

TOWNSHIP  
OF CENTRE  
WELLINGTON

# COMMUNITY IMPROVEMENT PLAN



Centre  
Wellington



NOVEMBER 2023

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## 1.0 Introduction

### 1.1 Background

The Township of Centre Wellington (“Township”) adopted its Urban Centre Community Improvement Plan (CIP) in March of 2015, and has since adopted two amendments to its CIP. The first amendment, adopted in December of 2016, allowed for participation of the County of Wellington in the Tax Increment Equivalent Grant (TIEG) Program. In June of 2018, the County of Wellington (“County”) passed their Invest Well Community Improvement Programme (“County CIP”) setting out parameters for County participation, such as grant programs, funding levels, and review/approval of applications, and agreement execution. The second amendment to the Township CIP was adopted in May of 2019 to reflect the County specified parameters for participation.

The Township CIP has not been reviewed since its adoption in early 2015. A CIP should normally be reviewed every five (5) years, similar to an Official Plan. As noted in 3.0, a number of guiding Township and County policies have changed or been introduced since the Township and County adopted their CIPs. Also, several key policy issues have emerged over the last few years that could potentially be addressed by the Township CIP. These policy issues include the need to:

- Increase rental housing supply, including affordable units;
- Promote more economic growth and diversification;
- Support more value-added agricultural and agri-business uses in the Township’s agricultural area; and,
- Improve the design, quality, and environmental sustainability of building improvements and development in the Township.

Based on the passage of several years since the Township CIP was adopted, and other key emerging policy issues as noted above, the Township determined this an opportune time to review and update the Township CIP. At the same time, the County decided to review and update its Invest Well Community Improvement Programme (“County CIP”). The Township and the County retained RCI Consulting to conduct a comprehensive review and update of their respective CIPs to help ensure that these CIPs are better coordinated and more responsive to current and future community improvement needs in Centre Wellington and the County of Wellington.

RCI Consulting worked very closely with the Township and County Staff Project Team (SPT) comprised of senior Township and County staff from several departments assembled to help guide the review and update of both CIPs. The SPT met several times during the preparation of this CIP to provide input to the consultant, review and coordinate draft deliverables, and assist in preparation for Council updates and public meetings.

### 1.2 Purpose

The primary purpose of this CIP is to put in place a framework to help achieve the community improvement goals outlined in Section 4.0 of this Plan. To this end, this CIP includes an expanded Community Improvement Project Area (CIPA) and more responsive and strategically targeted incentive programs than its predecessor.

The purpose of this CIP is also to:

- a) Outline the legislative, policy, and planning framework that supports and guides this CIP;
- b) Identify the key community goals in Centre Wellington based on policy directives and an analysis of existing/planned land uses, building and property conditions, heritage characteristics, and desired development and building activity in the township;
- c) Recommend a Community Improvement Project Area (CIPA) that captures sub-areas within the township that are in need of community improvement;
- d) Enhance and better target the incentive programs that can be offered by the Township to directly stimulate private sector investment that achieves the goals of this Plan; and,
- e) Outline an Administration Plan, Monitoring Plan, and a Marketing Strategy that will help the Township administer and market the incentive programs contained in this Plan, monitor the results of the incentive programs, and adjust the incentive programs as required over time.

### 1.3 Methodology

A comprehensive methodology was employed to review and update the Township's CIP. The major tasks completed under this methodology included:

- A review and updating of the relevant legislative framework;
- A review of relevant sections of key Provincial, County and Township planning and policy documents;
- Walking and driving tours, conducted with Township and County staff of the Downtown areas of Fergus and Elora, and other areas to identify key areas in need of community improvement and associated potential revisions to the CIPA and sub-areas;
- A scoped review of incentive programs contained in the Township Urban Centre CIP against best CIP incentive practices used by other Ontario municipalities with similar community improvement needs and goals;
- A review of the historical uptake of the grant and loan programs contained in the Urban Centre CIP;
- A review of incentive program implementation and administration issues based on discussions with Township staff administering the programs;
- Preparation of the key findings of the CIP Review;
- Ongoing consultation with the Staff Project Team (SPT) via several project meetings and input and feedback received from them throughout the CIP update project;
- Follow up meetings and consultation with senior Township staff;
- Presentation of the CIP Update to Township Council on April 11, 2023 and receipt of comments from Council;
- Preparation of a Draft CIP and circulation for comment to prescribed commenting agencies;
- A statutory Public Meeting held under the Planning Act, and,
- Finalization of this CIP in consultation with the SPT, based on input from Council and comments received from prescribed commenting agencies, and the public, as applicable.

## 1.4 Key CIP Review Findings

The Urban Centre CIP contains the following “Level One” incentive programs for eligible downtown, commercial, employment, and mixed-use properties in the Community Improvement Project Area:

1. Level One Building or Property Improvement Grant/Loan;
2. Housing Rehabilitation and Conversion Grant/Loan; and
3. Contamination Assessment Study Grant Program.

The Urban Centre CIP contains the following “Level Two” incentive programs for specific downtown, commercial, employment, and mixed-use properties that are identified by Council as key priorities for development, redevelopment and improvement:

1. Tax Increment Equivalent Grant (TIEG).
2. Brownfield Financial Tax Assistance; and
3. Level 2 Building or Property Improvement Grant/Loan.

The review of the Urban Centre CIP using the methodology outlined in Section 1.3 above resulted in a number of key findings, as follows:

- a) Uptake of the Level One Building or Property Improvement Grant/Loan has been very good, funding numerous façade improvements and a few new builds in Fergus and Elora;
- b) Uptake of the Level One Housing Rehabilitation and Conversion Grant/Loan Program has been modest;
- c) Uptake of the Level Two Programs, including the TIEG Program has been very low.
- d) The Goals of the CIP should be updated as they do not fully address recent policy directives and emerging community improvement needs;
- e) The CIPA should be expanded to address emerging community improvement needs and achieve the updated goals of the CIP;
- f) The CIP program nomenclature (Level One/Level Two) should be modified as it is confusing for applicants;
- g) Eligibility criteria and program requirements for the various incentive programs are not well defined and explained, and should therefore be better defined and explained within the CIP;
- h) The “priority sites” concept for Level Two incentive programs should be deleted as it has proven difficult to implement and maintain because the list of priority of sites can change substantially over time depending on a wide range of factors, including most obviously, the nature of a development proposal on a site;
- i) The prohibition in the CIP on combining Level One and Level Two programs, i.e., “stacking” programs, should be deleted as it is a major disadvantage of the CIP, and does not reflect best practices elsewhere;
- j) The CIP Programs need to be updated specifically to achieve the new goals of the CIP and better reflect best practices;
- k) Administration of the Township programs should be made clearer; and,
- l) Coordination of the administration of Township programs with County community improvement programs should be enhanced.

This CIP has been prepared to address all of these key CIP Review findings.

## 1.5 Report Content

This CIP is divided into the following sections:

- Section 2 contains the review of the legislative framework for the CIP.
- Section 3 contains the review of key plans, policies and other studies that are applicable to the CIP.
- Section 4 contains the community improvement goals of the CIP.
- Section 5 describes the Community Improvement Project Area (CIPA) for the CIP, also referred to herein as the “Project Area”, and the sub-areas.
- Section 6 contains a comprehensive set of financial incentive programs specifically designed to help achieve the community improvement goals of this CIP.
- Section 7 contains a basic Marketing Plan to help the Township market the incentive programs in this new CIP.
- Section 8 contains a Monitoring Plan designed to assist the Township in monitoring and reporting progress on implementation of the CIP, including the economic and other impacts of the incentive programs in the CIP.
- Section 9 provides a brief conclusion to the CIP.

