



# Town of Erin **INVESTING IN GROWTH**

COMMUNITY IMPROVEMENT PLAN



FIRST DRAFT

**JUNE** 2018





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## Glossary

The interpretation of this CIP rests solely with the Town of Erin. To assist in interpretation, the following definitions shall apply.

Affordable means

a) In the case of ownership housing, housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the regional market area.

b) In the case of rental housing, a housing unit for which the rent is at or below the average market rent of a unit in the regional market area.

Adaptive reuse means the renovation and reuse of pre-existing structures (such as warehouses) for new, higher density purposes.

Barrier-free access means design for those with physical or other disabilities, involving the provision of alternative means of access to steps (i.e., ramps and elevators) for those with limited mobility.

Brownfield site means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

CIP Review Panel means Town staff appointed by Council to review applications for financial incentives and make decisions on financial incentives in accordance with the policies of this CIP.

Community Improvement Project Area means the currently designated Community Improvement Project Area, which is adopted by a by-law of Council, in accordance with Section 28 of the *Planning Act*.

Community Improvement Project Sub-Area means a neighbourhood or other area within the broader Community Improvement Project Area that has been identified by the Town as sharing a unique set of needs/opportunities that can be addressed through the targeted set of tools and incentives of this CIP.

County means the County of Wellington.

Crime Prevention Through Environmental Design (CPTED) means the multi-disciplinary approach to deterring criminal behaviour through environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts by affecting the built, social and administrative environment.

Eligible costs mean costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Farm business means a business that is small in scale and provides value-added products from the farm and may be allowed subject to zoning provisions.



Fenestration means the arrangement of windows and doors on the elevations of a building.

Heritage attributes means the principal features, characteristics, context, and appearance that contribute to the cultural heritage significance of a protected heritage property.

Industrial use means land used for manufacturing, processing, fabrication and assembly of raw materials or repair, servicing, distribution, and storage of materials.

Intensification means the development of a property, site or area at a higher density than currently exists through:

- a) redevelopment, including the reuse of brownfield sites;
- b) the development of vacant and/or underutilized lots within previously developed areas;
- c) infill development; and
- d) the expansion or conversion of existing buildings.

Mixed-use means any combination of commercial uses (retail, personal services, restaurants, etc.), offices, institutional uses, and/or residential uses, if there are commercial uses at grade.

Priority Site means a specific property within the Community Improvement Project Area that may be identified by the Town of Erin for increased grant values as it represents the Town's priorities for reshaping and revitalizing Erin. For a more detailed description of the criteria used to identify Priority Sites, refer to Section 5.3 of this CIP.

Public Realm means the spaces around, between and within buildings that are publicly accessible, including streets, squares, parks and open spaces.

Redevelopment means the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

Spill-out space means the open space used in association with an adjacent building (i.e., tables and chairs on the pavement outside a restaurant).

Tax Increment means an increase in taxes, which is calculated by subtracting the Municipal portion of property taxes before assessment from the Municipal portion of the property taxes after reassessment. The tax increment does not include any increase/decrease in Municipal taxes due to a general tax increase/decrease or a change in assessment for any other reason.

Town means the Corporation of the Town of Erin.



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## 1.0 Introduction

In recent years, Erin has undergone exciting changes as the Town works toward becoming a community that is 'investing in growth'. This Community Improvement Plan (CIP) has been prepared to provide Council and Town staff with a broad range of tools that will support this overall goal.

### 1.1 What is a Community Improvement Plan (CIP)?

A CIP is a municipal planning tool enabled by the Ontario Planning Act that sets out programs and strategies for improving the built, economic, and social environment in designated areas of a municipality. Many municipalities across Ontario have prepared CIPs to achieve important community goals, such as:

- Facilitating and coordinating the transition of neighbourhoods and areas;
- Stimulating economic growth and development;
- Assisting property owners with repair, rehabilitation, or redevelopment projects; and
- Raising awareness of local needs and priorities.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, having a CIP in place allows a local government to assist financially with improvements to private properties.

### 1.2 Tools for Investing in Growth

This CIP will allow the Town to stimulate local investment and invest in future growth. As the Town looks forward into the 21<sup>st</sup> Century, there is a need to maximize economic development opportunities and help existing and potential business owners prepare for change. Specifically, as discussed in Section 3.1, this CIP presents three overall goals for community improvement:

- The CIP will REVITALIZE the Town of Erin.
- The CIP will RESHAPE the Town of Erin.
- The Town of Erin is "OPEN FOR BUSINESS".

To achieve these goals, this CIP establishes a toolbox of financial and non-financial incentives intended to improve the following:

- The built environment and public realm;
- Views and streetscapes;
- Trails and open spaces;
- Heritage attributes and resources;
- Housing choice and affordability; and
- Infrastructure to attract visitors.





## 1.3 How to Use this CIP

This CIP provides information on the following topics:

- Section 2 presents the basis for the CIP, including a summary of the planning context and input from community and stakeholder consultation;
- Section 3 sets out the Goals and Objectives of the CIP;
- Section 4 identifies the designated Community Improvement Project Area (CIPA);
- Section 5 provides information about Financial Incentive Programs that may be available to eligible businesses in the CIPA;
- Section 6 outlines a set of studies or projects that may be undertaken by the Town to support the CIP goals;
- Section 7 presents Design Guidelines that will ensure community improvement projects contribute positively to the character and appearance of the Town;
- Section 8 outlines administrative details regarding how the CIP will be implemented;
- Section 9 identifies marketing options for the Town to promote the CIP; and
- Section 10 provides a strategy for the annual monitoring of the CIP.

Readers who are interested in accessing some of the tools included in this CIP should review the relevant sections and contact the Town's Economic Development Officer to initiate a discussion about how the CIP can help your business.





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## 2.0 Basis of the CIP

The Town of Erin CIP has been prepared based primarily on the enabling policies of the local and Wellington County Official Plans and consultation with members of the public and business community, the local Economic Development Advisory Committee, and Town Council, as summarized below.

### 2.1 Legislative Authority

The Planning Act is the primary piece of legislation that provides for the preparation of CIPs. Specifically, Section 28 of the Planning Act sets out:

- Types of projects/activities/works that are considered “community improvement”, which can include the redevelopment, rehabilitation, or other improvements to residential, commercial, industrial, and public buildings, structures, or facilities;
- A community improvement planning process whereby a municipality must first identify and adopt by by-law a designated “Community Improvement Project Area”, after which a “Community Improvement Plan” may be prepared and adopted by a municipal Council. However, this may only be done where there are enabling policies in the municipality’s Official Plan (which is the case in the Town of Erin – as discussed in Section 2.1);
- Tools that can be implemented once a municipal Council adopts a “Community Improvement Plan”, which include grants or loans to owners and tenants (with written consent of the owner) of land and buildings within the community improvement project area; and
- Eligible costs for which a municipality can provide such grants or loans, which may include costs related to development/ redevelopment or construction/ reconstruction projects for rehabilitation purposes or for the provision of energy efficient improvements.

In addition to the Planning Act, several other legislative documents provide the authority for municipalities to implement tools to assist with community improvement, including the Ontario Municipal Act Sections 106(3) and 365.1.

### 2.2 Enabling Official Plan Policies

#### 2.2.1 Town of Erin Official Plan

The Town of Erin Official Plan contains goals, objectives and policies for directing and managing change. The Plan provides the long-term vision for growth and physical development of the municipality.

Currently there are policies in place (as required by the Planning Act) that enable the creation of a CIP for the Town of Erin. The policies allow the CIP to address a wide range of physical, economic, and social needs and opportunities throughout the Town. Section 3.4.2 of the Official Plan identifies the following objectives for community improvement:

- a) To identify areas that exhibit problems of instability, building deterioration, inadequate municipal services and facilities, or inappropriate arrangements of land uses;

- b) To promote the long-term stability and viability of identified Community Improvement Areas by reducing land use conflicts and upgrading municipal services;
- c) To encourage coordinated municipal expenditures and planning and development activities within areas identified as Community Improvement Areas;
- d) To utilize funding programs of the senior levels of government to carry out identified community improvements;
- e) To stimulate the maintenance and renewal of private property, and act as a resource base for private improvement initiatives; and,
- f) To enhance the visual quality of the community.

In Section 3.4.4 of the Official Plan, the entire Town of Erin has been identified as a Community Improvement Project Area, meaning that CIP tools can be implemented anywhere throughout the Town. A designated Community Improvement Project Area is introduced in Section 4.

### 2.2.2 Wellington County Official Plan

There are policies in the Wellington County Official Plan that enable the County to participate financially in Erin's CIP. Section 4.12.5 states that *County Council may participate in a municipality's Community Improvement Plan and make grants and loans to the Council of a lower tier municipality for the purposes of carrying out a Community Improvement Plan that has come into effect.*

In the summer of 2018, Wellington County Council endorsed the 'Invest Well Program', which is a framework that outlines when and how the County will participate in the local CIPs of the member municipalities. Through the Invest Well Program, Wellington County intends to provide funding for certain types of redevelopment and other physical improvements to private property, where they are in support of County-wide planning and economic development goals and priorities, as outlined in this document. A description of Invest Well and how it works is provided throughout this CIP, as well as Section 5.

## 2.3 Community and Stakeholder Consultation

Community and stakeholder input has been an important basis in the creation of this CIP. Several events and initiatives have been undertaken, to inform the creation of programs.

- A workshop with the Town of Erin Economic Development Advisory Committee (EDAC) was held in November 2017 to discuss issues and needs regarding improvements to private property;
- A Council Presentation was delivered in January 2018 to obtain input on the set of options identified for a local CIP;
- A Public Information Session was held in February 2018 to share information about the CIP project and obtain further input on the options for Erin's CIP; and
- Recommended CIP programs were identified based on input from Council/the public.

The consultation events provided community insight on local economic development and planning needs, issues, and options to be addressed by this CIP.

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## 3.0 Goals and Objectives for Community Improvement

To be eligible for financial incentives offered through the CIP, an improvement project must support the goals and objectives set out below. For each of the goals and objectives, measures have also been identified (Section 10.3) for monitoring the effectiveness of this CIP.

With respect to County participation in this Town of Erin CIP, Wellington County has also identified a set of goals, which are introduced in Section 6, and should be read in conjunction with the Town's goals below.

### 3.1 Goals and Objectives

The following three goals and supporting measurables will guide the investment in growth in Erin:

#### 1 The CIP will REVITALIZE the Town of Erin

- Restore and revitalize Erin's Urban Centres (including commercial and industrial land uses and – of course – the downtowns), Hamlets and Agricultural Areas;
- Implement aesthetic improvements to private property such as improvements to façades, signage, and landscapes;
- Implement functional improvements to properties, such as structural repairs to buildings and improvements to parking, infrastructure and accessibility;
- Apply dedicated Town funds and resources for improvements to community facilities, streetscapes, and public spaces/the public realm; and
- Conserve and restore heritage attributes and resources.

#### 2 The CIP will RESHAPE the Town of Erin

- Promote a wider range and mix of uses (including more housing options) and diversity of businesses within Erin;
- Reduce the number of vacant/under-utilized/nonperforming buildings/properties;
- Prioritize improvement projects that recognize and enhance the Town's natural resources as a significant community asset, including the Credit River;
- Introduce Design Guidelines to enhance existing community character; and
- Create animated and exciting spaces that enhance the uniqueness and experience of Erin.

#### 3 The Town of Erin is investing in growth and "OPEN FOR BUSINESS"

- Attract new businesses to Erin, and retain and support existing businesses;
- Increase the number of business enterprise start-ups and expansions;
- Attract tourism to the Town; and
- Increase and diversify the Town's overall tax base and revenues.

## 4.0 Designated Community Improvement Project Areas

To achieve the goals and objectives of this CIP, the entire municipality has been identified as a Community Improvement Project Area (CIPA). However, the Town intends to phase improvements based on Town priorities and the availability of resources, which are subject to change over the implementation period of the CIP. Therefore, Sub-Areas have been identified to provide flexibility.

### 4.1 Community Improvement Project Area (CIPA)

All lands located within the municipal boundary of the Town of Erin (as shown on Schedule A-1 of the Town or Erin Official Plan) are included within the Town of Erin 'Investing in Growth' Community Improvement Project Area. These lands have been designated as such by Council. Financial Incentive Programs may be available to registered owners, assessed owners, and tenants (with written consent of the owner) of lands and buildings located within the CIPA, subject to a number of eligibility criteria, as described in Sections 5.1 and 5.4 of this CIP.

