipal portion of the property tax assistance may start at the beginning of the

Rehabilitation Period and run for a period specified by Council in a bylaw, but shall not extend beyond the time periods outlined in Section 365.1(1) of the *Municipal Act*, which is the earlier of a) eighteen months, and b) the date a Record of Site Condition is filed, or c) when the total amount of property tax assistance is equal to the eligible remediation costs (as defined above). The Development Period begins when the Rehabilitation Period ends and concludes on the earlier of a) the end date specified in the bylaw or b) when the property tax assistance is equal to the eligible remediation costs. The duration of property tax assistance may consist of both the Rehabilitation Period and the Development Period, subject to the limitations for each period as described above. The implementing bylaw is to specify whether the property tax assistance will occur during the Rehabilitation Period, the Development Period, or both.

2. **Provincial Tax Assistance:** The exemption may commence at the start of the Rehabilitation Period and continue through the Development Period for a maximum time period as defined in the implementing bylaw, and subject to program and termination requirements established by Section 365.1(1) of the *Municipal Act*. The education portion of the property tax assistance may be





delivered on a different timetable from the municipal portion of the property tax assistance for the given property. The conditions imposed by the Minister of Finance for the education portion of the property tax assistance under Section 365.1 of the Municipal Act may differ from those outlined in this Plan.

3.9.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. A property must have had a Phase II Environmental Assessment undertaken which concluded that action is required to remediate this site.
3. The Town may pass a by-law to defer or cancel all or part of municipal property taxes. Municipal property taxes shall only be deferred or cancelled on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the *Municipal Act*, where a by-law is passed by Council.
4. Prior to passing a by-law that approves municipal property tax assistance, the municipality will be required to notify the Ministry of Finance. Within 30 days of passing the by-law, the municipality will also be required to notify the Minister of Municipal Affairs and Housing and the Minister of Finance.
5. At the discretion of the Town, an application to the Province may be made regarding Provincial Tax Assistance, on behalf of the eligible applicant, to cancel or stay a portion or all of the education portion of property taxes. The application is subject to approval by the Minister of Finance and may establish different terms and conditions than those applying to the municipal property tax portion.
6. Eligible applicants may also receive tax assistance from the County to defer or cancel the County tax portion, subject to approval from the County Council.
7. All environmental studies must be completed by a “Qualified Person”.





3.10 Municipal Fees Grant Equivalent Program

3.10.1 Purpose

The Municipal Fees Grant Program is intended to offset the cost of Town and County planning application fees and building permit fees incurred through the development application and approval process. This program will reimburse a portion of eligible costs including applicable planning application and building permit fees. This program will be administered as a grant.

3.10.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, and institutional uses are permitted within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor, Craigleith Village Commercial and Craigleith Village Residential land use designations of the Town's Official Plan shall be eligible for this program.

3.10.3 Eligible Costs

The potential grant or loan value used to offset the costs of planning application fees and building permit fees shall be calculated on the basis of the following eligible costs. For clarity, the actual value of the applicable municipal fees shall not be eligible costs, but are used to calculate the total grant value:

1. Development of a vacant property for commercial, office, mixed-uses, institutional uses or multi-residential units containing at least four dwelling units.
2. Redevelopment of a vacant property for commercial, office, mixed-uses, institutional uses or multi-residential units containing at least four dwelling units.
3. Major additions to a commercial or mixed-use property, involving an increase of at least 25% of the existing gross floor area of the building;
4. Infrastructure work including the improvement or reconstruction of existing on-site public or private infrastructure to support building expansions or the establishment of new uses;
5. The development of brownfield sites;
6. Costs related to environmental site assessments and required environmental remediation;
7. Professional services by an engineer, architect, or professional planner to a maximum of 15% of the foregoing eligible costs.

3.10.4 Grant Value

The program is available as a grant. The potential grant value is shown in Schedule A: Financial Incentive Program Value Guideline.





3.10.5 Payment

1. A grant shall only be issued upon completion of eligible works to the satisfaction of the Town.
2. An eligible applicant shall be required to initially pay any applicable planning application or building permit fees as an upfront cost. Subsequent payment of a financial incentive(s) for eligible costs under this program that involve an application made under the *Planning Act* shall only be issued by the Town where said application is approved. For greater clarity, a decision by the Town to issue payment of a grant or loan under this program shall be conditional on the *Planning Act* application being approved.
3. A decision by the Town to approve an eligible application for incentives associated with an application made under the *Planning Act* shall not be interpreted as representing a position or opinion on the *Planning Act* application itself.
4. This program is not intended to imply that the municipal fees are cancelled or that an eligible applicant is otherwise exempt. Rather, an eligible applicant is required to pay the municipal fees as an up front cost and the grant will

be issued at a later date and in accordance with this Plan. For clarity, CIP Applications will only receive payment after approval of the associated *Planning Act* applications.

3.10.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. The total value of a grant shall be equal to municipal fees established by a by-law of the Town and County as it relates to applicable planning application fees and building permit fees, including:
 - Zoning by-law amendment;
 - Site plan approval;
 - Draft plan of subdivision;
 - Draft plan of condominium;
 - Minor variance;
 - Consent to sever;
 - Pre-consultation;
 - Sign permit fees; and
 - Building permit fees.

An official plan amendment shall not be an eligible cost under this program.

3. Eligible applications shall be consistent with the Town's desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the





Town's Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.

4. The total value of the grant shall be equal to or less than the planning application fees and building permit fees established by applicable Town and County By-laws in effect at time of application. For clarity, these fees themselves are not eligible costs, but shall be used as a basis to calculate the value of the grant.





3.11 Property Enhancement and Improvement Program

3.11.1 Purpose

The Property Enhancement and Improvement Grant Program is intended to facilitate the enhancement of the public realm through improvements to private property. More specifically, this program encourages improvements to landscaping, parking areas, bicycle parking, laneways, and permanent outdoor eating areas and other similar considerations that contribute to the visual aesthetic of the public realm, augment other municipal led initiatives, and complement the broader community revitalization and development objectives of this Plan.