## 2.0 Legislative Framework

### 2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include giving or lending any property of the municipality, including money; guaranteeing borrowing; leasing or selling any municipal property at below fair market value; and giving a total or partial exemption from any levy, charge or fee. This prohibition is generally known as the “bonusing rule”.

Section 106 (3) of the *Municipal Act, 2001* provides an exception to the bonusing rule for municipalities exercising powers under subsection 28 (6), (7) or (7.2) of the *Planning Act* or under section 365.1 of the *Municipal Act, 2001*. It is this exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt community improvement plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved CIP in place that contains provisions specifying tax assistance for environmental remediation costs can pass a by-law providing for the cancellation of part or all of the taxes levied on an “eligible property” for municipal and school purposes during the “assistance” period, both as defined in Section 365.1 (1) of the *Municipal Act, 2001*. Municipalities may also apply to the Province to provide matching school property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the *Municipal Act, 2001*. In addition to the power to make a grant or loan, these powers also include the power to sell or lease land for nominal consideration or to make a grant of land; provide for the use by any person of land owned or occupied by the municipality, upon such terms as may be fixed by council; sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

In order to encourage good stewardship, maintenance and conservation of locally designated heritage properties, municipalities may, under Section 365.2 of the *Municipal Act, 2001*, pass a by-law to establish a local Heritage Property Tax Relief (HPTR) program to provide tax relief (10 to 40 per cent) to owners of eligible heritage properties, subject to an agreement to protect the heritage features of their property. This financial tool is designed to help owners of heritage properties maintain and restore their properties. An eligible heritage property for this program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement. The Province shares in the cost of the program by funding the education portion of the property tax relief. Municipalities that adopt the HPTR program contribute to the program by funding their portion of the property tax relief.



## 2.2 Planning Act

Section 28 of the *Planning Act* allows municipalities with provisions in their Official Plans relating to community improvement to designate by By-law a “community improvement project area” and prepare and adopt a CIP for the community improvement project area. Once the CIP has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28 (6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

According to Section 28 (1), a “community improvement project area” is defined as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”. Therefore, there are a variety of reasons that an area can be designated as an area in need of community improvement.

Section 28 (1) defines “community improvement” as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable, or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary”. This represents a wide range of possible municipal actions.

Once a CIP has come into effect, the municipality may:

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28 (6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the CIP (Section 28 (6)); and,
- iv) make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the CIP (Section 28 (7)).

Section 28 (2) permits upper-tier municipalities who are ‘prescribed’ by regulation (O. Reg. 221/07) to create a CIP. The County of Wellington is not currently a prescribed upper tier municipality under O. Reg 221/07. However, as detailed below, Section 28 (7.2) does allow an upper tier municipality to participate in funding grant/loan programs contained within the CIPs of its lower tier municipalities, and the County of Wellington does so through its Invest Well Program Community Improvement Program.

Section 28 (7.1) specifies that the eligible costs of a CIP for the purposes of Subsection 28 (7) may include 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. Again, this includes a wide range of activities that can be considered as eligible costs for grants and loans.

Section 28 (7.2) allows the council of an upper-tier municipality to make grants or loans to the council of a lower-tier municipality, and the council of a lower-tier municipality to make grants or loans to the council of the upper-tier municipality, for the purpose of carrying out a CIP that has come into effect, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans. This provision allows upper tier municipalities to help lower tier municipalities fund the grant and loan programs in their lower tier CIPs.

Section 28 (7.3) specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28 (7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act, 2001* in respect of the land and buildings shall not exceed the eligible cost of the CIP with respect to those lands and buildings.

Section 28 (11) allows a municipality to register an agreement concerning a grant or loan made under subsection 28 (7) or an agreement entered into under subsection 28 (10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land. It should be noted that while Section 28 (11) allows a municipality to register an agreement concerning a grant or loan against the land to which it applies, it does not require the municipality to do so.

Section 69 allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive planning application fees as an incentive to promote community improvement without including this tool in a CIP. Alternatively, a municipality can collect planning application fees and then provide a partial or total rebate of these fees in the form of a grant, but such a grant must be included within a CIP.

## 2.3 Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give local municipalities and the provincial government powers to conserve, protect and preserve heritage buildings and archaeological sites in Ontario. While the heritage property tax relief program under Section 365.2 (1) of the *Municipal Act, 2001* is designed to assist property owners in maintaining and conserving heritage properties, Section 39 (1) of the *Ontario Heritage Act* allows the council of a municipality to make grants or loans (up-front or tax-increment basis) to owners of designated heritage properties to pay for all or part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe. In order to provide these grants and loans, the municipality must pass a by-law providing for the grant or loan.

Grants and loans for heritage restoration and improvement can also be provided by local municipalities under a CIP that has come into effect under Section 28 of the *Planning Act*. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it requires only passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a

CIP. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees, e.g., tenants who may wish to undertake heritage improvements.

Interpretation of Section 39 (1) of the *Ontario Heritage Act* suggests that this section does not restrict grants and loans only to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to "...paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe." Consultations with provincial staff and legal experts have confirmed that this section of the *Ontario Heritage Act* does not restrict grants and loans only to heritage features.

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered "part of the cost of alteration". Similarly, a grant or loan for professional design studies can be provided under a CIP. A professional design study is certainly an important precursor to, and key component of, any major heritage feature alteration.

Section 39 (2) of the *Ontario Heritage Act* allows the council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land.

In summary, local municipalities can use municipal powers under the *Ontario Heritage Act* or the *Planning Act* to offer grants and/or loans to encourage heritage restoration and improvement. Both statutes offer the flexibility to include non-heritage features as eligible costs. However, the *Ontario Heritage Act* requires only passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP.

## 2.4 Development Charges Act

While Section 26 (1) of the *Development Charges Act, 1997*, specifies that a development charge is payable for a development upon a building permit being issued for the development, this Act contains a number of mandatory development charge exemptions, reductions, and deferrals for specific types of development. Several of these development charge exemptions and reductions were introduced by the More Homes Built Faster Act, 2022, S.O. 2022 (Bill 23), which received Royal Assent on November 28, 2022.

As per the *Development Charges Act, 1997*, the following types of development are exempt from development charges:

- a) A second and third residential unit in an existing or new detached house, semi-detached house or row house if there are no residential units in an ancillary building/structure; and one residential unit in an ancillary building/structure if the existing or new detached house, semi-detached house or row house contains no more than two residential units (Section 2);
- b) Enlargement of an existing industrial building by up to 50% (Section 4);

- c) An affordable residential unit<sup>1</sup> and attainable residential unit<sup>2</sup> (Section 4.1) (not yet in force); and,
- d) Non-profit housing development (Section 4.2).