### 4.2 Community Improvement Project Area Sub-Areas

Four CIPA Sub-Areas have been identified to respond to unique needs, issues and opportunities in certain areas of the Town. As discussed in Section 8 of this CIP, Council and the CIP Review Panel will identify on an annual basis, which of the Financial Incentive Programs may be available in each of the Sub-Areas based on the priorities for that year, as well as the funds allocated for these programs. The CIPA Sub-Areas are discussed in detail below.

Table 4.1 – CIPA Sub-Areas

CIPA Sub-Areas	
Erin Village Sub-Area	<ul style="list-style-type: none"> <li>As designated on Schedule A-2 of the Town's Official Plan.</li> <li>This includes all key areas of economic activity within the Village – including the downtown, other commercial uses, and industrial areas. Note: Single-use residential buildings are not eligible for any programs in this CIP.</li> </ul>
Hillsburgh Sub-Area	<ul style="list-style-type: none"> <li>As designated on Schedule A-3 of the Town's Official Plan.</li> <li>Again, this includes key areas of economic activity within Hillsburgh. Single-use residential buildings are not eligible.</li> </ul>
The Hamlets Sub-Area	<ul style="list-style-type: none"> <li>The Hamlets of Ballinafad, Brisbane, Cedar Valley, Crewsons Corners, Orton and Ospringle as designated on Schedules B1-6 respectively of the Town's Official Plan</li> </ul>
The Agricultural Sub-Area	<ul style="list-style-type: none"> <li>The Prime Agricultural and Secondary Agricultural designations on Schedule A-1 of the Town's Official Plan</li> </ul>

Land uses that will be eligible for Financial Incentive Programs within each Sub-Area are discussed in Section 5.1.



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## 5.0 Financial Incentive Programs

Through the Town of Erin CIP, the Town may provide financial incentives to eligible applicants within the CIPA and Sub-Areas identified in Section 4. The incentive programs are intended to stimulate private investment and physical improvements to private property, where such improvements will result in or contribute to the goals and objectives set out in Section 3.1 and guide the Town's investment in growth.

The following Financial Incentive Programs may be available to eligible owners/tenants of land and buildings in the CIPA, subject to the availability of resources.

1. Design and Study Grant;
2. Planning Application and Building Permit Fee Rebate;
3. Façade and Signage Improvement Grant;
4. Downtown Housing Grant;
5. Commercial Conversion Grant;
6. Building Improvement Grant;
7. Parking and Landscaping Improvement Grant;
8. Accessibility Improvement Grant;
9. Public Art Grant;
10. Tax Increment Equivalent Grant (TIEG); and
11. Provincial Brownfield Financial Tax Incentive Grant.

Detailed information about General Eligibility Criteria (Section 5.1), Availability (Section 5.2), and Program Specific Eligibility Criteria (Section 5.4) are outlined in the following pages.

As noted,

### 5.1 General Eligibility Criteria

To be eligible for any of the Financial Incentive Programs that may be offered by the Town, the following General Eligibility Criteria must be met:

- a) The lands and buildings subject to an application must be located within a CIPA Sub-Area where Financial Incentive Programs have been made available for that year. Applicants should refer to Section 4.2 to determine the Sub-Area in which a property is located. Town staff should be contacted to confirm the applicable Sub-Area and available funds.
- b) Only certain types of existing or proposed uses in each of the Sub-Areas will be eligible for financial incentives (in accordance with the uses permitted by the Town Official Plan and Zoning By-law). Unless otherwise stated in the Program Specific Eligibility Criteria (Section 5.4), Table 5.1 below will be used as a guide for determining the eligible uses within each Sub-Area.



Table 5.1 – Eligible Uses

CIPA Sub-Areas	Eligible Uses (Existing or Proposed)
Erin Village and Hillsburgh Sub-Areas	<ul style="list-style-type: none"> <li>• Commercial;</li> <li>• Office;</li> <li>• Mixed-use;</li> <li>• Industrial; and</li> <li>• Rental housing/affordable housing units.</li> </ul>
The Hamlets Sub-Area	<ul style="list-style-type: none"> <li>• Small-scale commercial and industrial uses; and</li> <li>• Mixed-use.</li> </ul>
The Agricultural Sub-Area	<ul style="list-style-type: none"> <li>• Farm businesses as permitted by Section 6.4.4 of the Wellington County Official Plan.</li> </ul>

- c) All projects must contribute to achieving one or more community improvement goals and objectives (as identified in Section 3.1).
- d) All projects should generally comply with the applicable Design Guidelines (Section 7) and be designed to complement the surrounding architectural styles and natural settings, and not overshadow the existing character of the area.
- e) All proposed projects must result in some level of improvement or rehabilitation over the existing conditions and will not simply represent a life cycle replacement.
- f) Unless otherwise specified, registered owners, assessed owners, and tenants (with written consent of the owner) of private land or buildings may be eligible for financial incentives.
- g) The total value of all grants provided to an owner/tenant shall in no case exceed the total value of eligible costs associated with the community improvement project.
- h) Unless otherwise specified in the Program Specific Eligibility Criteria (Section 5.4), an applicant may be eligible to receive multiple grants, in accordance with the following:
  - i. The total combined value of grants provided to the applicant by the Town per year shall not exceed \$10,000 per project and/or property, or the total value of eligible costs, whichever is less;
  - ii. Subsection i) shall not apply to properties that have been identified as Priority Sites by Council.
- i) Financial incentives will not be applied retroactively to works started prior to approval of applications and any application for costs incurred prior to the adoption of this CIP will not be considered eligible.
- j) The property owner must have no outstanding property tax arrears or any other outstanding Town obligation on the subject property at the time of application or during the term of the grant.
- k) Applicants will be required to disclose all other funding sources, including governmental, private, or not-for-profit funding to support the project. These shall be taken into consideration in the review of applications and the value of incentives provided by the Town may be reduced, at the sole discretion of Council.



- l) The proposed works will conform with all applicable policies, standards, and procedures, including (but not limited to) the Official Plan and Zoning By-law, in addition to being subject to a review and the issuance of necessary planning and development approvals and building permits pursuant to the Ontario Building Code and Conservation Authority Regulated Areas.

In addition to these General Eligibility Criteria, a set of Program Specific Eligibility Criteria (Section 5.4) must also be met, which are outlined in the description of the Financial Incentive Programs.

## 5.2 Availability

As discussed in Section 4.2, CIPA Sub-Areas have been identified for the Town of Erin CIP. The purpose of identifying Sub-Areas is to:

- a) Respond to unique needs, issues, and opportunities in certain areas of the Town; and
- b) Prioritize improvements within certain Sub-Areas annually.

As such, not all Sub-Areas identified will be eligible for the various Financial Incentive Programs. As outlined in Section 8 of this CIP, Council will approve an implementation plan on an annual basis, which sets out:

1. Financial Incentive Programs that will be available within each of the Sub-Areas for that year, if any; and
2. A community improvement budget for financial incentives that have been put into effect for that year, if any.

## 5.3 Priority Sites

Priority Sites may be identified by the Town. Priority Sites are specific properties within the Community Improvement Project Area that represent Town priorities for reshaping and revitalizing, and have been identified by Council based on one or more of the following criteria:

- a) The site has review frontage and a significant public view;
- b) The site will improve public access to the Credit River, and/or integrates the river trail.
- c) The site is visible from a view corridor, or has another significant public view in the opinion of Town staff;
- d) The site is a known brownfield property;
- e) A building on the site has heritage value and the applicant has demonstrated to the satisfaction of the Town that original heritage attributes are to be restored;
- f) The applicant is proposing exemplary design features to a building;
- g) The site is vacant or underutilized and has potential for significant redevelopment/intensification;
- h) The proposed use of land or buildings is a "target use" that has been identified by Council as highly desirable; and/or

- i) The site is subject to a proposal that will help achieve local economic development goals or priorities, as identified by Council.

Priority Sites may be identified by Council on an annual basis or at the term of Council. They may be updated or revised at any time at the sole discretion of Council.

As identified in the Program Specific Eligibility Criteria in Section 5.4 of this CIP, properties that are identified as Priority Sites may be eligible for increased grant values. Notwithstanding Section 5.3 above, the Town may also identify a maximum value for the total of all grants, loans, and tax assistance provided to Priority Sites.

## 5.4 Town of Erin Incentive Programs

The Town of Erin may offer any of the following Financial Incentive Programs during the implementation of this CIP. Program details are provided, with respect to:

- Program purpose/benefits;
- Value of grant;
- Eligibility criteria;
- Eligible costs; and
- Payment.

As discussed in Section 5.5, where certain County-wide goals and planning/economic development policies are met by an application, applicants will also be considered for additional financial incentives by the County of Wellington.

### 5.4.1 Design and Study Grant

#### 5.4.1.1 *Purpose and Anticipated Benefits*

- a) The Design and Study Grant may be available to eligible applicants for the completion of studies, plans, or designs that will investigate the site-specific potential of an improvement project.
- b) This grant is intended to aid with initial background planning and design in support of improvement projects on eligible properties.

#### 5.4.1.2 *Value of Grant*

- a) Where all eligibility requirements are fulfilled, a Design and Study Grant may be provided to applicants for 50% of the total cost to complete eligible studies/plans/ designs.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.
- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant to \$5,000 per project and/or property.

#### 5.4.1.3 *Eligibility Criteria*

- a) Properties will be eligible for the Design and Study Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).

- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) The studies, plans, or designs must provide new site-specific information in support of a potential improvement project.
- d) Applicants receiving the Design and Study Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

#### 5.4.1.4 Eligible Costs

- a) The cost to complete any of the following types of studies, plans, or designs may be eligible for the Design and Study Grant:
  - i. Concept plans;
  - ii. Structural analysis;
  - iii. Traffic Impact Assessments;
  - iv. Site plan drawings;
  - v. Environmental studies;
  - vi. Other site-specific studies or plans which may be required by the Town at the time of pre-consultation or site plan approval and as approved by the CIP Review Panel; and
  - vii. Any combination of the above.
- b) Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Town.
- c) The applicant must provide at least two quotes for the completion of the subject studies, plans, or designs at the time of a financial incentive application, or the applicant must provide an explanation as to why two quotes is not possible.

#### 5.4.1.5 Payment

- a) All completed studies, plans, or designs must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved study, plan, or design. The grant will be paid in a lump sum as a reimbursement of costs incurred.
- c) One electronic and one hard copy of the completed studies, plans, or designs shall be submitted to the Town for its review and retention.
- d) All completed studies will become the shared property of the Town and applicant.

### 5.4.2 Planning Application and Building Permit Fee Rebate

#### 5.4.2.1 Purpose and Anticipated Benefits

- a) The Planning Application and Building Permit Fee Rebate may be available to offset the planning and building fees required by the Town.

#### 5.4.2.2 Value of Rebate

- a) Where all eligibility requirements are fulfilled, a Planning Application and Building Permit Fee Rebate may be provided to cover 100% of the eligible fees required by the Town.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.

- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant to \$5,000 per project and/or property.

#### 5.4.2.3 Eligibility Criteria

- a) Properties will be eligible if the proposed or existing use is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Planning Application and Building Permit Fee Rebate may be eligible for additional incentives offered through this CIP in accordance with Section 5.2.

#### 5.4.2.4 Eligible Costs

- a) Costs associated with the following may be eligible:
  - i. Planning application fees required by the Town, including minor variances, site plan approval, severances, and zoning by-law/official plan amendments; and
  - ii. Building or demolition permit fees required by the Town.
- d) Costs (i.e., hourly fees) associated with the processing of planning applications by Town or County staff will not be eligible.

#### 5.4.2.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

### 5.4.3 Façade and Signage Improvement Grant

#### 5.4.3.1 Purpose and Anticipated Benefits

- a) The Façade and Signage Improvement Grant may be available to eligible applicants to assist with the financing of improvements to an existing building's façade or signage.
- b) This grant is intended to promote aesthetic and functional improvements to buildings and properties, which otherwise may not occur due to cost premiums associated with these improvements.

#### 5.4.3.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Façade and Signage Improvement Grant may be provided for 50% of the eligible costs of façade and/or signage improvements.
- b) The total value of the grant shall not exceed \$5,000 per project and/or property.
- c) The Town may increase the maximum value of the grant to \$7,500 per project and/or property when one or more of the following criteria are met:
  - i. A building has multiple storefronts or street addresses or is on a corner lot, where façade improvements are proposed on both frontages;
  - ii. The property has river frontage and a significant public view;
  - iii. The restoration of heritage attributes is proposed; or
  - iv. A property has been identified as a Priority Site under Section 5.3 of this CIP.