3.11.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, employment and institutional uses within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor, Urban Employment Area and the Marsh St. / Bruce St. corridor land use designations of the Town's Official Plan shall be eligible for this program. For clarity, single detached dwellings, semi-detached dwellings, duplexes and apartment dwellings shall not be eligible for this Program.

3.11.3 Eligible Costs

The potential grant or loan value shall be calculated based on the estimated value of the following eligible costs:

1. Landscaping improvements that abut a sidewalk or are highly visible from the public street. This includes landscaping features that may be located within or adjacent to surface parking areas. Eligible costs shall include:
 - Professional landscaping services. Preference shall be given to applications that propose the provision of xeriscaping (i.e., native plan species) or related drought tolerant species.
 - Tree and shrub planting;
 - Permanent planters, walkways, benches, refuse receptacles, public art, and other similar considerations that may be located on private property but positively contribute to the public realm or enhance the sidewalk; and
 - Fencing, gates, or other similar permanent vertical elements.
5. Installation of permanent bicycle parking or related active transportation infrastructure.
6. Installation or improvements to permanent outdoor seating areas and sidewalk cafes, provided the





seating area is located adjacent to a sidewalk or public street in the front yard, side yard or rear yard, as applicable. For clarity, non-permanent improvements shall not be eligible under this program.

7. Improvements to parking areas in the Thornbury, Clarksburg and Bruce Street / Marsh Street Corridor Areas, including:
 - Improved surface treatment, such as permeable paving material or similar;
 - New demarcation of parking spaces to improve the efficiency or number of parking spaces;
 - Provision of landscape buffer and islands;
 - Works related to the provision of Accessibility for Ontarians with Disabilities Act (AODA) compliant accessible parking spaces and associated paving and signage.
 - Enhancements to walkways or connectivity between parking areas and public sidewalk or building entrances as well as curbing and lighting.
8. Enhancements or upgrades to pedestrian walkways that connect a building entrance to a public street. This includes exterior improvements to satisfy the Accessibility for Ontarians with Disabilities Act (AODA).

9. Costs for the professional services of an engineer, planner or landscape architect as may be required in associated with the improvements noted above, to a maximum of 15% of the total eligible costs.
10. In all cases, the Town shall give heightened consideration to those applications that demonstrate consideration or satisfaction of the Town's Community Design Guidelines, specifically with reference to guidelines associated with streetscape design and sustainable design.

3.11.4 Grant or Loan Value

This program is available as both a grant and a loan. The maximum value of a grant or loan is shown in Schedule A: Financial Incentive Program Value Guideline.

3.11.5 Payment

1. A grant shall be paid as a single payment upon completion of the improvements, to the satisfaction of the Town.
2. A loan shall be paid in accordance with the terms and conditions of this Plan.

3.11.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town's desired





goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town's Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.







3.12 Energy Efficiency Improvement Program

3.12.1 Purpose

The Energy Efficiency Improvement Program is intended to encourage building retrofits and upgrades that improve energy efficiency and contribute to the Town's sustainability goals and objectives. The program will promote building improvements and enhancements related to energy efficiency and energy savings that may not otherwise be undertaken due to being cost prohibitive.

3.12.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, and institutional uses within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor and the Marsh St. / Bruce St. corridor land use designations of the Town's Official Plan shall be eligible for this program. Lands designated Rural and Agricultural by the Town's Official Plan shall also be eligible for this Program.

3.12.3 Eligible Costs

The potential grant or loan value shall be calculated based on the estimated value of the following eligible costs:

1. Interior or exterior renovations that result in third party certification or third party energy efficiency standard

approval that exceeds the Ontario Building Code. Without limiting the generality of the foregoing, an example of this would be a building that achieves LEED certification. Such improvements may include the replacement of doors, windows, insulation, heating, and other similar building elements;

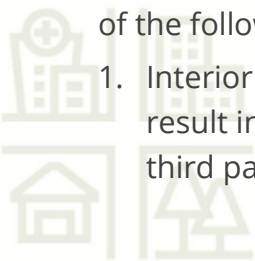
2. Works that include the installation of alternative energy generation, such as rooftop solar panels or other similar alternative energy sources that are passive in nature;
3. Installation of a green roof;
4. The services of an individual to determine, evaluate or analyse the necessary building upgrades or building design standards that are directly related to the eligible costs described above, to a maximum of 15% of the total eligible costs.

3.12.4 Grant or Loan Value

This program is available as both a grant and a loan. The maximum value of a grant or loan is shown in Schedule A: Financial Incentive Program Value Guideline.

3.12.5 Payment

1. A grant shall be paid as a single payment upon completion of the improvements, to the satisfaction of the Town.





2. A loan shall be paid in accordance with the terms and conditions of this Plan.

3.12.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town’s desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town’s Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.





3.13 Vacant Building Conversion or Expansion Program

3.13.1 Purpose

The Vacant Building Conversion or Expansion Program is intended to assist in the small-scale conversion of existing vacant space into new commercial, mixed-use and other eligible uses, or the expansion of eligible uses to increase the gross floor area. For example, this may include on-farm diversified uses on agricultural lands such as agri-tourism, farm markets, cooking classes or tasting rooms. The program will be administered as both a grant and a loan.

3.13.2 Eligible Uses and Properties

Properties where commercial, mixed-use, residential, and institutional uses within the Downtown Area, Harbour Area, Hamlet Area, Commercial Corridor and the Marsh St. / Bruce St. corridor land use designations of the Town’s Official Plan shall be eligible for this program. In addition to the above, properties located in the Agricultural Area land use designation of the Town’s Official Plan and where agri-tourism, estate winery or farm winery is a permitted use shall be eligible for this program.

3.13.3 Eligible Costs

The potential incentive value shall be calculated based on the estimated value of the following eligible costs:

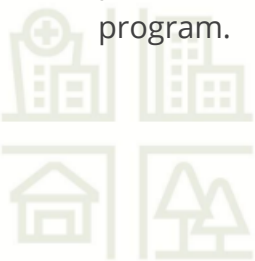
1. Conversion of non-conforming or vacant building space into new commercial, mixed-use, secondary uses;
2. On-farm diversified uses, such as value-added uses, home occupations, home industries, agri-tourism, farm markets, see suppliers, tack shops, cafes, small restaurants, speciality food stores or tasting rooms;
3. Conversion of existing ground floor commercial space to better suit new commercial uses;
4. Expansion of existing eligible uses to increase the gross floor area; and
5. The services of a professional engineer, architect or planner to design and implement the project, to a maximum of 15% of the total value of eligible costs.