Section 4.1 (8) and (9) of the *Development Charges Act, 1997* requires that for an “affordable residential unit”, the person seeking the development charge exemption must enter into an agreement with the local municipality to maintain the residential unit as affordable for a period of 25 years from the date that the unit is first rented or sold. Section 4.1 (10) and (11) of the Act requires that for an “attainable residential unit”, the person seeking the development charge exemption must enter into an agreement with the local municipality that requires the residential unit to be attainable at the time it is sold.

Development charges for rental housing development are reduced by 25% for residential units with 3+ bedrooms, 20% for 2 bedrooms, and 15% for 1 bedroom/bachelor units (Section 26.2 (1.1)). Section 26.1 also specifies that the development charge applicable to rental housing development and institutional development shall be deferred, i.e., paid in five (5) equal annual instalments starting on the date an occupancy permit is issued, or the date of occupancy, whichever comes first.

Section 26.2 of the *Development Charges Act* (and O. Reg. 82/98) also specifies that a development charge be frozen at the time a council receives a site plan application, or if a site plan is not submitted, at the time council receives the application for a zoning bylaw amendment, with the development charge frozen until two years from the date the site plan application or zoning by-law (as applicable) is approved.

Section 5 of the *Development Charges Act* allows a municipality to exempt a type(s) of development from a development charge, or to have a development charge that is lower than allowed, but any resulting shortfall cannot be made up through higher development charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal development charges for certain types of development in order to promote community improvement, such as downtown redevelopment, brownfield redevelopment or intensification in core areas. Because this financial incentive is normally offered before construction, i.e., at the time of building permit issuance, it is a very powerful community improvement tool.

Municipalities can also use a CIP (Section 28 of the *Planning Act*) to offer a reduction in development charges in the form of a grant equivalent to part or all of the development charge normally payable. It is typically easier for a municipality to offer a reduction of development charges for certain types of development such as high priority/catalyst sites/projects, affordable and attainable housing projects, and/or projects that achieve desirable economic and/or sustainability performance criteria via a grant within a CIP, than via an exemption or deferral within a development charge by-law. In this regard, a CIP is inherently more flexible than a development charges by-law. A CIP can provide grants for certain types of development in certain geographic areas, and/or development that meets specific intensification, affordability, economic

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<sup>1</sup> An “affordable residential unit, rental” is defined as one where the rent is no greater than 80 per cent of the average market rent; and an “affordable residential unit, ownership” is defined as one where the price of the residential unit is no greater than 80 per cent of the average purchase price. See Sections 4.1 (5) and 4.1 (6) of the *Development Charges Act, 1997*, for further details.

<sup>2</sup> An “attainable residential unit” is a residential unit that is not an affordable residential unit, not a rental unit, and was developed as part of a prescribed development or class of developments.

and sustainability performance criteria. Furthermore, the types of development and/or performance criteria can be changed without a formal amendment to the CIP. Conversely, development charge reductions within a development charge by-law are prescriptive and are usually based on the location of the development, e.g., downtown, or a specific type of development, e.g., brownfield redevelopment. Furthermore, a deferral offered within a development charge by-law cannot be changed without a formal amendment to the development charges by-law.

## 3.0 Policy Framework

### 3.1 Provincial Policy Statement, 2020

The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act* and provides direction on matters of provincial interest related to land use planning and development. Section 3 of the *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”.

The Province of Ontario released the latest version of the PPS in February of 2020 and the policies took effect on May 1, 2020. The vision for land use planning in Ontario in the PPS states that “the long-term prosperity and social well-being of Ontarians depends on planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment, and a strong competitive economy”. To this end, key policies in the PPS promote:

- Land use patterns that support active transportation, promote energy efficiency, and minimize the negative impacts to air quality and climate change (Section 1.1.3.2);
- Opportunities for transit supportive development, intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites (Section 1.1.3.3);
- Planning for, protecting and preserving employment areas for current and future uses (Section 1.3.2.1);
- An appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs (Section 1.4.3);
- Long-term economic prosperity through the maintenance and enhancement of downtown and mainstreets (Section 1.7.1d) and the redevelopment of brownfield sites (Section 1.7.1f);
- Well-designed built form and conservation of features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1 e);
- Opportunities for sustainable tourism development (Section 1.7.1 h); and,
- Land use and development patterns that support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the impacts of changing climate (Section 1.8.1).

### 3.2 Ontario Housing Policy Statement, 2011

On July 1, 2016, the Province of Ontario replaced its Ontario Housing Policy Statement with the “Policy Statement: Service Manager Housing and Homelessness Plans” issued under Section 5 of the *Housing Services Act, 2011*. This Policy Statement recognizes municipalities as the largest contributors to funding for housing and homelessness services and developing more cost effective and efficient housing programs.

The County of Wellington is the Consolidated Municipal Service Manager for the City of Guelph and the seven lower tier municipalities within the County, including the Township of Centre Wellington. As the Service Manager for Guelph-Wellington, the County of Wellington is responsible for the delivery and administration of provincially mandated social and affordable housing programmes, as well as initiatives to prevent and address homelessness.

### 3.3 Growth Plan for the Greater Golden Horseshoe (2020)

The 2019 Growth Plan for the Greater Golden Horseshoe (GGH) (the “Growth Plan”) came into effect on May 16, 2019 and was amended on August 28, 2020 (Amendment 1). The Growth Plan is the Province of Ontario’s overall growth strategy for the GGH region to 2051 and it includes the County of Wellington, and the Township of Centre Wellington.

The Growth Plan builds upon the policy foundations in the PPS and provides direction to municipalities to manage growth, build complete communities, curb sprawl and protect the natural environment. The Growth Plan is implemented through municipal planning documents, primarily the Official Plan, as well as other planning documents and policies such as Community Improvement Plans (CIPs).

The Growth Plan directs the vast majority of growth to delineated built-up areas within settlement areas and limits growth in undelineated built-up areas. The Growth Plan contains policies that direct all municipalities to achieve minimum intensification and density targets, including targets for additional residential units and affordable housing. To this end, the Growth Plan identifies mechanisms, including land use planning and financial tools, to support implementation of its policies.

The Growth Plan also stresses the need for municipalities to promote economic development by ensuring an adequate supply and variety of employment land. Policies in the Growth Plan direct municipalities to build vibrant and complete communities that:

- Ensure the development of high quality compact urban form;
- Integrate green infrastructure and low impact development; and,
- Support a strong and competitive economy.

The Growth Plan directs that all municipalities will develop a strategy to achieve the minimum intensification target and intensification throughout their delineated built-up area. Therefore, a CIP can play an important role in helping a municipality conform to the Growth Plan, not only by achieving its intensification targets, but by ensuring that development achieves the various policy goals of the Growth Plan.

### 3.4 County of Wellington Official Plan

The Wellington County Official Plan (OP) governs land uses in the Township’s Rural Areas and sets out broad policies that apply to the Township’s ‘Urban Centre’. The Wellington County OP contains a number of policies that are relevant to the preparation of this CIP, as outlined below.

#### 3.4.1 Planning Vision

The Planning Vision for Wellington County in Section 2 of the OP stresses the County will make planning decisions that promote sustainable development, properly balancing the natural environment, economic competitiveness, and a healthy community.

### **3.4.2 Growth Strategy**

In terms of guiding growth, Section 3 of the County OP directs the majority of growth to urban centres that offer municipal water and sewage services. The County growth strategy sets targets for residential intensification of a minimum of 20% of all residential development occurring annually within the built-up area, and a minimum of 25% of new housing in the County will be affordable to low and moderate income households.