#### 5.4.3.3 Eligibility Criteria

- a) Properties will be eligible for the Façade and Signage Improvement Grant if the existing or proposed use is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Façade and Signage Improvement Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

#### 5.4.3.4 Eligible Costs

- a) For a Façade Improvement Project, improvements to the main façade of buildings are eligible.
- b) Façade improvements to a side and/or rear wall may also be eligible where the subject building or property is located adjacent to or is visible from a view corridor or waterbody, or has a significant public view in the opinion of Town staff.
- c) Eligible costs include the following:
  - i. Restoration or replacement of exterior building treatments, such as brickwork/cladding/siding;
  - ii. Restoration or replacement of cornices, eaves, and parapets;
  - iii. Restoration or replacement of windows, doors, and awnings;
  - iv. Restoration or replacement of exterior lighting;
  - v. Exterior painting;
  - vi. Chemical or other façade cleaning;
  - vii. Redesign of storefront or entrance modifications, including provisions to improve accessibility; and
  - viii. Such other similar improvements and repairs that may be necessary to improve the appearance of a building façade exterior.
- d) For a Signage Improvement Project, improvements to or replacement of the storefront signs of buildings are eligible. Where a side and/or rear wall sign is visible from a public street or public space, or fronts onto a laneway or parking lot, improvements to these signs may also be eligible.

#### 5.4.3.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

#### 5.4.4 Downtown Housing Grant

##### 5.4.4.1 Purpose and Anticipated Benefits

- a) The Housing Grant may be available to eligible property owners and tenants (with consent of the owner) to assist in the creation of new residential units in the downtown areas of Erin Village and Hillsburgh and to improve the condition of existing upper-storey residential units.
- b) The purpose of this program is to support the availability of a wider range of more financially attainable housing options in the Town.

##### 5.4.4.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Downtown Housing Grant may be provided for 50% of the eligible costs for each unit.
- b) The total value of the grant shall not exceed \$5,000 per unit, to a maximum of two units.
- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, a maximum of four units shall be eligible, and the total value of the grant shall not exceed \$5,000 per unit.

##### 5.4.4.3 Eligibility Criteria

- a) Properties will be eligible for the Housing Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Housing Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

##### 5.4.4.4 Eligible Costs

- a) The Housing Grant may be provided for the construction and renovation costs related to the following types of projects:
  - i. Creation of new residential units in the upper storey(s) of a mixed-use building in the downtown areas of Erin Village and Hillsburgh; or
  - ii. Significant improvement in the quality of one or more existing residential units in the upper storey(s) of a mixed-use building in the downtown areas of Erin Village and Hillsburgh, which achieve one or more of the following:
    - A. improve the quality of life for the occupants;
    - B. increase the value of the unit(s);
    - C. make previously inhabitable unit(s) habitable;
    - D. make the unit attractive to a wider range of income groups.

##### 5.4.4.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

## 5.4.5 Commercial Conversion Grant

### 5.4.5.1 Purpose and Anticipated Benefits

- a) The Commercial Conversion Grant may be available to eligible property owners and tenants (with consent of the owner) to assist with the small-scale conversion of existing vacant or underused space into new commercial, mixed-use and other eligible uses.
- b) This grant is intended to support growing businesses thereby increasing commercial assessments.

### 5.4.5.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Commercial Conversion Grant may be provided for \$20 per square foot of converted or expanded floor space.
- b) The total value of the grant shall not exceed \$7,500 per project and/or property.
- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant to \$10,000 per project and/or property.

### 5.4.5.3 Eligibility Criteria

- a) Properties will be eligible for the Commercial Conversion Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Commercial Conversion Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

### 5.4.5.4 Eligible Costs

- a) The Commercial Conversion Grant may be provided for the construction and renovation costs related to the following types of projects:
  - i. Conversion of non-commercial or vacant building space into new commercial, mixed-use, secondary uses, and other eligible uses;
  - ii. Conversion of existing ground floor commercial space to better suit a new commercial use (e.g., retail to restaurant); and
  - iii. Expansion of existing eligible uses to increase the gross floor area.
- b) The Grant will also apply to the adaptive re-use of derelict structures.

### 5.4.5.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.



## 5.4.6 Building Improvement Grant

### 5.4.6.1 Purpose and Anticipated Benefits

- a) The Building Improvement Grant may be available to eligible property owners and tenants (with consent of the owner) to assist with improvements to existing buildings materially extend the useful life of a building and/or increase the value of a building.
- b) This grant is intended to support improvements to private property to provide for safe, usable, and more energy efficient eligible uses.

### 5.4.6.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Building Improvement Grant may be provided for 50% of the eligible costs.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.
- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant to \$5,000 per project and/or property.

### 5.4.6.3 Eligibility Criteria

- a) Properties will be eligible for the Building Improvement Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Building Improvement Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

### 5.4.6.4 Eligible Costs

- a) For a Building Improvement Project, improvements to the front, rear, and side of building(s) are eligible. Eligible costs include the following:
  - i. Structural repairs to walls, ceilings, floors, and foundations;
  - ii. Interior restoration and design;
  - iii. Repair/replacement/installation of building infrastructure, such as roofing, windows, and doors;
  - iv. Repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems;
  - v. Weather and floodproofing;
  - vi. Improvements to energy efficiency through Insulation upgrades and Window replacement; and
  - vii. Any other improvements that may bring a building up to code or address health and safety concerns, as approved by the Town.
- b) The services of a professional engineer, architect, or planner to design and implement the project will also be considered eligible costs, subject to the following:

- i. A grant for such services has not already been provided to the applicant through the Design and Study Grant (Section 5.4.1); and
- ii. The maximum amount of a grant for such services shall not exceed 15% of the total grant value.

#### 5.4.6.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

#### 5.4.7 Parking and Landscaping Improvement Grant

##### 5.4.7.1 Purpose and Anticipated Benefits

- a) The Parking and Landscaping Improvement Grant may be available to eligible applicants to assist property owners and tenants (with consent of the owner) with improvements to private property, such as landscaping and optimizing the amount and quality of off-street parking.
- b) This grant is intended to encourage the improvement of existing private parking and the addition of new bicycle parking within the CIPA.

##### 5.4.7.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Parking and Landscape Improvement Grant may be provided for 50% of the eligible costs of improvements.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.
- c) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant to \$5,000 per project and/or property.

##### 5.4.7.3 Eligibility Criteria

- a) Properties will be eligible for the Parking and Landscape Improvement Grant if the existing or proposed use is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Parking and Landscape Improvement Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

##### 5.4.7.4 Eligible Costs

- a) For a Motorized Vehicle Parking Improvement Project, eligible costs include the following:
  - i. Improvements to rear or side yard parking areas that result in an increased supply of parking spaces, in accordance with a site plan (as may be required);
  - ii. Repairs, improvements, expansions, repainting and repaving of existing driveways and motor vehicle parking areas provided that the project results in an improvement over the existing condition (i.e., gravel to paved); and

- iii. Proper signage and markings to clearly designate reserved parking for clients or employees.
- b) For a Bicycle Parking Improvement Project, eligible costs include the installation or replacement of new outdoor bicycle parking racks which are publicly accessible and not fully enclosed.
- c) For a Landscape Improvement Project, improvements to the front yard of properties are eligible. Where a side and/or rear yard is visible from a public street or public space, or fronts onto a laneway or parking lot, improvements to the side and/or rear yard may also be eligible. Eligible costs include the following:
  - i. Addition of landscaping features (plants/green space, including sod, trees, vegetation, etc.);
  - ii. Addition of permanent landscaping elements such as fencing, benches, planters, and lighting;
  - iii. Addition of walkways; and
  - iv. Such other similar improvements and repairs that may be necessary to improve a property.
- d) The services of a professional engineer, architect, or planner to design and implement the project will also be considered eligible costs, subject to the following:
  - i. A grant for such services has not already been provided to the applicant through the Design and Study Grant (Section 5.4.1); and
  - ii. The maximum amount of a grant for such services shall not exceed 15% of the total grant value.

#### 5.4.7.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

#### 5.4.8 Accessibility Improvement Grant

##### 5.4.8.1 Purpose and Anticipated Benefits

- a) The Accessibility Improvement Grant may be available to eligible applicants to assist with accessibility improvements to existing buildings, such as the removal of barriers to increase accessibility for people with disabilities.
- b) This grant is intended to support improvements to private property to meet Ontario's accessibility laws and standards in order to provide for accessible and usable eligible uses.

##### 5.4.8.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, an Accessibility Improvement Grant may be provided for 50% of the eligible costs of accessibility improvements.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.



#### 5.4.8.3 Eligibility Criteria

- a) Properties will be eligible for the Accessibility Improvement Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Accessibility Improvement Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

#### 5.4.8.4 Eligible Costs

- a) For an Accessibility Improvement Project, improvements to the front, rear, and side of building(s) are eligible. Eligible costs include the following:
  - i. Installation of ramps, elevators, lifts, and/or automatic door openers; and
  - ii. Any other improvements that may bring a building up to code, address health and safety concerns, or improve accessibility and removal of barriers, as approved by the Town.
- b) The services of a professional engineer, architect, or planner to design and implement the project will also be considered eligible costs, subject to the following:
  - i. A grant for such services has not already been provided to the applicant through the Design and Study Grant (Section 5.4.1); and
  - ii. The maximum amount of a grant for such services shall not exceed 15% of the total grant value.

#### 5.4.8.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

#### 5.4.9 Public Art Grant

##### 5.4.9.1 Purpose and Anticipated Benefits

- a) The Public Art Grant may be available to eligible applicants to assist with the permanent installation of outdoor artworks.
- b) The grant is intended to encourage the inclusion of public art and programming on private property, such as murals, sculptures and sidewalk art.

##### 5.4.9.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Public Art Grant may be provided for 100% of the eligible costs of public art provision.
- b) The total value of the grant shall not exceed \$2,500 per project and/or property.

##### 5.4.9.3 Eligibility Criteria

- a) Properties will be eligible for the Public Art Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- b) All General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- c) Applicants receiving the Public Art Grant may be eligible for additional incentive programs offered through this CIP in accordance with Section 5.2.

#### 5.4.9.4 Eligible Costs

- a) Eligible costs associated with public art projects include:
  - i. Fees for the artwork;
  - ii. Preparation of the building or area to receive the art installation;
  - iii. Service/product fabrication of artwork; and
  - iv. Installation charges of proposed artwork.
- b) The services of a professional artist to design and implement the project will also be considered eligible costs, subject to the following:
  - i. A grant for such services has not already been provided to the applicant through the Design and Study Grant (Section 5.4.1); and
  - ii. The maximum amount of a grant for such services shall not exceed 15% of the total grant value.

#### 5.4.9.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

#### 5.4.10 Tax Increment Equivalent Grant (TIEG)

##### 5.4.10.1 Purpose and Anticipated Benefits

- a) The TIEG program will provide a grant to eligible property owners, which is equivalent to a percentage of the Town portion of a property tax increment that is incurred because of an improvement project.
- b) The purpose of the TIEG is to stimulate investment by effectively deferring part of the increase in property taxation because of adaptive reuse, building and property rehabilitation, and retrofit works.

##### 5.4.10.2 Value of Grant

- a) Where a proposed project satisfies the eligibility requirements, a TIEG may be provided on approved applications as follows:
  - i. Grants will be provided for a period of 5 years.
  - ii. In year one, a grant that is equivalent to 100% of the Town portion of the tax increment may be provided to a property owner.
  - iii. In year two, a grant that is equivalent to 80% of the Town portion of the tax increment may be provided to a property owner.