3.13.4 Grant or Loan Value

This program is available as a grant and a loan. The maximum grant or loan value is shown in Schedule A: Financial Incentive Program Value Guideline.

3.13.5 Payment

1. The grant shall only be issued upon completion of the eligible works to the satisfaction of the Town.





2. A loan shall be paid in accordance with the terms and conditions of this Plan.

3.13.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town’s desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town’s Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.





3.14 Destination Infrastructure Program

3.14.1 Purpose

The Destination Infrastructure Program is intended to encourage local stakeholders, organizations and municipalities to upgrade and invest in destination infrastructure that positively contributes to the public realm.

3.14.2 Eligible Uses and Properties

Properties within the Downtown Area, Harbour Area, Hamlet Area and the Marsh St. / Bruce St. corridor land use designations of the Town’s Official Plan shall be eligible for this program.

3.14.3 Eligible Costs

The potential grant value shall be calculated based on the estimated value of the following eligible costs:

- Capital improvements to core attractions such as trails, waterfront (i.e. parking, restrooms, staging, lookouts);
- Signage that improves visitor experiences (i.e. interpretive/historical plaques, dementia friendly signage, kiosks, route markers for cycling/hiking, etc.);
- Community wayfinding signage;
- Permanent installation of outdoor art;

- Converting vacant lands to parks/green space enhancements; and
- Streetscape beautification (i.e. banners, benches, garbage/recycle receptacles, green space/park enhancements, seasonal decorations).

3.14.4 Grant Value

This program is available as a grant. The maximum grant is shown in Schedule A: Financial Incentive Program Value Guideline.

3.14.5 Payment

The grant shall only be issued upon completion of the eligible works to the satisfaction of the Town.

3.14.6 Eligibility Requirements

1. Section 4.1 – General Eligibility Criteria shall apply to this program.
2. Eligible applications shall be consistent with the Town’s desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town’s Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.







4 General Eligibility Criteria

The following general eligibility requirements are applicable to all incentive programs and must be met in order for an applicant to be considered eligible. These eligibility requirements must be read by the applicant in association with program specific eligibility requirements and program details.

4.1 Eligible Applicants

Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application. Should ownership change hands prior to the approval of an application or while works are being undertaken, the tenant shall advise the Town and obtain the new owner's authorization.

4.2 Eligible Works Contributing to this Plan

All community improvement works shall contribute to achieving one or more community improvement goals as indicated in this Plan.

4.3 Combination & Value of Incentives

3. The incentive programs made available under this Plan may be used individually or may be

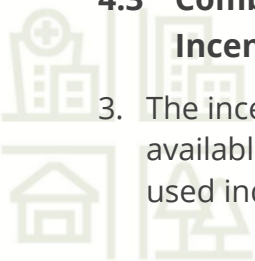
combined, subject to the exceptions outlined within the specific program details and eligibility criteria in this Plan.

4. The value of an incentive shall be calculated on actual costs to complete improvement works that are eligible under this Plan. Where applicable, the payment of an incentive will be calculated based on the lesser of the cost estimate provided, and the actual cost of the completion of eligible works.

4.4 Relationship to Other Community Improvement Plans

It is a policy of this Plan that the financial incentive programs established by this Plan may be combined with any other financial incentive program offered through a separate CIP administered by the Town. However, the same eligible costs between CIPs shall not be counted twice for the purpose of calculating the value of a grant or loan, as applicable.

Notwithstanding the above, the Town, at its sole discretion, may deem an applicant non-eligible for certain incentives where the programs established by this Plan are combined with other CIPs. For example, this may apply where the value of the grant or loan is deemed to be disproportionate to the works being undertaken, where there may be limited funding available,





or other similar considerations as determined by the Town.

4.5 Maximum Grant or Loan Value

The total of grants and loans made under this Plan in respect to eligible community improvement works shall not exceed the total of the eligible costs of this Plan. Further, in no case shall the total amounts of all grants and loans be greater than 50% of the calculated eligible costs of the project(s).

4.6 Minimum Grant or Loan Value

For the purpose of this Plan, the minimum value of a grant issued under any program shall be \$1,000.00 and the minimum value of a loan made shall be \$2,500.00.

4.7 Timing of Community Improvement Works

In order to be eligible for any incentive program contained with this Plan, a financial incentive program application form must be submitted to the Town prior to commencing any community improvement works. Further, complete applications must be submitted and approved prior to commencing eligible community improvement works and shall only be undertaken pursuant to receiving approval of an application made under the *Planning Act* and/or building permit, and any additional required permits, as may be applicable.

If all eligibility criteria and conditions are met and funds are available, the Town may approve the application. Once an application is approved, the applicant shall have a maximum timeframe to both commence construction and complete the approved community improvement works. The precise timeframes may vary depend on the scope of the approved works and therefore the specific details will be confirmed on a case-by-case basis through the agreement process. The Town may grant discretionary extensions when justified, however, undue delay beyond an agreed timeframe may result in the grant or loan allocation being revoked.

4.8 No Outstanding Tax Arrears

The property owner must not have outstanding tax property arrears and must be in good standing regarding taxation at the time of application and through the duration of the incentive benefit period, as identified within this Plan. Further, an eligible applicant must have no outstanding building permit, property standards orders, or any other outstanding Town or County accounts receivable on the subject property at the time of application.





4.9 Number of Applications Per Property

There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the Town may reject an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application.

4.10 Complete Financial Incentive Application & Supporting Material

In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the Town.

4.11 Projects in Accordance with Municipal By-laws, etc.

Community improvement works associated with an incentive program application must be in accordance with all Town by-laws policies procedures, standards, and guidelines in order to be approved.

4.12 Conformity with Provincial Plans, Official Plan & Zoning By-law

Applications shall conform to any other applicable Provincial land use planning legislation and plans, such as the policies of the Niagara Escarpment Plan, for example. These various Provincial plans and policies may require additional permits from other regulating agencies, such as the Niagara Escarpment Commission.