### **3.4.3 Economic Development**

Section 4.2 of the County OP contains policies on economic development that focus on ensuring an adequate supply and variety of employment lands available in a variety of locations. The policies stress that the majority of employment opportunities will occur in urban areas where full municipal services are available. But, the policies also provide for suitable employment opportunities in the Rural Area.

### **3.4.4 Housing**

Section 4.4 of the County OP contains policies on housing that stress a variety of housing types be provided. These policies encourage residential intensification, primarily in urban centres, including brownfields and greyfields. The policies also support the provision of affordable housing, including affordable rental housing, and opportunities for special needs housing.

### **3.4.5 Community Improvement**

Section 4.12 of the County OP contains the County's Community Improvement policies. The objectives of community improvement as they relate to incentive programs are stimulating the maintenance and renewal of private property, enhancing the visual quality of the community, and fostering local economic growth. The Community Improvement policies identify a number of criteria that local Councils should consider when designating Community Improvement Project Areas. It should be noted that the Community Improvement Project Area for this CIP satisfies a number of these criteria.

The County Community Improvement policies note that a local Council may designate Community Improvement Project Areas, the boundaries of which may be the entire municipality or part of the municipality. A local Council may then prepare, adopt, and implement a Community Improvement Plan(s) within a designated Community Improvement Project Area(s), including the provision of grants, loans and other financial instruments.

Finally, Section 4.12.5 of the County OP specifies that County Council may participate in a local municipality's Community Improvement Plan (CIP), and may make grants and loans to the Council of a lower tier municipality for the purpose of carrying out a local CIP that has come into effect, on such terms as to security and otherwise as County Council considers appropriate.



### **3.4.6 Rural Business and Employment**

Section 6 of the County OP governs permitted uses in the Prime and Secondary Agricultural Areas. Section 6.4.3 notes that home businesses and farm businesses are permitted uses in Prime and Secondary Agricultural Areas. Section 6.5.3 of the County OP notes that small scale commercial, industrial and institutional uses may be permitted in Secondary Agricultural Areas, subject to meeting a number of requirements. Finally, the Rural Employment Area policies in Section 6.8 of the OP are intended to provide locations for business activities that may be better served by sites outside urban areas. Permitted uses in the Rural Employment Area are dry industrial and limited commercial uses requiring large lots, major road access, or proximity to rural resources. Section 6.8.2 of the OP notes that such commercial uses will be service focused with limited accessory retail.

## **3.5 Township Official Plan**

The Township Official Plan (OP) was adopted on November 24, 2003 and approved on May 31, 2005. The Township OP applies only to the Elora and Fergus Urban Centres, including Salem and Belwood. All other areas of the Township, including the Rural Areas, are governed by the County of Wellington OP, which also sets out broad policies applying to the urban areas.

The Township OP contains a number of policies that provide guidance for the preparation of this CIP. These policies are summarized in the subsections below.

### **3.5.1 Housing Policies**

The housing policies in Section C.5 of the Township OP encourage the production of a wide range of housing types to meet future housing need. The Township supports the County policy of ensuring that a minimum of 25% of new housing units in the County will be affordable. These policies also:

- a) Support appropriate intensification in all areas within the built boundary including adaptive re-use or redevelopment of brownfields and greyfields;
- b) Encourage added housing above commercial uses in and near the downtown, in residential transition areas, and in other main commercial areas; and,
- c) Encourage intensification which results in new rental accommodation.

### **3.5.2 Energy Conservation**

The energy conservation policies in Section C.10 of the Township OP encourage the efficient use and conservation of energy, including the following measures:

- a) Establishment of compact developed areas;
- b) Intensification of existing built-up areas;
- c) Re-use, renovation, and retrofit of existing buildings;
- d) The concentration of service and commercial activities within the Central Business District (CBD);
- e) The use of water and energy saving devices within new development or redevelopment; and,
- f) The use of alternative energy sources.

### **3.5.3 Community Design**

The policies in Section C.15 of the Township OP indicate that the Township plans to achieve higher standards in the physical design of the built and natural environment in its Urban Centres. The higher standards relate to overall quality, environmental sensitivity, sustainability, efficiency, affordability, accessibility, and achieving a sense of place and identity.

### **3.5.4 Tourism**

Section C.16 of the OP outlines policies to protect and enhance the natural and heritage assets of Centre Wellington, which are critical to fostering tourism activity. The policies in this section note the Township will take appropriate measures to protect and enhance these buildings and landmarks for the enjoyment of future generations.

### **3.5.5 Community Improvement**

Section C9 of the OP contains the Township's Community Improvement policies. These policies guide the preparation and implementation of CIPs in Centre Wellington. These Community Improvement policies are summarized below and the full text of the Community Improvement policies is contained in **Appendix A**.

#### **3.5.5.1 Objectives**

The key policy objectives in this section of the Township OP as they relate to this CIP are to:

1. Provide for the maintenance, improvement, and rehabilitation of residential, commercial, industrial and institutional districts;
2. To provide for the more efficient utilization of municipal physical infrastructure by infilling or redeveloping vacant or underutilized land;
3. To enhance the viability of areas of commerce and industry.

#### **3.5.5.2 Community Improvement Project Areas**

Section C9.3 of the Township OP indicates that the Township may from time to time delineate a Community Improvement Project Area (CIPA) and that these areas shall generally demonstrate one or more of the following criteria:

1. Deficiencies in the sewer, water and hydro servicing network;
2. Deficiencies in the supply of, or the condition of, parks, playgrounds, and other community service and recreational facilities;
3. Inadequate housing and building conditions;
4. Conflicting land uses;
5. Inadequate management of storm water;
6. Lack of off-street parking and amenities which enhance the shopping experience;
7. Inadequate condition of sidewalks, street lighting, and landscaping;
8. Lands with potential for infill, development, or redevelopment of existing or underutilized buildings and/or properties; and,
9. To achieve environmental, social or community economic development objectives.

A number of these criteria apply to the Community Improvement Project Area and Sub-Areas for this CIP, including but not limited to criteria 1, 8 and 9.

### **3.5.5.3 Implementation**

Section C9.6 of the OP notes that the Township can implement its community improvement objectives and policies in the OP by:

- Designation of a CIPA and preparation of a CIP;
- Application of the *Ontario Heritage Act*, to support the preservation of historic and/or architecturally significant buildings and the use of funding programs under this Act;
- Encouragement of private initiatives that meet the objectives of a CIP, including infilling and redevelopment projects; and,
- The acquisition, improvement, and disposal of land and buildings in a CIPA.

## **3.6 Urban Design Guidelines (UDGs)**

The Township Urban Design Guidelines (UDGs) were prepared in 2015 at the same time as the Township Urban Centre Community Improvement Plan (CIP), and act as a companion document to that CIP. The UDGs provide guidance for community improvement by specifying a framework of design principles and guidelines that provide clear direction for the development, redevelopment and enhancement of buildings, façades, streetscapes, public open spaces and natural areas. The UDGs provide guidance for both the public realm and the private realm, and help to ensure that Centre Wellington conserves its cultural and natural heritage resources, while allowing for contextually sensitive growth and development.