- iv. In year three, a grant that is equivalent to 60% of the Town portion of the tax increment may be provided to a property owner.
  - v. In year four, a grant that is equivalent to 40% of the Town portion of the tax increment may be provided to a property owner.
  - vi. In year five, a grant that is equivalent to 20% of the Town portion of the tax increment may be provided to a property owner.
- b) For properties that are identified as Priority Sites under Section 5.3 of this CIP, the Town may increase the maximum value of the grant as follows:
- i. Grants will be provided for a period of 10 years.
  - ii. In year one, a grant that is equivalent to 100% of the Town portion of the tax increment may be provided to a property owner.
  - iii. In year two, a grant that is equivalent to 90% of the Town portion of the tax increment may be provided to a property owner.
  - iv. In year three, a grant that is equivalent to 80% of the Town portion of the tax increment may be provided to a property owner.
  - v. In year four, a grant that is equivalent to 70% of the Town portion of the tax increment may be provided to a property owner.
  - vi. In year five, a grant that is equivalent to 60% of the Town portion of the tax increment may be provided to a property owner.
  - vii. In year six, a grant that is equivalent to 50% of the Town portion of the tax increment may be provided to a property owner.
  - viii. In year seven, a grant that is equivalent to 40% of the Town portion of the tax increment may be provided to a property owner.
  - ix. In year eight, a grant that is equivalent to 30% of the Town portion of the tax increment may be provided to a property owner.
  - x. In year nine, a grant that is equivalent to 20% of the Town portion of the tax increment may be provided to a property owner.
  - xi. In year ten, a grant that is equivalent to 10% of the Town portion of the tax increment may be provided to a property owner.
- c) To determine the suitability of the TIEG, the Town will attempt to estimate the total potential value of the grant prior to submitting an application for the program.
- d) The estimate will consider current assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works.
- e) Applicants should refer to the definition for Tax Increment provided in the Glossary of this CIP to further understand how grant values will be calculated.

#### 5.4.10.3 Eligibility Criteria

- a) Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the TIEG.
- b) Only those projects that are anticipated to generate an increase in assessment will be eligible.

- c) Applicants receiving the TIEG will not be eligible for additional incentive programs offered through this CIP.
- d) Properties will be eligible for the TIEG if the proposed use is in accordance with the table of eligible uses in Section 5.1 (Table 5.1).
- e) The General Eligibility Criteria set out in Section 5.1 of this CIP also apply.

#### 5.4.10.4 Eligible Costs

- a) For a TIEG, the following types of costs will be eligible:
  - i. Site development and infrastructure work including demolition and disposal off-site, improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers, other);
  - ii. Adaptive reuse, building rehabilitation, and retrofit works;
  - iii. Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property; and
  - iv. Such other similar costs that may be necessary for the redevelopment, adaptive reuse or rehabilitation of the building and/or property.

#### 5.4.10.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) Grants may be provided in accordance with a TIEG Agreement made between the Town and the owner(s) upon successful completion of the approved project, to the satisfaction of the Town, and payment of the full reassessed value of Municipal taxes.
- c) If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments. However, if a Grant Agreement is registered on the title of the subject property (per Section 28(11) of the Planning Act), the new owner may be entitled to receive the remaining grant payments.

#### 5.4.11 Brownfield Financial Tax Incentive Grant

##### 5.4.11.1 Purpose and Anticipated Benefits

- a) The Brownfield Financial Tax Incentive Program provides tax assistance to eligible applicants whose properties require environmental remediation and/or risk assessment/management prior to redevelopment, in accordance with the Municipal Act, 2001.
- b) Town property tax assistance is provided by the Town of Erin through this grant. This grant also provides the opportunity for education tax assistance through the Brownfield Financial Tax Incentive – a program administered by the Province, which requires a separate application and is subject to approval by the Minister of Finance on a case-by-case basis.

- c) The purpose of the program is to:
- i. Encourage the remediation and rehabilitation of brownfield sites (where actual contamination has been demonstrated) by providing tax assistance at the beginning of the clean-up process and also during the redevelopment stage. The program will also promote improvement of the physical and environmental condition of private property;
  - ii. Increase the supply of serviced residential and commercial land by redeveloping existing brownfield sites for the purpose of these uses; and
  - iii. Promote development on previously undevelopable lands.

#### 5.4.11.2 *Value of Grant*

- a) The Brownfield Financial Tax Incentive Program will provide a cancellation of all or part of the Town and education taxes on a brownfield site during the rehabilitation period and development period, as defined in the Municipal Act, 2001.
- b) The value of the Town portion of the tax cancellation will be determined by the Town upon approval of a financial incentive application.
- c) Through the Provincial Brownfield Financial Tax Incentive Program, the Minister of Finance may match property tax assistance for a maximum of three years. An extension prior to the termination of tax assistance may be possible.

#### 5.4.11.3 *Eligibility Criteria*

- a) Properties will only be eligible for the Brownfield Financial Tax Incentive Program if:
  - i. The eligible site must be qualified as a brownfield; and
  - ii. A Phase II Environmental Site Assessment (ESA) has been conducted, and additional work and/or remediation are required under the Environmental Protection Act to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry.
- b) Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the Brownfield Financial Tax Assistance Program.
- c) An application must be accompanied by, at a minimum, a Phase II ESA prepared by a qualified person (as defined by the Environmental Protection Act) that contains:
  - i. An estimate of the cost of actions that will be required to reduce the concentration of contaminants on, in, or under the property to permit a RSC to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and
  - ii. A work plan and budget for environmental remediation, and/or risk management actions.
- d) All other General Eligibility Criteria set out in Section 5.1 of this CIP must be met.
- e) Applicants receiving the Brownfield Financial Tax Assistance Grant will be eligible for the TIEG but will not be eligible for any other additional incentive programs offered through this CIP.



#### 5.411.4 Eligible Costs

- a) Eligible costs include the following:
  - i. Environmental Site Assessments (Phase I and II ESAs and Risk Assessment);
  - ii. Environmental remediation activities;
  - iii. Costs of preparing a RSC, including subsequent subsurface characterization work required to support RSC filing;
  - iv. Placing clean fill and grading;
  - v. Installing environmental and/or engineering controls/works as specified in a Risk Assessment completed for the property;
  - vi. Monitoring, maintaining and operating environmental and engineering controls/works; and
  - vii. Environmental insurance premiums.
- b) For all eligible projects, the property shall be improved such that the amount of work undertaken is sufficient to, at minimum, result in an increase in the assessed value of the property.

#### 5.4.11.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

## 5.5 Invest Well: County Participation in Financial Incentives

### 5.5.1 About the Invest Well Program

The Wellington County Invest Well Program is a strategic planning and economic development tool that directly supports the County's longer-term planning and economic development priorities. Invest Well was developed by the County in early 2018 and sets out goals, criteria, and an implementation framework for the County's participation in the financial incentive programs of the Town of Erin and this CIP.

The following sections of the Town of Erin CIP describe how and when Wellington County will participate in financial incentive programs offered by the Town of Erin CIP, based on an evaluation of individual applications by the Town of Erin and Wellington County. The following Sections are included in the town of Erin CIP in accordance with Section 28 of the Planning Act and Section 4.1 of the Invest Well Program.

The Invest Well Program was endorsed by the County on June 28, 2018. The full Plan is available on the County's website <https://www.wellington.ca/en/business/EDCommImprovPlan.aspx> and should be reviewed for full details on County participation in the Town of Erin CIP. The full plan will also be used by the member municipalities to integrate County participation within the Town's incentive programs.

### 5.5.2 Goals

The County has identified the following three goals for the Invest Well Program, which will guide the County's financial participation in the Town of Erin CIP:

#### GOAL #1: INVEST WELL:

To prioritize the investment of County resources into community improvement projects that directly support a set of long-term, County-wide planning and economic development priorities.

#### GOAL #2: INVEST READY:

To strategically position privately-owned properties with high development/redevelopment potential in order to attract further investment from investors and the private sector.

#### GOAL #3: INVEST MORE:

To recognize community improvement projects that are approved for incentives through a member municipality CIP and to provide further support through County resources.

### 5.5.3 Criteria for Investment

As further explained in the County's full Plan, Invest Well is a criteria-based community improvement program. This means that to be eligible for funding from the County through the incentive programs in the Town of Erin CIP, proposed community improvement projects must meet a certain number of the County's 'criteria for investment'.

The criteria for investment are introduced below and organized according to a list of County economic development and planning priorities. They are provided in no particular order.



#### PRIORITY #1: TO USE LAND STRATEGICALLY

- 1.1 The proposed project involves the redevelopment of vacant/underutilized lands.
- 1.2 The proposed project will achieve a construction value threshold.
- 1.3 The proposed project will result in new jobs created or retained in target sectors.

#### PRIORITY #2: TO PROVIDE RENTAL HOUSING

- 2.1 A new mixed-use building is proposed, with the creation of rental apartment housing units above-grade.
- 2.2 The proposed project will result in the upgrade of existing rental units.
- 2.3 The proposed project is an example of residential intensification in a downtown area.

#### PRIORITY #3: TO IMPROVE BUILDINGS AND INFRASTRUCTURE

- 3.1 The proposed project involves the adaptive reuse of vacant or underutilized buildings.
- 3.2 The proposed project incorporates sustainable building/green infrastructure features.
- 3.4 The proposed project will result in improvements/ upgrades to utilities/servicing.

PRIORITY #4: DIVERSIFY THE ECONOMY

- 4.1 The proposed project results in new on-farm diversified or agriculture-related uses.
- 4.2 The proposal will result in the creation of a new business in a target sector or value-chain/cluster.
- 4.3 The proposal involves new retail, restaurant, or other critical businesses in the downtown area.

PRIORITY #5: TO PROMOTE TOURISM

- 5.1 The proposed project provides for an increase in short-term accommodation options.
- 5.2 The proposed project involves the beautification/ restoration/enhancement of key landmarks/ tourism assets.
- 5.3 The use is a current or proposed participant in the County’s tourism promotion activities (i.e., Top Wellington Destinations, Taste Real).

To determine the extent to which an applicant meets the above ‘criteria for Investment’, an evaluation matrix has been prepared and is provided in the County’s full Plan. It will be used by the Town of Erin and County of Wellington in order to determine eligibility for County funding.

On an annual basis, as part of the integration of Invest Well in this CIP, the County will review and update its approach to evaluating applications for financial incentives received by the Town, and applying a score based on the evaluation. This process is described further in Section 5.5.5.

5.5.4 County Funding/Incentive Programs

Through the Invest Well program, County funding may be available to owners/tenants of land and buildings that are eligible for incentives in the Town of Erin CIP. The Invest Well program sets out a framework for providing County funding in accordance with the goals identified in Section 5.5.2 and the ‘criteria for investment’ in Section 5.5.3. The Invest Well Framework is made up of two incentive programs (Invest Ready and Invest More), as shown below.



The following is a description of financial incentive programs that have been created by the County of Wellington via Invest Well to guide the County's participation in the Town of Erin CIP.

#### 5.5.4.1 INVEST READY INCENTIVES PACKAGE

##### 5.5.4.1.1 Purpose

The Invest Ready Incentive Package is in direct support of Invest Well Goal #2. It is intended to help prepare properties that have a high potential for development/ redevelopment by making them development-ready and therefore more attractive to investors and site selectors in various sectors. The Invest Ready Incentive Package will help fund:

- a) The completion of background studies regarding site-specific issues and constraints, such as servicing and utilities, transportation access, and environmental records; and
- b) Future development/redevelopment and eligible costs for major redevelopment projects. In addition, successful applicants of the Invest Ready Incentive Package may receive marketing and investment attraction support from the County.

##### 5.5.4.1.2 Who Benefits?

Through the Invest Ready Incentive Package, the following benefits are anticipated:

- a) The County, its member municipalities, and the public will benefit from an increase in the number of development-ready properties in Wellington County, and the future redevelopment of these sites;
- b) Landowners will benefit from the financial and non- financial support from Wellington County; and
- c) Potential investors will benefit from the availability of information related to a site condition or a proposed development, which will facilitate site selection decisions.

##### 5.5.4.1.3 Who is Eligible?

In addition to the General Eligibility Criteria in Section 5.1 of this Plan and Section 4.0 of the County's full Invest Well Plan, to be eligible for the Invest Ready Incentive Package, the following requirements must be met:

- a) The subject property must achieve a minimum score (as identified by the County and reviewed on an annual basis), when evaluated against the County's 'criteria for investment', above; and
- b) The subject property must be sponsored and endorsed by the Town of Erin.

#### 5.5.4.1.4 Program Details and Value

Where a property/applicant satisfies all applicable eligibility requirements, financial incentives may be available in three phases, as shown in the figure below, and described in this section.



#### PHASE ONE: Pre-Development Design/Study Grant:

- i. The County may contribute financially to the 'Design and Study Grant' offered through Section 5.4.1 of this CIP.
- ii. The grant will provide funding to cover eligible costs required to complete due diligence, planning, technical, and/or design studies that will investigate potential site-specific development constraints and/or provide new background information regarding a potential development and redevelopment project.
- iii. Eligible costs will include those outlined in Section 5.4.1.4 of this CIP.
- iv. If eligible and approved, a grant from the County will be provided for 100% of the total value of eligible costs, to a maximum of \$20,000 per project and/or property.
- v. This is not a matching grant and a grant made by the Town of Erin in the same amount is not required in order for the County to provide funding.