Existing and proposed land uses must be in conformity with the policies and standards provided by the Town's Official Plan, and in accordance with applicable regulations, such as the Zoning Bylaw, and all other planning documents. For clarity, this policy shall not apply where an amendment to the Town's zoning by-law is identified as an eligible cost under the programs of this Plan.

4.13 Project in Accordance with Planning Approvals & Building Permits

Community improvement works associated with an incentive program application shall only be undertaken pursuant to receiving approval of an application made under the *Planning Act* and/or building permit, and any additional required permits, and in accordance with the Ontario Building





Code and all applicable planning policies and standards.

4.14 Conformity with Design Criteria

All community improvement works completed under this Plan shall be consistent with the Town's desired goals for appearance or character of the Town, in relation to the design criteria outlined in this Plan, and the Town's Community Design Guidelines. An application must also be consistent with any other design guidelines or architectural control guidelines or standards that the Town may adopt in the future.

The Town will consider these details proposed by each application when determining eligibility for incentive programs of this Plan. The Town will use the design criteria as well as any future design guidelines adopted by the Town as tools to characterize whether a project is considered desirable and meets the goals and objectives of this Plan.

4.15 Complete Works to be Consistent with Approved Application

Community improvement works undertaken and completed that are associated with this Plan must be consistent with the project description contained in the application form and

supporting materials, and with the program agreement. Should the works not be consistent with the original project description, in the opinion of the Town, the Town may delay, reduce or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town.

4.16 Eligible Studies and Requirements

1. An eligible study or report that has been funded in whole or in part through the financial incentive programs of this Plan shall be prepared by a qualified professional person of an accredited body, where applicable. The Town shall have the authority to determine whether an eligible study or report has been prepared by a qualified professional.
2. The applicant shall be required to submit an application form to the Town for approval prior to commencing eligible studies. The application must include a detailed study work plan, outlining anticipated timing/delivery; a quotation of a qualified person to carry out the works; and, for environmental studies, a copy of the Phase 1 Environmental Site Assessment. The applicant should also detail any known plans for redevelopment,





noting and planning applications that have been submitted or approved for redevelopment of the land.

3. Approval to undertake an eligible study may be granted by Town staff or Council. Where approval by Council is required, a recommendation to Council as to how much of the proposed work, if any, is eligible for funding will be made by Town staff.
4. At the Town's discretion, further cost estimates or other information may be requested from an applicant.
5. If the number of qualifying applications exceeds the available funding to undertake an eligible study in any given year/intake, the Town may provide a lesser incentive value over all applications; may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.
6. All eligible studies or reports prepared under this Plan may become property of the Town and/or the County, at their discretion.
7. Prior to issuing payment for undertaking an eligible study, the Town, at its sole discretion, may request a copy of the original invoice,

indicating that the study consultants have been paid in full.

4.17 Heritage Properties and Buildings

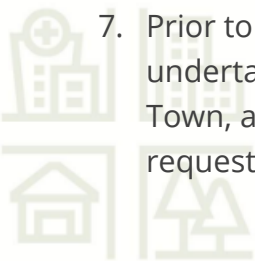
Applicants for community improvement works to a property or building designated under the Ontario Heritage Act or listed by the Town as being of historical interest may be required to submit additional documentation on the subject property in support of the application. Where feasible, the municipality may be able to supplement this information based on its own information and records.

4.18 Not Maintenance or Life Cycle Replacements

Eligible projects are generally only considered to include improvements over existing features. The incentive programs are not intended to cover life cycle replacements or maintenance activities. Exceptions may be considered for original features of designated historic/heritage buildings.

4.19 Full Disclosure of Funding

Applicants shall disclose all other funding and incentives being received for the project as part of the application for financial incentives in this Plan. This includes funding that may have been granted through a different CIP, commercial loans, seed funding, or





other financial assistance. At the discretion of the Town, other grants or incentives may be deducted from the eligible grant or loan value.

4.20 Change in Ownership

An agreement between the Town and an eligible applicant shall indicate applicable terms related to the sale or transfer of ownership of any property that has been subject to the programs established by this Plan.

4.21 Description of Eligible Works or Submission of Quotations

At the Town's discretion, the applicant will include a description of the proposed works and an estimate of costs. The estimation of costs must be from a qualified licensed contractor and shall be consistent with the cost estimate indicated on the accompanying building permit application, where applicable.

4.22 Inspection Prior to Approval

Prior to approving an eligible application, Town staff reserve the right to inspect the building or property to review its condition and the proposed improvements. Similarly, the Town reserves the right to inspect completed works prior to issuing a grant, where applicable.

4.23 Provision of Grants

1. Following the inspection of the work and final building inspection by the local municipality, a grant may be provided for approved projects.
2. Where a grant is being issued for an eligible study, the Town, at its sole discretion, may request a copy of the original invoice, indicating that the study consultants have been paid in full. The grant payment will be calculated based on the lesser of the cost estimate provided, and the actual cost of the completion of the study.
3. Poor stewardship will not be rewarded. The Town reserves the right to withhold payment of a grant to work/projects that are substandard or completed poorly; inconsistent with the approved application, or which require a building permit and inspections have not been completed.

4.24 Provision of Loans

1. Loan repayment will be deferred for six (6) months after the advancement of the funds. Repayment will be made on a monthly basis and calculated based upon a 10 year amortization period. Full payment can be made at any time with no penalty. The loan is also transferrable to successors in title provided the new owner meets the eligibility





criteria and agrees to the terms and conditions of the loan.

2. A loan will be secured through a lien placed against the title of the property. The lien will be reflected on the tax roll and will be registered and discharged by the Town. The loan will be interest free with an amortization period of ten (10) years. A 2.5% reduction per year (based on the original loan amount) will be rewarded for early payment in full. For example, a \$10,000 loan paid full after Year 1 would be reduced by \$250 (2.5%) for years 2-10, resulting in a forgiveness of \$2250 (\$250x9 years). The loan is fully open and may be paid in full at any time; however, loan forgiveness will be calculated as of May 31st of each calendar year.
3. All loans and mortgages applicable to a property must not exceed 75% of the post improvement value of the building and property.