Staff have been using the UDGs as an evaluation tool for applications for funding under the CIP, and more generally to assist in the evaluation of development and redevelopment applications. A review of the UDGs and their usage to date by Township staff indicates that the UDGs continue to be appropriate and highly relevant. Therefore, it is recommended that the UDGs continue to be utilized as staff have been utilizing them, and as a companion document to this CIP.

## **3.7 Economic Development Strategic Action Plan**

The Township Economic Development Strategic Action Plan was prepared in January of 2019. This Plan provides a roadmap for sustainable employment growth in Centre Wellington. The Plan identifies six major strategic action areas as follows:

1. Create a competitive climate environment for business retention and expansion;
2. Become more investment ready;
3. Continue planning for sustainable distinct downtowns;
4. Convey a clear message through strategic communications and creating partnerships;
5. Building tourism and arts, history, and culture as a main economic driver; and,
6. Continue growing innovative agriculture and agri-business.

This CIP will help the Township implement all of these strategies and support many of the actions contained under each of the above noted strategies. In particular, under Strategy 3, the Plan notes that the Township will support the CIP initiated by the County to support BIAs. Under Strategy 4, the Plan notes that the

Township will communicate the CIP program to the business community, residents and council as to the importance of the program and the results.

### 3.8 Strategic Plan 2023 to 2026

The Township’s Strategic Plan for 2023 to 2026 was adopted by Council on May 29, 2023. The Strategic Plan sets out a vision and mission, and a set of values, goals and priorities. Of particular relevance to this CIP are the following goals and associated priorities:

**Table 1 Strategic Plan Goals and Associated Priorities**

<b>Goal</b>	<b>Priority</b>
1. Create the conditions for economic prosperity.	<ul style="list-style-type: none"> <li>• Make our downtowns vibrant.</li> <li>• Support agriculture and agri-food businesses.</li> <li>• Ensure people working in our community can afford to live here.</li> <li>• Welcome and accommodate tourism / tourists.</li> </ul>
2. Improve the activity, health, and wellness of our community.	<ul style="list-style-type: none"> <li>• Create an inclusive and accessible community.</li> <li>• Develop a safe and active transportation network.</li> </ul>
3. Managing growth while enhancing the community’s unique character.	<ul style="list-style-type: none"> <li>• Become a model community for housing variety.</li> <li>• Design a liveable community for the future.</li> </ul>
4. Championing environmental stewardship.	<ul style="list-style-type: none"> <li>• Proactive climate change strategies.</li> <li>• Protect our farmland.</li> </ul>
5. Provide innovative and sustainable governance.	<ul style="list-style-type: none"> <li>• Generate sustainable revenue for our future needs.</li> </ul>

## 4.0 Community Improvement Goals

This CIP was prepared based on the methodology outlined in Section 1.3. In developing the updated goals for the CIP, particular attention was paid to the key policy directions contained in the Township and County Policy Framework, as well as valuable input from senior Township staff, Township Council, key community improvement stakeholders, and the public. The updated CIP goals are listed below. For each of these goals, the key types of community improvement that will help achieve the goals are identified. Community improvement projects may achieve more than one of these goals. The incentive programs contained in this CIP are stackable and are designed to promote projects that achieve multiple CIP goals.

### 4.1 Facade and Building Improvement

***Promote the beautification and improvement of existing commercial, industrial, and mixed use buildings and properties in the central business districts, highway commercial, industrial, mixed-use, and residential transition areas of the Township.***

#### Types of Improvements

- Building facade and signage;
- Storefront/display areas;
- Structural, infrastructure, and building interior;
- Heritage restoration and improvement;
- Barrier free accessibility;
- Landscaping, pedestrian amenities, and other elements contributing to the streetscape;
- Patios;
- Parking areas and pedestrian linkages;
- Tourism uses; and,
- Public realm including streetscapes, public gathering places, and community facilities.

### 4.2 Efficient and Strategic Use of Land

***Promote infill, intensification, adaptive reuse and redevelopment in the central business districts, highway commercial, industrial, mixed-use, and residential transition areas of the Township.***

#### Types of Improvements

- Brownfield redevelopment;
- Infill development on vacant properties; and,
- Adaptive reuse and intensification of underutilized buildings.

### 4.3 Housing Supply

**Promote improvements to the quality of the existing housing stock, and additional housing supply, especially rental housing and affordable housing, in the central business districts, highway commercial, mixed-use, and residential transition areas of the Township.**

#### Types of Improvements

- Renovation and improvement of existing rental apartments on upper stories of existing mixed use buildings;
- Conversion of vacant and underutilized space on upper stories of existing mixed use and commercial buildings into new rental housing, and new affordable housing;
- Addition of new residential units to existing residential and mixed use buildings; and,
- Construction of new rental and new affordable housing on vacant and underutilized properties.

#### **4.4 Economic Growth and Diversification**

**Increase the number of businesses and employment opportunities in the central business districts, highway commercial, industrial, mixed-use, and residential transition areas of the Township.**

#### Types of Improvements

- Existing business expansions/upgrades;
- Attraction of new employers, business enterprises, and business startups; and,
- Expansion of existing and attraction of new tourism, arts, culture and creative economy businesses.

#### **4.5 Agricultural and Agri-Business Uses**

**Promote innovative, value added agricultural uses and agri-business uses in the Township's agricultural area.**

#### Types of Improvements

- Expansion of existing and attraction of new innovative, value added agricultural and agri-business uses.

#### **4.6 Design and Environmental Sustainability**

***Improve the design, quality, and environmental sustainability of all forms of building improvement and development in the Township.***

#### Types of Improvements

- Development that is well designed, well built, and more environmentally sustainable, e.g., development that incorporates sustainable building and green infrastructure features and is consistent with the County of Wellington Green Legacy Building Standard.

## 5.0 Community Improvement Project Area

The existing Urban Centre Community Improvement Project Area (CIPA) boundary was examined in consultation with Township staff to determine if any areas needed to be revised or added in order to achieve the updated community improvement goals. Based on this examination, it was determined that in order to achieve all the updated goals of this CIP, provide applicants with access to the full range of the County's Invest Well Programs, and provide flexibility to address future community improvement needs, the Community Improvement Project Area (CIPA) for this CIP will be "the entire geographic area of the Township of Centre Wellington, as amended from time to time". This CIPA is designated by a by-law passed by Council.

Within this designated CIPA, there are nine (9) "sub areas" where incentive programs may be offered. These sub-areas include the following areas designated in the Township Official Plan (see Schedule A-1 of the Township Official Plan), as amended from time to time:

- 1) Central Business Districts (CBDs) of Elora-Salem and Fergus;
- 2) Highway Commercial;
- 3) Industrial;
- 4) Mixed Use;
- 5) Residential;
- 6) Residential Transition; and,

the following areas designated in the County of Wellington Official Plan (see Schedule A1 of the County Official Plan), as amended from time to time:

- 7) Prime Agricultural;
- 8) Rural Employment Area; and
- 9) Hamlet Area.

Sub Areas 1) to 6) are within the Township's Urban Boundary as shown in Schedule A-1 of the Township Official Plan. Sub Areas 7) to 9) are outside the Township's Urban Boundary.