#### PHASE TWO: Tax Increment Equivalent Grant (TIEG):

- i. The County may contribute financially to the 'Tax Increment Equivalent Grant' offered through Section 5.4.10 of this CIP.
- ii. The grant will provide funding to cover construction, demolition, on-site infrastructure, and other associated costs as a result of a redevelopment, adaptive reuse, building rehabilitation, or retrofit works.
- iii. Eligible costs will include those outlined in Section 5.4.10.4 of this CIP.
- iv. In addition, the following will be considered eligible costs for County funding only:
  - County tipping fees;
  - County planning application and building permit fees;
  - Any costs for design and study work not covered in PHASE ONE; and
  - Additional community improvement costs, as determined by the County.

- v. The grant will be calculated based on the County portion of a property tax increment that is incurred as a result of a major community improvement project. Following the payment of County property taxes (annually or at the end of the five-year term), a grant will be provided to the landowner which is equal to the County portion of an increase in property taxation.
- vi. The actual grant value will be calculated as follows:
  - In year one, the grant is equal to 100% of the County portion of the tax increment;
  - In year two, the grant is equal to 80% of the County portion of the tax increment;
  - In year three, the grant is equal to 60% of the County portion of the tax increment;
  - In year four, the grant is equal to 40% of the County portion of the tax increment; and
  - In year five, the grant is equal to 20% of the County portion of the tax increment.

**PHASE THREE: Marketing /Investment Attraction Support:**

For a discussion of this County-led initiative, refer to Section 3.2.1 of the full Invest Well Plan.

**5.5.4.1.5 Payment**

- a) Grant payments will be made upon successful completion of the project. All completed projects must comply with the approved project description as provided in the grant application form and submitted to the Town of Erin.
- b) Grant payments from the County will be provided to the Town of Erin. Grants to the successful applicant will be issued and administered by the Town of Erin.

**5.5.4.2 INVEST MORE GRANT**

**5.5.4.2.1 Purpose**

The Invest More Grant is in direct support of Goal 3 of Invest Well. It is intended to help support a broad range of improvements to existing buildings/ properties and contribute to the overall beautification and revitalization of built-up areas. The Invest More Grant will help fund:

- a) Costs required to complete due diligence, planning, technical, and/or design studies that will investigate potential site-specific development constraints and/or provide new background information regarding a potential development and redevelopment project;
- b) Physical, structural, and aesthetic improvements to existing commercial, industrial, mixed-use, and office buildings/ properties and contribute to the overall beautification, revitalization, energy efficiency, function, and safety of built-up areas; and
- c) Other significant changes to a building, property, or business that result in the productive use of land and/or buildings to accommodate new job growth.

#### 5.5.4.2.2 Who Benefits?

Through the Invest More Grant, the following benefits are anticipated:

- a) The County, its member municipalities, and the public will benefit from the overall improvement and revitalization land and buildings; and
- b) Landowners/investors/businesses will benefit from additional financial and non-financial support from County of Wellington.

#### 5.5.4.2.3 Who is Eligible?

In addition to the General Eligibility Criteria in Section 5.1 of this Plan and Section 4.0 of the County's full Invest Well Plan, to be eligible for the Invest More Grant, the following requirements must be met:

- a) The subject property must achieve a minimum score (as identified by the County and reviewed on an annual basis), when evaluated against the County's 'criteria for investment', above; and
- b) The subject property must be sponsored and endorsed by the Town of Erin.

#### 5.5.4.2.4 Program Details and Value

Where a property/applicant satisfies all applicable eligibility requirements, the Invest More Grant may be available, subject to the following:

- a) The County may contribute financially to successful applicants of any grant program offered in Section 5.4 of this CIP, with the exception of the TIEG (Section 5.4.10) as noted above.
- b) The grant will provide funding to cover eligible costs required for a broad range of physical, structural, and aesthetic improvements to existing commercial, industrial, mixed-use, and office buildings/properties, as determined by the County.
- c) Eligible costs will include those outlined in the eligible incentive programs discussed in Section 5.4 of this CIP.
- d) In addition, for the Invest More grant, the following will be included as eligible costs:
  - Roof-top patios, outdoor dining spaces/areas;
  - Privately Owned Publicly Accessible Spaces;
  - Bed and Breakfasts, and other short-term accommodations; and
  - Additional community improvement costs, as determined by the County.
- e) If eligible and approved, a grant from the County will be provided for 50% of the total value of eligible costs, to a maximum of \$10,000 per project and/or property.
- f) This is not a matching grant and a grant made by the Town of Erin in the same amount is not required in order for the County to provide funding; however, the applicant must be approved for at least one eligible program in the Town of Erin CIP (except for the TIEG).

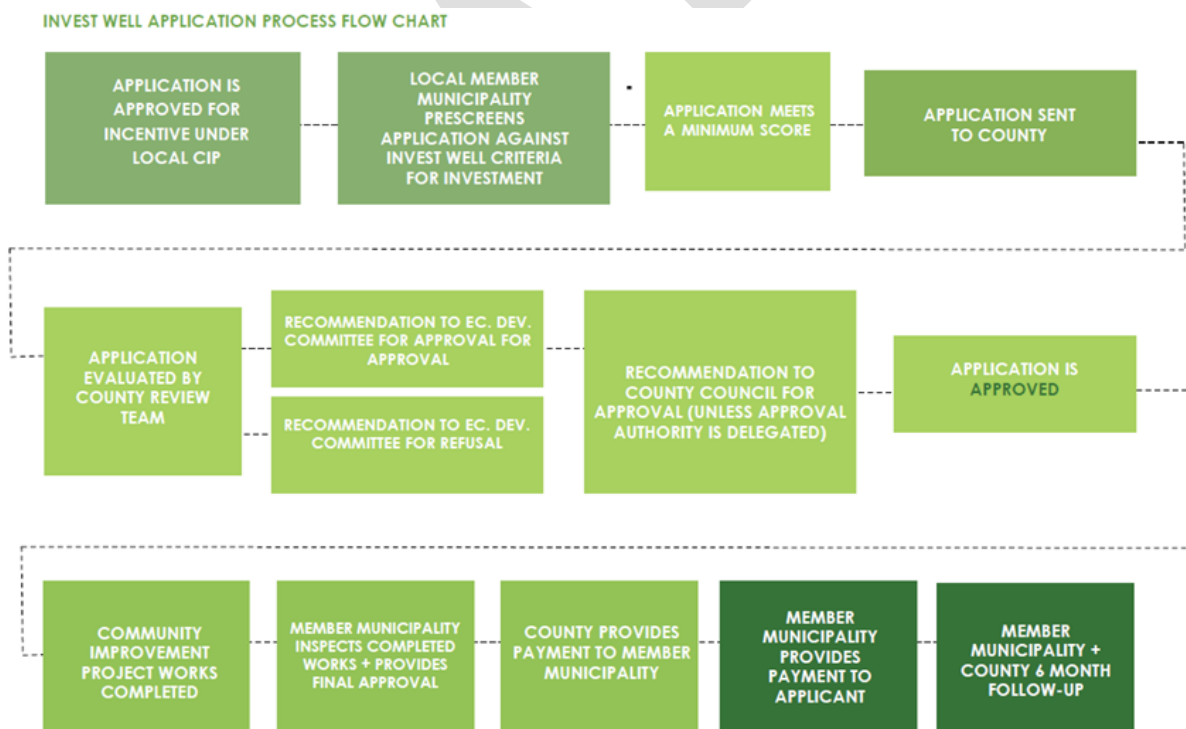
### 5.5.4.1.5 Payment

- a) Grant payments will be made upon successful completion of the project. All completed projects must comply with the approved project description as provided in the grant application form and submitted to the Town of Erin.
- b) Grant payments from the County will be provided to the Town of Erin. Grants to the successful applicant will be issued and administered by the Town of Erin.
- c) The Invest More Grant will be paid in a lump sum as a reimbursement of costs incurred.

### 5.5.4 Application and Approvals Process

Applicants to the Town of Erin CIP will automatically be considered for County funding through the Invest Well Programs, provided the applicant has participated in a pre-consultation meeting with Town of Erin Staff to discuss the proposal details, and to review the application against the eligibility requirements of the Town of Erin and Wellington County incentive programs.

The following flow chart summarizes the process by which applications will be reviewed, evaluated, and approved for Invest Well incentives.



For additional information about the Invest Well Program, applicants should consult with the Town of Erin Economic Development Officer.



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## 6.0 Town-led Improvement Initiatives

The following Initiatives have been identified as a means for the Town of Erin to participate in community improvement. While Financial Incentive Programs are dependent upon private sector participation for results, Town Initiatives use municipal resources, such as staff time and funds, to provide proactive and visible leadership in achieving the objectives of the CIP.

The Town may engage in any of the Initiatives outlined below as part of implementation of the CIP, subject to the Town's budget and the availability of resources. The Town will also undertake these initiatives in order of priority (high to low), as determined on an annual basis by Council. However, by identifying the programs below, the Town is in no way committed to implementing them during the life of this CIP.

### 6.1 Public Realm and Streetscape Improvement Strategy

There is an opportunity for the Town to improve and enhance the consistency of streetscape and public realm design within Erin Village and Hillsburgh. The Town could invest in improvements to public spaces and amenities in order to contribute to the overall pedestrian experience and appearance of the downtown areas. More specifically, the Town could create a Public Realm and Streetscape Improvement Strategy that will address items such as:

- Street furnishings (i.e., lamp posts, street signage, benches, planters, garbage bins);
- Public Washrooms;
- Landscaping (i.e., trees and planter beds);
- Public art;
- Traffic calming measures;
- Intersection improvements and crosswalks; and
- Sidewalk and boulevard treatments.

These improvements could help to attract more businesses and visitors to the area and will help to make the Town of Erin a more inviting and vibrant community.

### 6.2 Comprehensive Design Guidelines

There is an opportunity for the Town to prepare a more comprehensive set of Urban Design Guidelines to those in Section 7, which would build on and articulate in more detail the community's overall vision and design goals. The guidelines could establish design principles for façade improvements, conservation of heritage attributes, streetscapes, and open spaces more broadly throughout the Town of Erin. The guidelines could also serve as further eligibility criteria for Financial Incentive Programs meaning that, to be eligible for Financial Incentive Programs offered in the CIP, proposed community improvement projects would be required to comply with the Comprehensive Design Guidelines.

## 6.3 Zoning Review

The Town could undertake a review of its current Zoning By-law provisions to ensure that regulations will permit and encourage the most appropriate redevelopment for certain properties or areas of the Town. Based on the review, the Town may also wish to consider pre-zoning in order to:

- Facilitate the development of a particular use or form that is believed to be most beneficial for the community;
- Provide certainty to developers; and
- Catalyze intensification and redevelopment opportunities.

As part of the zoning review, the Town could also consider zoning tools, such as:

- Form-based zoning approach to the downtown, which would include minimum and maximum standards for height, setbacks, etc.;
- Alternative parking requirements, where appropriate; and
- Density bonusing.

## 6.4 Review of Business Improvement Area (BIA) Boundaries

The Town, in consultation with the Erin Village BIA, will ensure that the boundary of the BIA includes all parcels of land and community areas that may benefit from community improvement. Any changes to the BIA boundaries will be implemented by by-law. While it is recognized that an existing community group in Hillsburgh is committed to beautifying and revitalizing the downtown area, the Town may also wish to explore the possibility of establishing a BIA in Hillsburgh.

## 6.5 Vacancy Tax Rebate Strategy

In the past, some property owners with vacant commercial and industrial buildings within Erin have received a property tax rebate under the province's Vacant Unit Rebate Program. In 2017, the Province of Ontario changed this program to provide municipalities with the opportunity to review and assess the merits and success of a rebate. Municipalities now have the flexibility to tailor the program to reflect community needs and circumstances, while considering the interests of local businesses.

Given that vacant properties have a negative impact on neighbourhoods and downtown areas, the Town of Erin may wish to recover funds currently provided through the Vacant Unit Rebate Program. These funds may be reinvested through the incentive programs of this CIP, which will support new growth and redevelopment. Funds recovered could also be invested in enhancing municipal services. Therefore, the Town may develop a locally appropriate strategy for changes to Vacancy Tax Rebate tools that would work in alignment with the goals of this CIP.