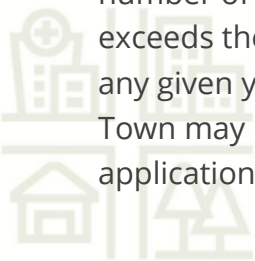
4.25 Additional Decision Considerations

Prior to issuing a decision, Town staff may request further drawings, cost estimates or other information. If the number of qualifying applications exceeds the available grant funding in any given year or intake window, the Town may provide a lesser grant over all applications, may recommend

consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the affected applicant(s).

4.26 Decision of Council

A recommendation to Council as to how much of the proposed work, if any, is eligible for funding under this Town may be made by the Town. Prior to issuing a recommendation, the Town may request further cost estimates or other information. If the number of qualifying applications exceeds the available grant funding in any given year/intake, the Town may provide a lesser grant over all applications; may recommend consideration of an alternative program for which additional funding is available, or recommend deferral until the following year, based upon consultation with the applicant.







5 Administration and Monitoring

5.1 Administration of this Plan

1. Upon adoption of this Plan, Council will designate a member of Town staff to be the Plan Administrator. An alternate Plan Administrator should also be designated in the event that the primary Plan Administrator becomes unavailable.
2. By default, Council will be the approval authority, making decisions on financial applications. Council may choose to delegate this authority to a committee of its choosing by resolution in consideration of a recommendation by staff. The Plan Administrator may be included as a member of this committee or function as a coordinator for the committee.
3. The financial incentive programs outlined in this document will be administered primarily by the Plan Administrator, and decisions about whether to approve financial incentive applications will be made by Council or its designated approval authority.
4. Applications for financial incentive programs will be submitted and processed in accordance with the steps outlined in this document. The

Plan Administrator will be responsible for ensuring that this process is carried out in a timely manner.

5. Decisions on financial incentive applications and Financial Incentive Program Agreements will be made by Council. Should an application be refused all applicants will be given an opportunity to request that Council reconsider its decision, as applicable. Where Council has designated approval authority to a committee, an applicant will be given an opportunity to appeal a refusal for Council consideration.
6. This Plan contains a schedule (Schedule A) that establishes the maximum value of each financial incentive program established by this Plan. Schedule A forms an operative part of this Plan and shall only be modified through a resolution of Council, or by Town staff where Council has delegated this authority. Further, the incentive program values indicated in Schedule A are maximum values only. At its discretion, the Town reserves the right to issue a lesser value.

5.2 Financial Incentive Program Budget

1. Council will establish an annual overall budget for financial incentive





programs and may allocate all or a portion of the funds to individual programs based on the monitoring process outlined in this document and based on annual priorities.

2. In accordance with the monitoring process outlined in this document, Council will determine changes in the funding and incentive levels are necessary or warranted to ensure that the CIP functions properly considering the Town's financial circumstances. Any change to the funding for the financial incentive programs of this CIP will be made at the sole discretion of Council, without an amendment to this Plan.
3. The Town shall identify, explore and pursue external funding sources where possible to support the incentive programs, including Provincial funding sources as may be made available from time to time, and Provincial or County participation in the financial incentives, where possible.

5.3 Application Process and Payment

5.3.1 General

1. The Town will implement an "intake window" process. Under an intake window application process, the Town will establish a set timeframe in which it will accept all applications for

the financial incentive programs of this Plan. All applications will be reviewed and decided upon at a meeting of Council or the delegated approval authority.

2. During this process, funding may become exhausted. Accordingly, there may be a need to prioritize which approved applications will receive funding. Council or the designated authority will have the sole discretion to determine how the applications may be prioritized for funding. Should there be more approved applications than there is funding available, the prioritization will be at the sole discretion of Town in consideration of the following guidelines, implemented at the Town's sole discretion:
 - Applications which are located in areas of the Town with full municipal servicing.
 - Consultation with the applicants to determine if any applicants are accepting of application deferral until funding becomes available.
 - Other criteria as may be determined by Council or its designated approval authority.
3. Council may direct changes to the application process without amending this Plan. Changes should be considered as part of the annual monitoring and evaluation of the





Plan and in consideration of recommendations by Town staff.

5.3.2 Pre-Application and Consultation Submission

1. Applicants are required to arrange and participate in a pre-application consultation meeting with the Plan Administrator, in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
2. The applicant will be required to submit a completed application, which will include all the required application forms, in addition to any supporting documentation, as required by the Plan Administrator or by Council or its designated approval authority Supporting documentation may include, but is not limited to, the following materials:
 - Photographs of the existing building condition or property;
 - Historical photographs and/or drawings
 - A site plan and/or professional design study/architectural drawings;
 - Specification of the proposed works, including a work plan for the improvements and construction drawings; and/or

- At least two cost estimates for eligible work provided by licensed contractors or consultants, as appropriate in the context of the financial incentive program.

3. Once all the required forms and supporting materials are received, the Plan Administrator will undertake a preliminary screening of the proposal and application.
4. Based on the application and proposal, the results of the preliminary screening, the Plan Administrator may perform an initial site visit and inspection of the building/property, as necessary. The Plan Administrator will inform the applicant of the approximate time for the site visit and inspection. The applicant will accompany the inspector during the inspection, if possible, and will inform the inspector of any potential safety hazards on the site.
5. If the application clearly does not meet the program requirements, the application will not be accepted.
6. If the application meets the program requirements, the application will be accepted. By accepting an application for any of the financial incentive programs, the Plan Administrator does not guarantee program approval.





5.3.3 Application Review & Evaluation

1. Once an application has been accepted by the Plan Administrator, information related to the applicant, application, and proposal information will be entered into the Town's database in order to track the application details, progress and results in according with the monitoring and evaluation policies of this Plan. This will be an on-going task throughout the remainder of the application process as this information will need to be updated as the application is processed.
2. Applications and supporting documentation will be considered by the Plan Administrator against the incentive program eligibility requirements (including both general and specific requirements). Based on the proposal, application, and fulfillment of eligibility requirements, the Plan Administrator will determine if the proposal and application will be considered eligible. Based on eligibility, a recommendation report will be prepared by the Plan Administrator. The report may recommend approval of the application, application, deferral of the application, or refusal of the application.