As noted in Section 6.0, in order to strategically target the achievement of the Community Improvement Goals of this CIP, not all incentive programs will be offered in all of these sub-areas. Furthermore, this CIP is not intended to incentivize development on greenfields. Therefore, with the exception of the incentive programs that may be made available in Sub-Areas 7 to 9 as noted in Section 6.0, lands outside the Township's Urban Boundary are not eligible for the incentive programs contained within this Plan.

## 6.0 Financial Incentive Programs

### 6.1 Summary of Incentive Programs

The incentive programs in this updated CIP draw on the Township's experience with the programs in the 2015 Urban Centre CIP and best practices in other municipalities. However, the incentive programs in this CIP were specifically developed to strategically address existing and emerging key community improvement needs across the municipality in order to help achieve the community improvement goals identified in Section 4.0. Consequently, not all of the incentive programs contained in this CIP will be offered in all of the Community Improvement Project sub areas. **Appendix B** provides information on which incentive programs can be offered by the Township in particular CIPA sub-areas.

Once this CIP is adopted and approved, the incentive programs in the CIP can be activated by Council, one or more at a time, based on Council approval of the implementation of each program, subject to the availability of funding. In this regard, the CIP enables Council to implement the incentive programs contained herein, but does not obligate Council to implement any or all of these incentive programs. Furthermore, Council controls the implementation of the incentive programs and Council will decide which programs will be offered in the respective sub areas, and the amount of funding allocated to the financial incentive programs through the annual budgeting process.

When implementing the incentive programs, depending on budget considerations at the time, Council can set the maximum grant available for each incentive program at or below the maximum specified for that program herein. Council may also specify a maximum grant amount for any incentive program where a maximum grant amount is not specified herein. Finally, all of the financial incentives described herein may be provided to applicants at the sole discretion of the Township Council.

General requirements that apply to all the incentive programs and program specific requirements have been included to help ensure that the goals of this CIP can be met while protecting the financial, planning, and other interests of the Township. **Table 2** below summarizes basic program details for each of the incentive programs. The balance of this section provides a description of the general program requirements, and basic details for each incentive program including the program purpose, description, and requirements.

**Appendices B to D** contain supporting information for the incentive programs. These appendices do not form an operative part of the CIP and may be changed from time to time by the Township, as required, without amendment to this Plan, subject to Section 8.3.



**Table 2 Summary of Incentive Programs**

Program	Description	Eligible Properties/Projects
<p><b>1) Study Grant Program</b></p>	<p>A Grant equal to 50% of cost of eligible studies to a maximum:                      a) grant of \$7,500 per study;                      b) two (2) studies per project; and,                      c) \$12,500 per project.</p>	<p>All properties, but applicants must clearly demonstrate a legitimate intention to undertake eligible community improvement of the property.</p>
<p><b>2) Facade and Property Improvement Grant Program</b></p>	<p>A Grant equal to 50% of cost of eligible front facade and property improvement works to a maximum grant per project of \$10,000. Maximum grant can be increased up to \$12,500 on a matching 50/50 basis for certain project types (see Section 6.4.2).</p>	<p>Existing commercial, mixed use, institutional, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings.</p>
<p><b>3) Building Improvement Grant Program</b></p>	<p>A Grant equal to 50% of cost of eligible interior and exterior building improvement works to a maximum grant per project of \$10,000. Maximum grant can be increased up to \$12,500 on a matching 50/50 basis if building interior has heritage features that are being restored.</p>	<p>Existing commercial, mixed use, institutional, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings.</p>
<p><b>4) Rental Housing Grant Program</b></p>	<p>A Grant equal to 50% of cost of renovating existing rental residential units to Code and/or constructing new rental residential units to a maximum grant of \$15,000 per unit, and a maximum of 4 units per property/project. Rental residential units renovated or created under this program must remain as rental residential units for a minimum of 20 years.</p>	<ul style="list-style-type: none"> <li>i) Renovation to existing rental residential units in mixed use buildings to Building Code, Fire Code, and Property Standards Bylaw.</li> <li>ii) Conversion of excess/ vacant commercial space in existing commercial, institutional, mixed use and residential buildings into one (1) or more net rental residential units.</li> <li>iii) Intensification or redevelopment of an existing commercial, mixed use or residential apartment/ multi-unit building that adds one (1) or more net rental residential units.</li> <li>iv) Infilling of vacant lots (including parking lots) with two (2) or more net residential units.</li> </ul>
<p><b>5) Rental Housing Development Charge (DC) Deferral Program</b></p>	<p>The Township Development Charge (DC) for construction of new rental residential units is payable in 21 equal annual installments commencing with the first installment payable on the date the unit is first rented. Rental residential units created under this program must remain as rental residential units for a minimum of 20 years.</p>	<p>Same eligible projects as Rental Housing Grant Program above, so long as the rental residential units created remain as rental residential units for a minimum of 20 years.</p>

**Table 2 Summary of Incentive Programs (Cont'd)**

Program	Description	Eligible Properties/Projects												
<p><b>6) Tax Increment Equivalent (TIEG) Program</b></p>	<p>An annual grant for 5 years equal to a percentage of the increase in the Township portion of property taxes (as shown below) that is generated by a “substantial project” where the proposed and “as built” substantial project achieves the minimum evaluation score specified in the TIEG Program Evaluation Framework contained in <b>Appendix C</b>, as determined by the Township.</p> <table border="1" data-bbox="512 540 1192 829"> <thead> <tr> <th data-bbox="512 540 642 621">Year</th> <th data-bbox="642 540 1192 621">Township TIEG Amount as % of Township Property Tax Increase (Increment)</th> </tr> </thead> <tbody> <tr> <td data-bbox="512 621 642 662">1</td> <td data-bbox="642 621 1192 662">100%</td> </tr> <tr> <td data-bbox="512 662 642 703">2</td> <td data-bbox="642 662 1192 703">80%</td> </tr> <tr> <td data-bbox="512 703 642 743">3</td> <td data-bbox="642 703 1192 743">60%</td> </tr> <tr> <td data-bbox="512 743 642 784">4</td> <td data-bbox="642 743 1192 784">40%</td> </tr> <tr> <td data-bbox="512 784 642 829">5</td> <td data-bbox="642 784 1192 829">20%</td> </tr> </tbody> </table> <p>Note: See Section 6.8.3 a) for the definition of a “substantial project”.</p>	Year	Township TIEG Amount as % of Township Property Tax Increase (Increment)	1	100%	2	80%	3	60%	4	40%	5	20%	<p>Project must be a “substantial” project as defined in Section 6.8.3 and must achieve the minimum evaluation score specified in the TIEG Program Evaluation Framework contained in Appendix C.</p>
Year	Township TIEG Amount as % of Township Property Tax Increase (Increment)													
1	100%													
2	80%													
3	60%													
4	40%													
5	20%													
<p><b>7) Brownfields Tax Assistance Program (TAP)</b></p>	<p>Cancellation of part or all of Township property taxes for up to 3 years during the tax assistance period. Cancellation of part or all of the education property taxes is subject to approval by the Minister of Finance. Cancellation of part or all of the County property taxes is subject to approval by the County of Wellington (applicable only if the County offers a Brownfield Tax Assistance Program).</p>	<p>Property must apply for and be approved for a corresponding TIEG Program application.</p>												