## 6.6 Gateway and Signage Improvements

In addition to the Public Realm and Streetscape Improvement Strategy and Comprehensive Design Guidelines, the Town could invest in gateway features and signage improvements which would help promote Erin's brand and image. Coordinated signage, wayfinding and local mapping could be developed across the Town as part of this initiative to highlight destinations,

including significant cultural resources, entertainment options, parks and public spaces, and events.

## 6.7 Heritage Study

To protect heritage attributes and resources within the Town of Erin, there is an opportunity for the Town to undertake a Heritage Study to research and identify built and cultural heritage resources. This study would help determine an 'action plan' for the conservation of heritage resources in the community, including:

- Identifying an overall vision and approach to conserving the Town's heritage resources;
- Recommendations for identifying, evaluating and conserving heritage resources;
- Identifying priority actions for the Town to undertake in conserving heritage resources;
- Identifying built heritage resources to study for listing or designation; and
- Recommendations for the creation of interpretive panels and commemorative plaques for identified heritage buildings, sites, or events of historical significance. Commemoration pieces are intended to tell the "story" of the communities in creative and interesting ways and should complement existing heritage elements throughout the core areas.

## 6.8 Parking Improvements

To improve the availability of parking in Erin Village and Hillsburgh, the Town could optimize existing on and off-street parking by properly delineating parking spaces and/or revising the configuration of parking lots. The Town could look at enhancing signage and wayfinding to better indicate the location and availability of parking. Following these improvements, if the availability of parking is a concern, the Town could undertake a more detailed parking study and a review of the existing Town parking standards and industry standards.



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## 7.0 Design Guidelines

### 7.1 Purpose

The Town of Erin prides itself on its natural beauty, riverfront, rich built and cultural heritage, small town feel of its villages, unique character, entrepreneurial spirit and sense of community. Building on these assets, the Design Guidelines have been prepared as a supporting document to the Town of Erin CIP to guide the design of enhancements to the existing building stock, new developments, and the built environment. Though primarily directed towards the private sector, these guidelines may also be considered and/or adopted for public realm improvements so that consistency can be achieved in style, form, materials, etc. with private realm initiatives, and especially coordination within the public-private interface areas. It should also be noted that design improvements to private properties will have a significant positive impact on the look and feel of the public realm, therefore enhancing the pedestrian experience of the area.

These Design Guidelines are meant to help guide architectural, landscape and general improvements to buildings, properties, and streets within the CIPA, specifically within the Erin Village and Hillsburgh Sub-Areas, and aim to enhance the desired local character and aesthetics of each community. The Design Guidelines are intended to complement and assist the Financial Incentive Programs enabled by this CIP as a flexible guide for design and development. The purpose of the guidelines is to help support well-designed projects that are small in scale, pedestrian oriented and contribute to a vibrant and memorable urban environment.

Design Guidelines are:

- A flexible tool for CIPA design and development. They are not strict “policies” or “regulations” and not meant to restrict design.
- Wide-ranging, or general, and are recommended to be a target goal for all projects.
- Suggested guidelines – not a required checklist meant to be applied in all cases.

### 7.2 How to Use the Design Guidelines

The Design Guidelines are intended to present the Town’s design expectations for the preparation and review of development proposals that are located within the villages of Erin and Hillsburgh, and have submitted an application for the Financial Incentive Programs offered in the Town of Erin CIP. They are meant to be used by all participants involved in the planning and design process, including:

- a) Property owners and developers when planning and designing their projects and developments;
- b) Property and business owners when preparing applications for Financial Incentive Programs available under the Town of Erin CIP;
- c) The Town of Erin when:
  - i. Reviewing applications for planning and development approvals within the Erin Village and Hillsburgh Sub-Areas;
  - ii. Evaluating applications for Financial Incentive Programs; and

- iii. Undertaking streetscape improvement projects and other public realm improvement projects throughout the Erin Village and Hillsburgh Sub-Areas.

The Design Guidelines are meant to provide design guidance, with the understanding that they are to be applied on a case-by-case basis and are not meant to be a “checklist”. While their application is flexible, all new developments and all improvements to existing properties and buildings are to be consistent with all the design principles. The Design Guidelines are not meant to be read as “policies” or “regulations”, but rather are to be used as a flexible guidance tool during the planning and design process and will be applied in a flexible fashion so as to not restrict creativity in design.

The Town may apply the Design Guidelines to any development proposals within the village areas of Erin and Hillsburgh.

### 7.3 Design Principles

A set of design principles form the foundation for these Design Guidelines. The design principles offer general, higher level guidance for new developments and property and building improvements within the Erin Village and Hillsburgh Sub-Areas, while providing a framework for the more specific design guidelines to follow in Section 7.4. The design principles are:

1. **Scale and Compatibility:** new developments and improvements to existing buildings that reinforce and complement the scale of the existing built fabric in terms of building height, massing and orientation, while maintaining key views and remaining sensitive to built and natural heritage assets.
2. **Character and Sense of Place:** new developments and improvements to existing buildings that are designed to complement and contribute to the existing character, architectural styles and natural settings (i.e. the Grand and Credit Rivers) within and adjacent to the Erin Village and Hillsburgh Sub-Areas, in order to create a unified sense of place.
3. **Beautiful Downtowns Based on Best Practices:** new developments and improvements to existing buildings that are designed with reference to built form and architectural best practices for similar areas within the CIPA to create visually appealing downtown environments that are unique and memorable.
4. **A Well-Connected and Pedestrian Friendly Environment:** new developments and site improvements that are designed with strong connections to the surrounding community, including pedestrian, vehicular and waterfront linkages. Connections that prioritize pedestrians first, and that are safe, comfortable and enjoyable for pedestrians.
5. **An Attractive and Vibrant Streetscape:** new developments and improvements to existing buildings that add to the vitality of downtown streetscapes through active ground floor uses, welcoming and street facing entrances, and visually engaging storefronts.
6. **A Green Community:** new developments and site improvements that heighten the level of “greenness” of the community through an enhanced tree canopy, landscaping additions and new planters that complement the natural and built environment.

7. A Sustainable Community: new developments and improvements to existing sites and buildings that are designed to incorporate sustainable and energy-efficient practices and initiatives through the design of buildings and the layout of sites.

## 7.4 Design Guidelines

The following guidelines apply to the Erin Village and Hillsburgh Sub-Areas, and provide direction on:

- The Built Environment
- Façade Design
- Streetscapes and the Public Realm
- Parking and Access
- The Public/Private Domain Partnership

### 7.4.1 The Built Environment

Guidelines for the built environment generally relate to building height, orientation, setbacks, and frontages. These guidelines will be used as performance criteria in the review of development approvals.

*Objective: to develop and enhance the built environment while encouraging pedestrian activity and respecting local character and history.*

#### Building Heights

- Building heights should be compatible with and not exceed neighbouring building heights.
- Taller buildings may be encouraged at strategic locations such as corner sites and other landmark or gateway sites to enhance the prominence of these locations.
- Minimum floor-to-ceiling heights should be 4.5 metres for at-grade commercial and retail use and 3 metres for residential uses on upper storeys.

#### Building Orientation

- Buildings should be oriented to frame the street edge and to create a continuous street wall.
- Buildings at corner locations should be sited to address the intersection and for enhanced visibility, with consideration given to both street frontages.
- Buildings should front directly onto public streets and other public spaces, in order to clearly define the public realm and create an attractive and safe pedestrian environment.



### Building Setbacks

- Buildings should be setback to align with the existing street wall.
- In general, the the minimum setback allowance should be in accordance with the Town of Erin Zoning By-law and should be adhered to so that buildings are located as close to the street as possible to reinforce the street edge and provide a comfortable pedestrian environment.
- Where more generous setbacks are appropriate, the space should be used for landscaped areas, additional street tree planting, amenity areas, seating, display areas or sidewalk cafés and patios.
- Parking spaces should not be located in the front yard setback space, or within the exterior side yard space on corner lots.

### Building Frontages

- Main building entrances should face the street and should be clearly defined and easily identifiable.
- Front entrances of stores, offices, etc. should permit barrier-free access and universal accessibility, including both visual and physical accessibility.
- Building frontages should not be visually obscured as per the principles of Crime Prevention Through Environmental Design.
- Buildings fronting onto main streets should have active uses at grade, such as commercial, retail or office uses.
- Ground floor façades should be highly transparent, including transparent windows and entrance doors, to establish a strong visual connection between the street and the interior of active ground floor uses.

### Building Sides

- Spaces between buildings (such as alleyways) should be well-lit and enhanced through decorative signage, decorative paving, and public art.
- The sides of buildings should be considered as signage and mural locations.
- The aesthetics of building sides can also be improved with creative lighting techniques and well-designed finishes, material, and colour selections.

### Continuous Façades

- Building façades should be continuous in downtown areas to create a consistent street wall and maximize the enclosure of the street.
- Façade rhythm may be established along a street wall through architectural articulation, including the use of fenestration, bands, columns, and other repeated elements.
- A rhythm of fine-grain and narrow shop frontages should be established.

## 7.4.2 Façade Design

Guidelines for façade design generally relate to restoration of heritage features, building materials and colours, architectural ornamentation, signage and shopfront design. These guidelines will be used as performance criteria in the review of development approvals.

Objective: *to celebrate local history and respect historic character, provide visual harmony, within the downtown areas, and create a lively, vibrant and friendly atmosphere for residents and visitors.*

### Façade Restoration

- Existing façades should be repaired, restored and maintained to reveal their original heritage character and features. Original stonework and brickwork should be preserved wherever possible.
- Restoration may include the sensitive replacement of original building features to match the original features as accurately as possible.

### Infill Design

- New building styles should be complementary to the traditional building stock, either through a traditional style that reflects the character of the area, or a more contemporary style that sets heritage buildings apart through a defined contrast.
- New buildings should reflect the scale and massing of the existing building stock, as well as the façade proportions, rhythm and building materials.

### Façade Materials

- Building materials should reflect and complement the existing materials in the area and should be high quality, durable and easily maintained.
- The materials selected should be consistent for a building's façade and any walls that are publicly visible.
- Recommended building materials include brick, stone, wood, glass and concrete.
- One or two of these materials should be selected as base materials and may be complemented by a wider range of accent materials.

### Façade Colours

- Colours which display the individuality of a building and business while complementing the traditional building character are encouraged.
- A façade should incorporate one or two base colours, which may be complemented by a wider range of accent colours that highlight architectural features and signage.
- The colours selected should be consistent for a building's façade and any walls that are publicly visible.

### Architectural Detailing

- Architectural features and decorative elements such as shutters, cornices, awnings, building projections, distinctive roof features, etc. which add visual interest are encouraged on all buildings.
- Additional architectural treatment is encouraged for corner sites and landmark buildings to enhance the visual prominence of these buildings and their locations.
- The ground floor should be articulated in a manner that distinguishes it from upper storeys, for example, through canopies, awnings, lighting and signage.
- Blank walls should not be permitted on any building fronting a street.
- Mechanical equipment should be screened from view.

### Shopfront Signage

- Signage should be located and designed to reflect the heritage character of the streetscape, while allowing for the creativity of individual businesses. Diversity in storefront signage should be encouraged to create shopfronts with “personality”.
- Artistic expression and imagination are encouraged.
- Fascia signs, window signs and signs hanging perpendicular to the building façade should be the primary types of signage used. Sidewalk retailing and sandwich board signs are also encouraged to create vibrancy and interest along the streetscape.
- Signage should be attractive, durable, easy to read and complementary to the overall façade design.
- Sign scale should be in proportion with the building and should reflect the pedestrian scale of the streetscape.
- Signs should be located outside the pedestrian right-of-way and, when located over pedestrian areas, should have a minimum clearance of 2.4 metres from grade.
- Signage should not obscure windows, doors or architectural features.
- Signs should be externally lit. Back-lit or neon signs are discouraged.
- All Signage should be in accordance with the Town of Erin Sign By-law.

### Shopfront Awnings and Canopies

- Awnings and canopies are encouraged above shopfronts to add to the pedestrian experience and comfort of the public realm, for weather protection and shelter, additional signage opportunities and aesthetic appeal for a façade.
- Awnings and canopies should span the façade’s windows and doors rather than the entire shopfront.
- The design, shape, colour and material selected for awnings and canopies should be complementary to the design of the building’s façade, and should reflect the character of the context.