3. Should the Plan Administrator recommend approval of the application, a financial incentive program agreement will be prepared by the Plan Administrator. If applicable, the financial incentive program agreement will be forwarded to the applicant to be dated and signed.
4. Once the financial incentive program agreement has been reviewed by all parties and returned to the Town, the application, recommendation report, and agreement will be forwarded to Council or its designated approval authority to initiate the approval process. Should the application be approved, the Plan Administrator will ensure that all parties sign the agreement prior to the commencement of any approved works.

5.3.4 Application Approval

1. If the Plan Administrator has recommended that the application be refused, the Recommendation Report will be provided to Council or its designated approval authority for a decision. Where a designated approval authority has refused the application, the applicant may re-submit the application for reconsideration by Council, provided the applicant has made





consideration of the designated approval authority's reasons for refusal. If Council or its designated approval authority determines that the application should be approved, the process continues with the steps below.

2. Alternatively, if the Plan Administrator has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to Council or the designated approval authority for consideration. If the application is approved, the process continues with the next step. If the application is refused, the applicant may re-submit the application for reconsideration by Council provided the applicant has made consideration of Council's reasons for refusal.
3. If Council or its designated approval authority approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreements by Town officials. A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

5.3.5 Timeline for Application Review and Decision

1. This Plan recognizes that the success and uptake of the financial incentive programs will depend in part on the expedience of the application and review process. As a guide, and subject to the availability of staff resources, the Plan Administrator will accept and review applications for funding in consideration of the following policies.
2. The Plan Administrator should be available to meet with a potential applicant for a pre-consultation meeting within then (10) business days of being requested to meet by a potential applicant, or as soon as is reasonably possible.
3. The Plan Administrator should review an application for financial incentives and notify the applicant of its completeness within ten (10) business days of receiving the application, or sooner, if possible.
4. Upon receipt of the application, the Plan Administrator should prepare a recommendation report to Council or its designated approval authority and, if applicable based on the recommendations contained within the recommendation report, prepare a Financial Incentive Program Agreement and forward it to the





applicant within twenty-five (25) business days of receiving the application.

5. The application for funding should be considered for approval at the next meeting of Council if Council is the approval authority or the next planned meeting of the designated approval authority.
6. The total time between receipt of a complete application for funding and the meeting to consider the application should not exceed thirty-five (35) business days.
7. The execution of the Financial Incentive Program Agreement should occur within ten (10) business days of the application approval.
8. A Financial Incentive Program Agreement related to a grant may or may not be registered on title. A Financial Incentive Program Agreement in the form of a loan or the Tax Increment Equivalent Program shall always be registered on title.
9. The timelines identified above are for guideline purposes only and are not intended to be construed as deadlines. Timelines will vary depending on the availability of staff, Town resources, Council meeting timelines and/or the nature of the application received.

5.3.6 Completion of Works and Payment

1. Once an application has been approved by Council or its designated approval authority and the agreements signed and dated, and once all the required approvals and permits for the work are secured, the applicant may commence community improvement works.
2. Payment of a grant, in accordance with the Financial Incentive Program Agreement, will be issued upon successful completion of the approved works.
3. Payment of a loan may be made prior to construction, in accordance with the Financial Incentive Program Agreement and the requirements of this Plan.
4. Prior to issuing a grant, the applicant may be required to provide the Plan Administrator with final supporting documentation, which may include but is not limited to:
 - Photographic evidence of the completed works satisfactory to the Town;
 - Other documentation proving completion of the project;
 - Invoices for all eligible work done, indicating the total amount paid for eligible works;





- Proof of payment to contractors, in full; and
 - Presentation of the terms of a loan and/or proof of approval of a loan provided by a financial institution.
5. If required, the Plan Administrator may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
 6. Prior to issuance of a grant, the Plan Administrator will ensure that all program requirements and details of the Financial Incentive Program Agreement have been met.
 7. The Plan Administrator will take appropriate remedies as specified in the agreement if the applicant defaults on the Financial Incentive Program Agreement in any way.
 8. If all the program requirements and Financial Incentive Program Agreement requirements have been met to the Plan Administrator's satisfaction in accordance with the decision of Council or its designated approval authority, the Plan Administrator will issue payment of the approved grant in accordance with the general and specific program eligibility requirement, and the Financial Incentive Program Agreement.

5.4 Monitoring and Evaluation

This Plan is primarily intended to be a flexible revitalization tool. As circumstances evolve, and as market forces, economic conditions, and financial resources change, the CIP will also need to evolve. Council or its designated authority will have the discretion to determine funding for the financial incentive programs. However, to inform decision making about the implementation budget, and to ensure that the programs are working as they are intended, the Plan should be monitored, evaluated and, if necessary, revised, on a regular basis.

An annual report card identifying the projects that received support through the CIP program, projects that applied but that did not receive funding, projects completed through the CIP program and the success stories of the CIP incentives will be completed by each municipality and submitted to the County for reporting to County Council.

5.4.1 Process for Monitoring and Evaluation

Immediately following adoption of the CIP, the Plan Administrator will begin to undertake the activities outlined in the following actions:

1. The Plan Administrator should initially develop a database upon which to monitor the number, types





and success of financial incentive applications. As applications for financial incentives are received, they should be recorded in the database. Additionally, the Administrator should record all pre-application consultations related to potential application submissions, even if the consultations do not result in an application being submitted.

2. Specific performance indicators will need to be identified and monitored. The selection of indicators will provide guidance about the success of the Plan and its individual programs. At this time, it is suggested that the Plan Administrator gather the following information from applicants (which should be incorporated into the application form for financial incentives):
 - The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
 - The effect of the incentives, such as the number of new residential units created and/or rehabilitated, the number and type of retail or businesses created, the number of trees being planted, etc.;
 - The projected and actual increase in property assessments and

property taxes, as may be applicable; and

- Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the Town, and which may or may not be directly attributed to the influence and success of the CIP.
3. Other indicators should be identified and monitored on a period basis, such as:
 - Utilization of the total financial incentives program budget;
 - Utilization of the various incentive programs;
 - Total dollars spent on other specific variables which indicate advancement of the program (e.g., number of trees planted, number of metres of sidewalks improved, etc.);
 - Other indirect indicators, such as economic indicators as may be identified (e.g., number of overnight stays, number of new businesses established in the Town, etc.).
 4. For the various indicators identified above, the Plan Administrator should identify baseline conditions at the outset of the Plan implementation, so





that variables may be compared from year-to-year, beginning with implementation of this Plan.