## 6.2 General Program Requirements

All of the financial incentive programs contained in this CIP are subject to the following general requirements as well as the individual requirements specified under each program. The general and program specific requirements contained in this CIP are not necessarily exhaustive, and the Township reserves the right to include other requirements and conditions as deemed necessary on a program and/or property specific basis:

- a) Application for any of the incentive programs contained in this Plan can be made only for properties within the Community Improvement Project Area (CIPA) and one of the Community Improvement Project Sub-Areas (Sub-Areas);
- b) None of the incentive programs contained in this Plan will be offered on a retroactive basis. This means that the Township can accept applications for the financial incentive programs contained in this CIP only after this CIP has been adopted by Council and approved. This also means that an application for any financial incentive program contained in this CIP must be submitted to the Township and that application must be approved by the Township prior to the commencement of any eligible studies or eligible works that are the subject of the application;
- c) In addition to the restriction of eligibility for incentive programs to certain Sub-Areas and land uses as specified in this Plan, the Township may further restrict eligibility for any of the incentive programs contained in this Plan to certain areas and land uses, at certain times, without amendment to this Plan, to help ensure that funded projects maximize achievement of the goals of this Plan;
- d) Except for the following programs, the applicant must be the owner of the property, :
  - i) Study Grant Program;
  - ii) Facade and Property Improvement Grant Program;
  - iii) Building Improvement Grant Program;For the programs noted in d) i) to iii) above, if the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application, with said written consent in a form acceptable to the Township;
- e) An individual, corporation or other party who has litigation pending against the Township may be deemed by the Township in its sole and absolute discretion to be ineligible to apply for any of the incentive programs contained in this CIP;
- f) Regardless of whether or not an Applicant otherwise satisfies the general and program specific requirements contained in this CIP, Township Council or its delegate may reject any incentive program application received from an applicant where there is credible information that the applicant has been involved recently or repeatedly in illegal activity, supporting the conclusion that the applicant will not conduct themselves with honesty and integrity in undertaking the community improvement or business for which a grant is being sought. In this regard, applicants are individuals, corporations, and principals of the corporation, including corporate officers and directors.

- g) An application for any financial incentive program contained in this CIP must include plans, drawings, studies, cost estimates, contracts, reports, construction values, rental rates, sale prices, and other details as required by the Township to satisfy the Township with respect to the costs, design and performance of the project, and conformity of the project with the CIP;
- h) The Township may require that an applicant submit for approval professional urban design studies, architectural/design drawings, and a heritage impact assessment prepared by a qualified professional with said studies and drawings in conformity with all applicable design guidelines specified by the Township;
- i) The Township may require that an applicant submit for approval impact studies such as traffic studies, studies of microclimatic conditions (sun, shadow, wind), and any other studies as deemed necessary by the Township;
- j) For the Rental Housing Grant Program, Rental Housing Development Charge Deferral Program, Tax Increment Equivalent Grant Program, and the Brownfields Tax Assistance Program, the Township may require the applicant to submit a Business Plan, with said plan to the Township's satisfaction;
- k) Review of an application and supporting materials against the general program requirements, individual requirements specified under each program, and evaluation of the application will be performed by staff, who will then make a recommendation on the application to Council or Council's designate;
- l) The application is subject to approval by Council or Council's designate. Should Council's designate decide not to approve the application, the applicant has the right to appeal that decision to Council;
- m) As a condition of application approval for certain types of programs contained in this CIP, the applicant will be required to enter into a Grant Agreement with the Township. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by Council or Council's designate;
- n) Each program in this CIP is considered active if Council has approved implementation of the program and Council has approved a budget allocation for the program (as applicable);
- o) Where other sources of government and/or non-profit organization funding (Federal, Provincial, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs have been applied for, are anticipated, or have been secured, these must be declared as part of the application, and accordingly, the grant from the Township may be reduced on a pro-rated basis;
- p) The Township reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- q) The Township is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant;

- r) If the applicant is in default of any of the general or program specific requirements, any other requirements of the Township, or any of the terms and conditions specified in the grant agreement, the Township may delay, reduce, or cancel the approved grant, and require repayment of the approved grant, including the ability to add the repayment of the approved grant amount to the property tax roll;
- s) The Township may discontinue any of the programs contained in this CIP at any time, but applicants with an approved grant will still receive said grant, subject to meeting the general and program specific requirements;
- t) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land completed must conform to all applicable Township guidelines, by-laws, policies, procedures and standards, including applicable Township Urban Design Guidelines;
- u) All works completed must comply with the description of the works as provided in the application form, supporting materials, and contained in the program agreement, with any amendments as approved at the sole discretion of the Township;
- v) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals;
- w) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- x) When required by the Township, outstanding work orders, and/or orders or requests to comply, and/or other charges from the Township must be satisfactorily addressed prior to grant approval/payment;
- y) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant commitment;
- z) Township staff, officials, and/or agents of the Township may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Township;
- aa) Applicants approved for the programs contained in this CIP will be required to complete the eligible studies and eligible works within specified timeframes as specified in their approval letter or grant agreement; and,
- bb) The total of all grants, loans and tax assistance provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other applicable CIPs shall not exceed the eligible cost of the improvements to that particular property under all applicable CIPs.

## 6.3 Study Grant Program

### 6.3.1 Purpose

To promote the undertaking of studies, plans, assessments, and architectural/design drawings that determine the site specific potential/feasibility of adaptively reusing, rehabilitating, retrofitting, converting, improving or redeveloping existing buildings, and/or developing vacant property. This program will also help ensure that professional design studies, architectural/ design drawings, heritage impact assessments, and other studies meet the Township's guidelines, standards and requirements.

### 6.3.2 Description

This program will provide a grant equal to up to 50% of the cost of professional studies, plans, architectural/ design drawings, and heritage assessments required by the Township, to a maximum grant per property/project of \$7,500. An application for a project can be for up to two eligible studies, subject to a maximum grant per project (regardless of the number of studies) of \$12,500.

Grant payments approved under this program would be provided to applicants following submission to the Township for review of the final completed study, plans, drawings or assessment with the original invoice, indicating that the study consultants have been paid in full.

### 6.3.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) Eligible studies include:
  - i) Professional urban design studies and/or architectural/design drawings;
  - ii) Heritage impact assessments;
  - iii) Concept plans;
  - iv) Structural analyses;
  - v) Site plan drawings;
  - vi) Market analyses;
  - vii) Evaluation of existing and proposed mechanical, electrical and other building systems;
  - viii) Traffic impact assessments;
  - ix) Environmental site assessments including a complete Phase One Environmental Site Assessment (ESA), Phase Two ESA<sup>3</sup> (partial, complete or supplemental), Designated Substances and Hazardous Materials Survey, Risk Assessment/Risk Management Plan; and,
  - x) Any other study as approved by the Township.

Applicants must clearly demonstrate their legitimate intention to undertake eligible community improvement works on a property by whatever means deemed necessary by the Township<sup>4</sup>. Studies undertaken solely for the purposes of purchase/sale due diligence shall not be eligible for this program.