- Signage should be located on the valence of the awning.
- Awnings should not obscure windows, entrances or architectural elements on a façade, or impede views down a street.
- Retractable awnings should be used to provide for seasonal use as needed. Precautions should be taken in the design to make sure when the snow sheds off the awning it does not fall within pedestrian walkways.

### Shopfront Lighting

- Creative exterior lighting is encouraged to promote vibrant streetscapes at night, promote pedestrian traffic and enhance the safety of the pedestrian experience.

### 7.4.3 Streetscapes and the Public Realm

Guidelines for streetscapes and the public realm generally relate to walkability, pedestrian safety, connectivity, wayfinding, street furniture, landscaping, public art, lighting, gateways, public open spaces and amenity spaces. These guidelines will be used as performance criteria in the review of development approvals.

*Objective: to create accessible, safe, active, aesthetically pleasing, vibrant and pedestrian friendly streets and a public realm that is welcoming, livable and encourages community gathering.*

### Walkability

- Building entrances, sidewalks and crosswalks should be barrier-free and accessible.
- Crosswalks should be implemented at key intersections to facilitate safe pedestrian crossings. Decorative paving should be used to clearly distinguish the pedestrian priority zone.
- A uniform walking surface should be maintained on pedestrian sidewalks. Variations in pavement material and texture should be complementary to the architecture, uniform in surface to the sidewalk, and may be used to differentiate building entrances from the public right-of-way. Examples include coloured or stamped concrete and interlocking concrete pavers.
- All sidewalks should be designed to a minimum width of 1.5 metres, where 2 metres is preferable.

### Street Furniture

- Streetscape elements, such as street furniture, refuse and recycling containers, newspaper boxes, should be coordinated, clustered and not impede paths of travel.
- Street furniture should reflect a common theme and recognizable design, and should reflect the character of the area and the design of buildings.

### Street Landscaping

- Existing street trees and planting beds should be retained and maintained where possible.
- Street trees should be provided on main streets within the CIPA to develop a strong mature canopy over time and create a healthy and attractive streetscape environment.
- Hanging baskets, seasonal planters and other landscape features which add warmth and visual interest to the streetscape should be installed and maintained.
- Tree and shrub species should be native, low-maintenance, salt tolerant, and should provide seasonal interest.
- Trees and landscaping should not obscure views and sightlines.

### Lighting

- Existing lighting features should be upgraded and maintained.
- Decorative and pedestrian-scaled lighting should be used to enhance the streetscape experience, to animate streetscapes at night, and for safety and pedestrian comfort.
- Spotlighting and decorative lighting should be used to highlight landscape and architectural features, landmark buildings and signage.
- Lighting should be designed using energy efficient sources and to avoid light pollution, spillover and glare.

### Signage and Wayfinding

- Coordinated directional signage should be provided throughout the CIPA to improve accessibility and wayfinding for residents and visitors.
- Signage and wayfinding should be designed to be similar to the overall theme of the streetscape and architectural character of buildings, and should be creative.
- Signage style and design should reflect the local character of the community, including local site-specific history.
- Signage and wayfinding should be designed for clarity and visibility.
- Sign colour, font colour, font size and style must be legible. Designers should consult local by-laws and provincial regulations for further information and requirements.
- Where possible, information should be consolidated on one panel or post.
- Signs should not be blocked by vegetation.
- Signage placement should anticipate snow pile up in the winter months and be located to be legible where possible on an annual basis.

### Public Art

- Public art should be featured in permanent or temporary installations.
- Murals should be provided on publicly visible side or rear building walls for visual interest and to enhance the sense of community.
- A mural and banner program should be created with local artists where artwork is unique to the Town and profiled free of sponsorship logos.

### Outdoor Amenity Spaces

- Outdoor spaces with spill-out space from businesses, such as sidewalk cafés and patios, are encouraged as they help to animate the street.
- Spill-out spaces should be located along the street sidewalk edge or within the spaces between buildings.
- These spaces should relate to the street and be open to public view.
- Sidewalk cafés and patios should be designed and located so as not to impede pedestrian movement.
- Decorative fencing and patio furniture should be used to add excitement to the streetscape and which complements the design of the building.

### Parks and Open Spaces

- Parks and open spaces contribute to a healthy and sustainable urban environment and public realm, and should provide focal points for social interaction, recreation and community events.
- Parks should be designed to cater to all age groups, and should be flexible enough to accommodate day-to-day use and spontaneous activity such as markets.
- Parks and open spaces should be enhanced through decorative street furniture and paving, places to sit, hard and soft landscaping, tree planting, and public art.
- Pedestrian-scaled lighting should be provided to create a comfortable and safe environment.
- Parks and open spaces should be highly visible and easily accessible from streets.
- Where possible, parks and open spaces should be framed by development and active ground floor uses to animate the space.

#### 7.4.4 Parking and Access

Guidelines for parking and access generally relate to the design and functionality of on- and off-street parking and access driveways. These guidelines will be used as performance criteria in the review of development approvals.

Objective: *to provide suitable parking and driveway options while reducing traffic speed and visual dominance.*

##### Parking Lot Location

- Parking should be designed and located to minimize its impact on the streetscape and public realm, and should not abut the public right-of-way to ensure that sidewalks and building façades effectively define the street edge.
- New front street parking and driveways are discouraged. Parking will not be permitted between the public realm and the building face or within front yard setback areas.
- Side yard parking may be considered where site constraints are significant, but is generally discouraged.
- Rear yard parking, or encouraging patrons to park in designated parking lots, is preferred.
- Where possible, parking areas should be coordinated between multiple properties to maximize connectivity, improve traffic flow and increase the efficiency of parking.

##### Parking Lot Design

- Surface parking lots should be designed for pedestrian safety and comfort, for example, through the provision of pedestrian-scaled lighting, walkways, trees and landscaping, and wayfinding signage.
- Parking lots should be designed according to the principles of Crime Prevention Through Environmental Design.
- Pedestrian routes through parking areas should be wide enough to accommodate comfortable travel and should be clearly differentiated from the remainder of the parking area with texture, material, colour changes or markings.
- Where existing parking areas are adjacent to the sidewalk, a landscaped buffer should be located between parked vehicles and the sidewalk to enhance pedestrian safety and to screen the visual impact of surface parking.
- Planting strips and landscaped traffic islands should also be provided within lots to break up the expanse of hard surface.
- Bicycle parking and racks should be provided in locations that are close to building entrances but situated to avoid any conflicts for movement along pedestrian routes.

## Access

- Where possible, access to parking areas should be provided from side streets and rear lanes.
- Access to parking areas should be defined through clearly designated entrances and exits.
- Lots should be organized to minimize the number of potential pedestrian-vehicle movement conflicts.

### 7.4.5 Public Private Domain Partnership

From a design perspective, there is an inseparable interface between the quality and design language of private properties with the public realm of sidewalks, streetscapes, roads, and connectivity in general, including universal accessibility. In Erin, the waterfront, trails, and rivers must also be considered.

Eligible applicants should be encouraged to work with the Town to coordinate efforts to improve the exterior appearance of their property with any municipal improvement plan.

Objective: *unify the efforts between the public and private domains in key areas where a working partnership is ideal.*

#### The Public Private Domain

- A choice of comfortable outdoor spaces for pedestrians for walking, sitting or outdoor eating should be created.
- Seating areas day and night should be defined with design elements such as ornamental fencing, unique paving and/or lit bollards.
- Social interactions and public surveillance of businesses should be encouraged through face-to-face seating.
- Relaxed and shaded outdoor dining spaces for shops and restaurants should be created.
- A safe pedestrian experience should be promoted at all hours with appropriately scaled lighting.
- Alley/laneways, rear building spaces, and waterfronts that have a public view should be enhanced with façade treatments, landscaping, lighting, etc.
- Relaxed and shaded outdoor dining spaces for shops and restaurants should be created.
- A safe pedestrian experience should be promoted at all hours with appropriately scaled lighting.





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Homemade  
Cooking  
BREAKFAST/LUNCH

OPEN

## 8.0 Implementation Plan

### 8.1 Implementation Period

It is anticipated that the CIP will be implemented over a 10-year period ending July 2028. Council may extend or reduce the implementation period as deemed appropriate or necessary, subject to an amendment to the CIP.

### 8.2 Administration

#### 8.2.1 Council Roles and Responsibilities

- a) Town Council will appoint a CIP Review Panel and assign a Community Improvement Administrator (i.e., the Town's Economic Development Officer or other appropriate staff person) to assist with the implementation of the Town of Erin CIP.
- b) Town Council may delegate its responsibility for approving or refusing applications for Financial Incentive Programs to the CIP Review Panel.
- c) In addition, Town Council will contribute to the overall administration of the CIP (subject to the Town's priorities and the availability of resources/funding) as follows:
  - i. Identifying Priority Sites, as discussed in Section 5.3 of this CIP;
  - ii. Determining which of the CIP Financial Incentive Programs will be put into effect in any given year during the implementation period, if any;
  - iii. Determining which of the CIP Financial Incentive Programs will be made available within each of the CIPA Sub-Areas for that year, if any; and
  - iv. Identifying (as part of the annual budget process) a community improvement budget for financial incentives that have been put into effect for that year, if any, in accordance with Section 8.3 of this CIP.

#### 8.2.2 CIP Review Panel

- a) The CIP Review Panel will consist of the following Town representatives:
  - i. Economic Develop Officer;
  - ii. Chief Building Official; and,
  - i. Director of Finance.
- b) A staff person with expertise on site-specific matters may also be consulted to assist with the review and evaluation of applications. The Committee shall also be authorized to retain other qualified professionals as required.
- c) The CIP Review Panel will be responsible for:
  - i. Reviewing and evaluating applications for financial incentives and making a recommendation for approval or refusal – if not delegated the authority to do so by Council;
  - ii. Approving or refusing applications for Financial Incentive Programs – if delegated the authority to do so by Council;
  - iii. Making recommendations to Council with respect to:

1. The identification of Priority Sites, as discussed in Section 5.3 of this CIP;
2. Financial Incentive Programs to be put into effect in any given year;
3. Financial Incentive Programs to be made available within each of the CIPA Sub-Areas; and
4. Identifying an annual community improvement budget for financial incentives.

### 8.2.3 CIP Administrator

- a) As noted above, a Community Improvement Administrator (i.e., the Town's Economic Development Officer or other appropriate staff person) will assist with the implementation of the Town of Erin CIP. Specifically, the Administrator will:
  - i. Champion the CIP and help get the word out to local businesses about the tools available;
  - ii. Serve as the main point of contact for enquiries about the CIP;
  - iii. Market the CIP, in accordance with the Marketing Plan set out in Section 9;
  - iv. Monitor the CIP, in accordance with the Monitoring Plan set out in Section 10, and providing annual reports to Council and citizens with respect to the costs and benefits of the CIP.

### 8.2.4 Administration of Financial Incentives

- a) The Town may put into effect any number of the financial incentives identified in this CIP during the implementation period, subject to the availability of Town funds and other resources.
- b) Annually, the CIP Review Panel may make recommendations to Council with respect to the administration of financial incentives.
- c) Applications for financial incentives may be received on a first come, first served basis to the limit of the available funding for that year. Alternatively, the CIP Review Panel may establish an annual/bi-annual deadline for the submission of financial incentive applications and all applications will be received and evaluated in accordance with this deadline.
- d) Applications will be evaluated in a timely manner, in accordance with:
  - v. General Eligibility Requirements, as outlined in Section 5.1;
  - vi. Program Specific Eligibility Requirements, as outlined in each of the grant program details (Section 5.4);
  - vii. Application requirements, as outlined in Section 8.4; and
  - viii. A Council approved budget.
- e) In cases where the CIP Review Panel refuses an application for financial incentives, all applicants will have the right to appeal the decision to Council. If a decision is appealed, a staff report will be prepared for Council detailing the Committee's decision. The applicant can appear at Council to detail their appeal.

## 8.3 Financial Management

- a) As part of the annual Town budgeting exercise, Council will approve a community improvement budget for financial incentives that have been put into effect for that year, if any.
- b) The provision of any grant incentive shall be to the limit of the available funding for that year.
- c) During the implementation period of this CIP, Council will determine if funding and incentive levels are necessary or warranted to ensure that the CIP functions properly in respect of the goals and objectives (as set out in Section 3.1), target markets (as set out in Section 9.2), and the Town's financial circumstances.