5. Throughout the course of a one-year review period, the Plan Administrator should enter information from applications and pre-application consultation meetings into the database on an on-going basis.
6. Based on the information obtained, the Plan Administrator will prepare an annual report to Council to evaluate the CIP and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs and any new challenges that have emerged. The report will recommend adjustments to the CIP, including its terms, financial incentive programs and eligibility criteria, to improve the programs offered through the Plan. The report will provide recommendations based on the results of monitoring. Recommendations may include:

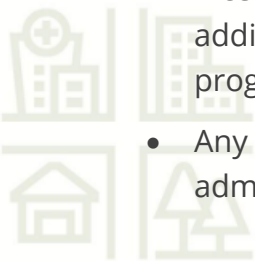
- Budget adjustments or funding strategies;
- Potential revisions to the CIP area;
- Adjustments to the financial incentive programs including the addition or discontinuation of programs, where necessary; and
- Any necessary changes to plan administration or processes.

7. The report should be made available on the Town's website each year for public review. The reporting of financial incentive program success should be accompanied by before and after photos of the projects completed to communicate the successes of the Plan.
8. Additionally, the annual report should include a review, summary and analysis of potential funding opportunities from the Province, County or other sources as may become available.

5.4.2 Program & Plan Adjustment

Based on the annual review and report to Council, adjustments to this Plan may be required, including:

1. **Adjustments to the Plan:** Based on the monitoring and evaluation process, changes to the terms of this Plan, the eligibility requirements, or the financial incentive programs may be required. Council may also choose to discontinue funding for one or more of the financial incentive programs and may do so without amending this Plan. However, the permanent change or removal of a financial incentive program or the addition of eligibility criteria or eligible costs will require an amendment to this Plan in accordance with Section 28 of the *Planning Act*.
2. **Adjustments to Program Funding:** It is recognized that Council or its





designated authority may choose to cease, reduce or increase funding to one or more of the financial incentive programs, based on an evaluation of this Plan. Any review or adjustment to the program funding or value of the financial incentive programs will be done in consultation with the community or stakeholders, at the discretion of Council and Town staff. Adjustments to specific program funding or the amount of the annual budget to fund this CIP will not require an amendment to this Plan. The activities above are intended to be repeated on an annual basis throughout the life of this Plan.

5.4.3 Implementation

Town Council or its designated approval authority will oversee the implementation of this Plan while day-to-day tasks associated with implementation will be coordinated by the Plan Administrator.





6 Marketing Strategy

6.1.1 Key Objectives and Messaging

Communication and marketing of this Plan is critical to its success and uptake over its intended horizon. In this regard, a leadership role being taken by the Town through implementation of the public realm improvements and other initiatives should be effectively communicated to property owners, business owners, developers, potential end users, and residents within the Community Improvement Project Area. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the Town's incentive programs, the eligible community improvement works and actions being taken by the Town to actively support revitalization within the Community Improvement Project Area.

It is recommended that the Town budget for and implement a Marketing Strategy to:

1. Provide direction on how to obtain information on available incentive programs, including program guides and application forms, as well as assistance and advice from Town staff on making application for the incentive programs;
2. Inform property and business owners and developers with regard to actions planned by the Town to

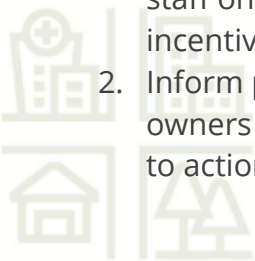
improve the investment environment within the community improvement project areas; and

3. Highlight recent development and business activity and success stories within the Community Improvement Project Area that have directly benefited from community improvement works undertaken through this Plan.

6.1.2 Marketing Tools

The marketing of the CIP programs and municipal leadership activities should be a comprehensive campaign containing information, education and advertising components. The following key tools are recommended to implement the Marketing Strategy:

1. A formal publication or dedicated webpage containing a description of the financial incentive programs available from the Town, including general program requirements and how to apply, highlights of planned public realm improvements and updates on public realm improvements that are under construction, and profiles of projects and new/ expanded businesses that take advantage of the CIP incentive programs;
2. Profiling of the incentive programs and downtown revitalization success stories in planning and economic development publications, newsletters and other publications





published by the Town and the County;

3. Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories within the Community Improvement Project Area.
4. Periodic presentations to the target audience on the CIP, available incentives programs, Town activities/ public realm improvements, business and redevelopment success stories in the community improvement project areas; and
5. Media Releases and profiles of successful projects and initiatives should be sent to local and outside media.





7 Glossary of Terms

To assist in the interpretation of this Plan, the following defines some of the terms used in this Plan:

1. **Applicant**, unless otherwise indicated, means a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area who has a right to apply for one or more financial incentive(s) in accordance with the policies of this Plan.
2. **Approval Authority** means the body responsible for approving or denying financial incentive applications. By default, the approval authority is Council. However, Council may designate an approval authority in accordance with the policies of this Plan.
3. **Community Improvement** unless otherwise specified, is as defined in accordance with its definition under Section 28 of the Planning Act.
4. **Community Improvement Plan** unless otherwise specified, is defined in accordance with its meaning under Section 28 of the Planning Act.
5. **Community Improvement Project Area** unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the Planning Act.
6. **Community Improvement Works** refer to the activities undertaken in accordance with the policies of this Plan, including activities that may be funded by the financial incentives.
7. **Council** means the Council of the Town of The Blue Mountains.
8. **Development Period** means a period that begins when the Rehabilitation Period ends and concludes on the earlier of a) the end date specified in the municipal property tax assistance bylaw or b) when the property tax assistance is equal to the eligible remediation costs, as per section 365.1 of the Municipal Act, 2001.
9. **Eligible Applicant** means an applicant (as defined above) who meets all the general and program specific requirements of the financial incentive programs and prepares and submits an application for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The Plan Administrator reserves the right to determine whether an applicant is eligible for the financial incentive programs.
10. **Financial Incentive Program** means a program listed in the Incentives Section of this Plan.





11. **Financial Incentive Program**

Agreement means an agreement executed between the Town and a successful applicant for a financial incentive program, as required by this Plan.

12. **Heritage**, when used as an adjective, means historic and significant with respect to cultural heritage value or interest. Heritage, when used in designated heritage buildings, refers to buildings designated under Part IV of the Ontario Heritage Act. Similarly, the term heritage, when used in reference to a Heritage Conservation District as designated in accordance with Part V of the Ontario Heritage Act.

13. **Mixed-use** means a combination of a mix of commercial uses (retail, restaurant, office) along with apartment dwellings located either in the upper storey(s) or the rear of the same building.

14. **Municipality** means the Town of The Blue Mountains or the County of Grey.

15. **Plan** or **this Plan** means the Town's Community Improvement Plan, unless otherwise specified.



Schedule A

Financial Incentive Program Value Guideline

Financial Incentive Program Value Guidelines

1. Schedule A forms an operative part of this Plan by identifying the maximum value of each financial incentive program established by the Town of The Blue Mountains Town-wide Revitalization CIP.
2. The Town, at its sole discretion, may administer grants or loans to eligible applicants in amounts that are less than the values shown in Table A: Town-wide Revitalization CIP Program Value Guidelines without formal amendment to this Plan by a by-law of Council.
3. For clarity, any increase to the maximum grant or loan values shown in Table A: Town-wide Revitalization CIP Program Value Guidelines would require an amendment to this Plan by a resolution of Council.
4. In order to be eligible for the grant or loan values shown in Table A: Town-wide Revitalization CIP Program Value Guidelines, applicants shall satisfy all eligibility requirements of this Plan.

Table A: Town-wide Revitalization CIP Program Value Guidelines

Financial Incentive Program	Grant Value	Loan Value
Study & Design Grant Program	The maximum value of the grant shall be 50% of eligible costs to a maximum of \$20,000.00 per property.	The Study & Design Program is not offered as a loan.
Building Façade and Signage Program	The maximum grant value shall be 50% of eligible costs to a maximum of \$10,000.00.	The maximum loan value shall be 50% of eligible costs to a maximum of \$30,000.00.
	At the discretion of the Town, the maximum grant value may be increased by up to \$5,000 per property for properties that are designated under the Ontario Heritage Act.	At the discretion of the Town, the maximum loan value may be increased by up to \$5,000 per property for properties that are designated under the Ontario Heritage Act.
	At the discretion of the Town, the maximum grant value may be increased by up to \$5,000 per property where a side or rear façade is highly visible to the public street or is located in a prominent location.	At the discretion of the Town, the maximum loan value may be increased by up to \$5,000 per property where a side or rear façade is highly visible to the public street or is located in a prominent location.
	For clarity, the maximum cumulative value of the grant shall not exceed \$20,000.00 per property where all of the	For clarity, the maximum cumulative value of the grant shall not exceed \$40,000.00 per property where all of the

Financial Incentive Program	Grant Value	Loan Value
	above conditions may be satisfied.	above conditions may be satisfied.
Building Improvement and Renovation Program	The maximum value of a grant shall be 50% of eligible costs to a maximum of \$10,000.00. For any property that is designated under Part IV or Part V of the <i>Ontario Heritage Act</i> , or is listed on the heritage register, the maximum value of a grant shall be 50% of eligible costs to a maximum of \$15,000.00.	The maximum value of a loan shall be 50% of eligible costs for interior and exterior building and maintenance improvement works to a maximum of \$40,000.00, For any property that is designated under Part IV or Part V of the <i>Ontario Heritage Act</i> or is listed on the heritage register the maximum loan value shall be \$60,000.00.
Tax Increment Equivalent Program	The maximum value of a grant shall be equivalent up to 50% of eligible costs to a maximum of \$25,000.00 per year for up to 10 years following completion of an eligible project. Further, the maximum grant value shall not exceed five times the amount of the initial tax increment.	The maximum value of a loan shall be equivalent up to 50% of eligible costs to a maximum that is equivalent to \$50,000.00 per year over 10-years. Further, the maximum loan value shall not exceed ten times the amount of the tax increment resulting from development.
Brownfield Tax Assistance Program	The total value of the Brownfield Tax Assistance Program is identified in Part 3 of the Community Improvement Plan.	
Municipal Fees Grant Equivalent Program	The maximum grant value shall be 100% of fees, or \$50,000.00, whichever is less.	The Municipal Fees Grant Equivalent Program is not offered as a loan.
Property Enhancement and Improvement Program	The maximum value of a grant shall be 50% of eligible costs and shall not exceed a maximum of \$15,000.00 or \$500.00 per linear metre of lot frontage, whichever is less.	The maximum value of a loan shall be 50% of eligible costs and shall not exceed a maximum of \$45,000.00 or \$1,000.00 per linear metre of lot frontage, whichever is less.
		The maximum value of a loan shall be 50% of eligible costs,

Financial Incentive Program	Grant Value	Loan Value
Energy Efficiency Improvement Program	The maximum value of a grant shall be 50% of eligible costs, or \$5,000.00, whichever is less.	or \$15,000.00, whichever is less.
		Where this program is combined with the Building Improvement and Renovation Program, the loan value of this program shall be increased by \$5,000.00, for a total of \$20,000.00 to a maximum of 50% of eligible costs, whichever is less.
Vacant Building Conversion or Expansion Program	The maximum value of a grant shall be equal to \$15.00 per square foot of converted space or new gross floors area, to a maximum of 50% of eligible costs or \$15,000.00, whichever is less.	The maximum value of a grant shall be equal to \$30.00 per square foot of converted space or new gross floors area, to a maximum of 50% of eligible costs or \$30,000.00, whichever is less.
Destination Infrastructure Program	The maximum value of a grant shall be 50% of eligible costs to a maximum of \$15,000.00, whichever is less.	The Destination Infrastructure Program is not offered as a loan.