## 8.4 Applying for Incentives

### 8.4.1 The Application Process

The following is a summary of the process for the submission, evaluation, and approval of Financial Incentive Program applications.

- a) Applicants must meet with the CIP Administrator for a pre-consultation meeting, prior to submitting an application, to confirm requirements for a complete application.
- b) Applications must be submitted in accordance with the requirements outlined in Section 8.4.2.
- c) The CIP Review Panel will evaluate all applications and supporting materials. Applicants will be notified if their submission is incomplete.
- d) Based on the evaluation of complete applications, a decision will be made with respect to the approval or refusal of an application.
- e) For applications that are approved, a Financial Assistance Agreement will be prepared and executed.
- f) Any program commitments may be cancelled if work does not commence within six months of approval of an application, or if a project is not undertaken or completed in accordance with the Financial Assistance Agreement.
- g) When projects are completed, a statement with supporting invoices and proof of payment shall be submitted to the Town. Following this, the work will be inspected by the Town and, if approved, notice of completion will be issued and the financial assistance will be initiated.
- h) Upon completion of a community improvement project, the Town reserves the right to inspect any properties/buildings, or to audit final costs at the owner's expense.
- i) Funding approval will lapse if a notice of completion is not issued within 12 months of the date of execution of the Financial Assistance Agreement.
- j) The CIP Review Panel may grant an extension for community improvement works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion.



- k) Should the applicant fall into default of any of the requirements of the incentive program or other requirements established by the Town, incentives may be delayed, reduced, or cancelled. Applicants may be required to repay benefits to the Town.

#### 8.4.2 Application Requirements

Applications for financial incentives offered through the CIP must include:

- a) One copy of a completed and signed application form.
- b) One copy of all supporting documentation, as determined by the CIP Review Panel at a pre-consultation meeting, which may include (but is not limited to):
  - i. Good quality photographs of the existing condition of the buildings and property;
  - ii. Past/historical photographs and/or drawings (where available);
  - iii. Specifications of the proposed project, including design drawings prepared by a design professional (if available) or sketches, renderings, and/or elevation drawings illustrating the proposed improvements;
  - iv. Two detailed independent contractor estimates for each component of the proposed eligible work, or two estimates covering all the components of the eligible work;
  - v. A statement with respect to how the proposed project meets the overall goals and objectives of the CIP; and
  - vi. Any additional requirements as determined by the CIP Review Panel.
- d) The Town is not responsible for any of the costs associated with the preparation of a CIP financial incentive application.
- e) Upon applying for financial incentives, landowners shall provide their consent to the Town of Erin to profile improvement projects funded through the CIP in promotional communication, including but not limited to "before and after" pictures. Applicants shall also consent to displaying a Town of Erin CIP Participation certificate on the subject building or property, once a project is complete.



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**SIMMS**

## 9.0 Marketing Plan

### 9.1 Overview

The following is meant to be a guide for the Town of Erin to market the CIP and promote the programs available during implementation. The marketing initiatives will help the Town communicate opportunities available by means of the CIP.

### 9.2 Target Markets

The following have been identified as the target markets of the CIP:

- a) Property owners and operating businesses located within the CIPA of the Town of Erin CIP;
- b) Potential investors in the community;
- c) Local realtors;
- d) Business associations, which can serve as an information source about the CIP and its programs;
- e) The public; and
- f) Town Council, who will receive annual reports on program take-up and on-the-ground results.

The messages to be conveyed to each of these markets are outlined in Table 9.1 below.

Table 9.1 – Marketing and Communications Messages

Target Market	Marketing / Communication Messages
Property Owners and Operating Businesses in the CIPA	<ul style="list-style-type: none"> <li>• The CIP can help finance improvement projects to private property;</li> <li>• The CIP can multiply the value of private investment by up to 50%;</li> <li>• There is an efficient CIP application and approvals process; and</li> <li>• The CIP can help achieve strategic business development goals.</li> </ul>
Potential Investors	<ul style="list-style-type: none"> <li>• The CIP is just one more way in which the Town of Erin is actively encouraging local investment and job growth.</li> </ul>
Realtors	<ul style="list-style-type: none"> <li>• The CIP enhances the attractiveness of properties in the CIPA; and</li> <li>• Realtors can help spread the word about the opportunities of the CIP.</li> </ul>

Target Market	Marketing / Communication Messages
Business Associations	<ul style="list-style-type: none"> <li>• Business associations can help spread the word about the opportunities of the CIP, which will benefit their members.</li> </ul>
The Public	<ul style="list-style-type: none"> <li>• The Town is actively encouraging investment and job growth through the CIP, in alignment with its overall economic development goals and strategies.</li> </ul>
Council	<ul style="list-style-type: none"> <li>• The extent to which the CIP is achieving the goal statement and objectives identified in Section 3.1; and</li> <li>• The need for changes/revisions to the CIP programs.</li> </ul>

### 9.3 Marketing Tools

The following are communications materials that the Town may develop to promote the CIP and the related opportunities:

- a) A section on the Town's website devoted to the CIP, including information on financial incentives the application process;
- b) Promotion of the CIP incentives via social media tools;
- c) An information package that would be sent to both property-owners and tenant businesses in the CIPA;
- d) A bi-annual e-newsletter highlighting new developments, businesses and public realm improvements, as well as CIP success stories;
- e) Presentations could be tailor made to business associations and other groups to communicate the opportunities available through the CIP;
- f) Information nights could be held in the various CIPA Sub-Areas to share information about the CIP programs and incentives;
- g) Information displays could be provided at local community events, conferences, and at municipal buildings, to broadly promote the CIP; and
- h) Annual progress reports could be prepared to outline the success of the CIP over the period of one year and to serve as case studies for future applicants.

The Town may also identify target businesses and properties where improvements would be most desirable, and arrange short visits with owners/managers, to ensure awareness and encourage take-up.

These activities may be undertaken as part of the initial launch of the new CIP program, and repeated annually or every few years as "reminders" of the CIP opportunities.





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## 10.0 Monitoring Plan

### 10.1 Purpose

The purpose of the following monitoring strategy is to:

- a) Track funds provided by the CIP to owners and tenants of land located within the Town of Erin CIPA;
- b) Evaluate whether the programs are achieving the goals and objectives set out by the CIP;
- c) Determine whether program adjustments are required; and
- d) Provide the basis for reporting the results of the CIP, and specifically the uptake and success of Financial Incentive Programs, to Town Council.

The Town's monitoring strategy is based on the goals and objectives in Section 3.1 of this CIP. A set of measures has been identified to assist in determining whether the individual objectives of the CIP are being achieved during the implementation period. The measures are presented in Section 10.3 below.

### 10.2 On-going Data Collection

Collection of data related to financial incentive applications and proposed/completed projects should be on-going during the implementation of this CIP.

The Town of Erin should monitor the following on an on-going basis for applications not approved:

- a) Number of unsuccessful applications; and
- b) Reason(s) for the application's denial.

For each approved financial incentive application, the Town should also monitor the following on an on-going basis:

- a) Approved value of grants, in total and by program;
- b) Timing of completion of the project and payment of the grant;
- c) Property tax assessment after the completion of the project, if relevant; and
- d) Appearance of the completed project ("after" photos).

### 10.3 Measures

Table 10.1 provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified has different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported. Additional measures may be identified during the implementation of the CIP.

Table 10.1 – Measures Associated with Goals and Objectives

Goals and Objectives	Measures
1. The CIP will REVITALIZE the Town of Erin	
Restore and beautify Erin’s Urban Centres, Hamlets and Agricultural Areas;	<p>Visualization of building, property and streetscape improvements with ‘before’ and ‘after’ documentation for private and public properties.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p>
Implement aesthetic improvements to private property such as improvements to façades, signage, and landscapes;	<p>Visualization of building and property improvements with ‘before’ and ‘after’ documentation for private and public properties.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p>
Implement functional improvements to public and private property, such as structural repairs to buildings and improvements to parking, infrastructure and accessibility;	<p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p> <p>Number of functional improvements to properties in the CIPA.</p>
Apply dedicated Town funds and resources for improvements to community facilities, streetscapes, and public spaces/the public realm; and	<p>Identify target amounts to be allocated each year to Town initiated projects.</p> <p>Demonstrate improvements visually through ‘before’ and ‘after’ documentation.</p>
Conserve and restore cultural heritage resources and landscapes.	<p>Number of CIP-supported projects that involve the restoration of heritage attributes.</p> <p>Number of properties, both private or public, that are listed or designated as heritage within the CIPA.</p>

Goals and Objectives	Measures
2. The CIP will RESHAPE the Town of Erin	
Promote a wider range and mix of uses and diversity of businesses within Erin;	<p>Businesses by type in the downtown area.</p> <p>Number of restaurants.</p> <p>Number of other target uses as identified by a gap analysis or other similar study.</p>
Reduce the number of vacant, under-utilized, or non-performing buildings and properties;	<p>Number of vacant/under-utilized/non-performing buildings in the Sub-Areas and those that have been redeveloped with CIP incentives;</p> <p>Follow up with developers of vacant/under-utilized/non-performing buildings who have used CIP provisions to determine degree of influence of CIP and extent to which it influenced investment decision.</p>
Prioritize improvement projects that recognize and enhance the Town's natural resources as a significant community asset, including the Credit River;	<p>Number of CIP-supported projects that involve the restoration of heritage attributes.</p> <p>Number of CIP-supported projects that involve riverfront properties, improve access to the river, and are involved in the river trail project.</p>
Introduce a set of Design Guidelines to enhance existing community character; and	<p>Number of CIP-supported projects that are consistent with applicable design guidelines.</p> <p>Visualization of building, property and streetscape improvements with 'before' and 'after' documentation for private and public properties.</p>
Create animated and exciting spaces that enhance the uniqueness and experience of Erin.	<p>Visualization of property, streetscape and public realm improvements with 'before' and 'after' documentation for private and public properties.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p>

Goals and Objectives	Measures
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3. The Town of Erin is “Open for Business”	
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Attract and retain people and businesses in Erin;	<p>Number of new jobs to the community that are associated with CIP projects;</p> <p>Number of existing jobs that are reinforced/supported through CIP projects.</p>
Increase the number of business enterprise start-ups and expansions;	<p>Number of new businesses established within the CIPA.</p> <p>Sustainability of business after second year of operation.</p>
Retain and support existing businesses;	<p>Number of expansions to existing businesses in the CIPA.</p> <p>Sustainability of business two years after receiving incentive program.</p>
Attract tourism to the Town; and	Percentage of increase in visitors based on number of sales completed by businesses and number of sales completed by local tourism attractions compared to before CIP.
Increase and diversify the Town’s overall tax base and revenues.	Track total commercial and residential assessments associated with CIP improvements, and taxes accruing to the Town.

### 10.4 Reporting

An annual report should be prepared to highlight the successes and achievements of the CIP. The report will be presented to Council for consideration. The report may recommend adjustments/amendments to the CIP, as discussed below.

## 10.5 Plan Amendments

As a result of the monitoring and evaluation of the Town of Erin CIP, amendments to the CIP may be required. The following summarizes when CIP amendments are and are not required:

- a) An amendment to the CIP will not be required to:
  - i. Reduce funding levels for the Financial Incentive Programs; or
  - ii. Discontinue or cancel any of the programs identified.
- b) An amendment will be required to the CIP or implementing by-laws to:
  - i. Extend the implementation period of the CIP;
  - ii. Add any new Financial Incentive Programs;
  - iii. Modify the eligibility criteria related to Financial Incentive Programs offered; and
  - iv. Modify the geographic area (i.e., the CIPA or Sub-Areas) to which Financial Incentive Programs apply.

Amendments to this CIP will be passed by Council under the Planning Act. The Town of Erin will also be required to pre-consult with the Ministry of Municipal Affairs and Housing on any amendments to this CIP.

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## 11.0 Conclusion

The CIP is a Town-wide planning document that is focused on stimulating local investment in Erin and supporting the Town's goal of investing in growth. As the Town prepares for change, there is a need to maximize economic development opportunities and help existing and potential business owners prepare for change.

It is a goal that this Community Improvement Plan will help to Revitalize and Reshape the Town of Erin, while ensuring the Town is "Open for Business".

Through implementation of this CIP, the Town of Erin is demonstrating that it is highly committed to encouraging local investment, revitalization and beautification.

Property owners and tenants who are interested in any of the programs identified in this CIP or who require additional information should contact the Town's CIP Administrator/Economic Development Officer.

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