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<sup>3</sup> In the case of an application for a Phase Two ESA, applicants must complete and submit to the Township a Phase One ESA that recommends the undertaking of a Phase Two ESA

- b) All studies/drawings/assessments must:
- i) be completed by qualified/licensed professionals as determined by the Township;
  - ii) be submitted to the Township in electronic and hard copy format for the Township's review and retention;
  - iii) meet all of the Township's applicable guidelines, by-laws, policies, procedures, standards and requirements; and,
  - iv) be to the Township's satisfaction.

## **6.4 Facade and Property Improvement Grant Program**

### **6.4.1 Purpose**

To promote the rehabilitation, restoration, preservation and improvement of the front, side and rear facades of existing commercial, mixed use, institutional, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings, including retail storefront display areas and business signage.

To promote improved accessibility, landscaping, driveway access, and parking areas of existing commercial, mixed use, institutional, industrial and agricultural (with a retail commercial and/or agri-tourism component) properties, with particular emphasis on the public street edge in order to improve visual quality and create a safer and more comfortable pedestrian environment.

### **6.4.2 Description**

This program will provide a grant equal to up to 50% of the cost of eligible front, side, and rear facade and storefront improvement and restoration works and eligible property improvements, to a maximum grant per project of \$10,000. The maximum grant available under this program may be increased up to \$12,500 on a matching 50/50 basis if:

- the building is wider than 25 feet and/or has more than one storefront;
- the project includes eligible side and/or rear facade improvement and restoration works that are visible from a public street, public space, laneway, parking lot, or the Grand River;
- the building exterior and/or property has heritage features that are being restored.

### **6.4.3 Program Requirements**

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of building facade improvement works and property improvement works on existing commercial, mixed use, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings are considered eligible for a grant under this program:

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<sup>4</sup> This may include, but is not necessarily limited to the submission of a letter of intent to renovate, adaptively reuse, expand and/or develop/redevelop the property, and submission of a preliminary development concept/plan (if planning applications have not yet been submitted).

### **Facade Improvement Works:**

- i) repair or replacement of storefront windows, doors, awnings and canopies;
- ii) exterior and entrance modifications to provide barrier free accessibility;
- iii) repair, repointing, or installation of new masonry and brickwork;
- iv) repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
- v) facade painting, cleaning, treatments, and refinishing as acceptable to the Township;
- vi) addition of new lighting/upgrading of existing lighting fixtures on exterior facade and in entrance and storefront display areas;
- vii) installation/improvement of exterior signage (as permitted by the Sign By-law); and,
- viii) other similar exterior repairs/improvements as may be approved by the Township.

### **Property Improvement Works:**

- ix) landscaping features, including plant materials, planters, and planting strips;
  - x) permanent landscaping elements including curbing, decorative walls, fencing, benches, and walkways;
  - xi) addition of new lighting and/or upgrading of existing lighting (e.g., conversion to LED lighting) where said lighting is not attached to the building;
  - xii) construction, expansion or upgrading of an outdoor commercial patio/café area;
  - xiii) construction, consolidation, or improvement of parking areas and driveway access/egress; and,
  - xiv) other similar improvements as may be approved by the Township.
- b) For buildings where heritage features are being restored or reconstructed and for buildings designated under Parts IV and V of the *Ontario Heritage Act*, the facade restoration/reconstruction works should be supported by documentation in the form of historic photographs or drawings clearly showing the heritage feature(s) to be restored or reconstructed.
- c) The Township may consider applications for phased facade improvements, subject to the maximum grant amounts noted above.

## **6.5 Building Improvement Grant Program**

### **6.5.1 Purpose**

To promote the maintenance and physical improvement of existing commercial, mixed use, institutional, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings, in order to improve their attractiveness and safety, and provide usable space.

### **6.5.2 Description**

This program will provide a grant equal to up to 50% of the cost of eligible interior and exterior building improvement works, to a maximum grant per project of \$10,000. The maximum grant available under this program may be increased up to \$12,500 on a matching 50/50 basis if the building interior has heritage features that are being restored.



### 6.5.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of building improvement works on existing commercial, mixed use, industrial and agricultural (with a retail commercial and/or agri-tourism component) buildings are considered eligible for a grant under this program:
  - i) exterior modifications to provide barrier-free accessibility;
  - ii) structural repairs to walls, ceilings, floors and foundations;
  - iii) repair/replacement of roofing, windows and doors;
  - iv) water/flood/weatherproofing;
  - v) extension/upgrading of plumbing, electrical, HVAC services for the creation of retail, office or residential space;
  - vi) installation/alteration of required window openings to residential spaces;
  - vii) installation/upgrading of fire protection systems;
  - viii) energy efficiency retrofits and improvements; and,
  - ix) other similar repairs/improvements related to health, safety and risk management issues, as may be approved by the Township.
- b) For buildings where heritage features are being restored or reconstructed and for buildings designated under Parts IV and V of *the Ontario Heritage Act*, the restoration and reconstruction works should be supported by documentation in the form of historic photographs or drawings clearly showing the heritage feature(s) to be restored or reconstructed.
- c) The Township may consider applications for phased building improvements, subject to the maximum grant amounts noted above.

## 6.6 Rental Housing Grant Program

### 6.6.1 Purpose

To promote improvements to the quality of the existing rental housing stock and increase the supply of rental housing via renovation of existing upper floor/rear rental residential units, conversion of existing commercial and mixed-use building space to rental residential units, and construction of new rental residential units.

### 6.6.2 Description

This program will provide a grant equal to up to 50% of the construction cost of renovating existing rental residential units and/or constructing new rental residential units, to a maximum grant of \$15,000 per unit, and a maximum of four (4) units per property/project. The rental residential units created under this program must remain as rental residential units for a minimum of 20 years from the date that the unit is first rented. The Applicant will be responsible for annually confirming with the Township that all residential units funded by this program remain as rental residential units. The grant provided to the applicant, including interest as specified

by the Township, will be immediately due and payable for all units that are no longer rental housing within the 20 year period.

### **6.6.3 Program Requirements**

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of projects are considered eligible for a grant under this program:
  - i) renovations to existing rental residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
  - ii) conversion of excess commercial and/or vacant space in existing commercial, institutional, mixed use and residential buildings into one (1) or more net rental residential units;
  - iii) intensification or redevelopment of an existing commercial, mixed use or residential apartment/multi-unit building that adds one (1) or more net rental residential units; and,
  - iv) infilling of vacant lots (including parking lots) with two (2) or more net rental residential units.
  
- b) The Financial Assistance Agreement between the applicant and the Township will be registered on title and will contain a clause that ensures the eligible rental housing units remain as rental housing units for a minimum of 20 years from the date that the unit is first rented, and that the grant, including interest as specified by the Township, will be immediately due and payable for all units that are no longer rental housing within the 20 year period.

## **6.7 Rental Housing Development Charge Deferral Program**

### **6.7.1 Purpose**

To increase the supply of rental housing in the Township's CBDs and other key sub areas and ensure said residential units are maintained as rental residential units for a minimum of 20 years. This incentive is also designed to assist in securing project financing.

### **6.7.2 Description**

This program will provide a deferral of the Township Development Charge (DC) payable on projects that create new rental residential units. Development Charges for new rental residential units will be due and payable in twenty-one (21) annual installments commencing with the first installment payable on the date of occupancy, and each subsequent installment, including interest as provided in the Township's Council approved development charge interest policy, as may be revised from time to time.

The rental residential units created under this program must remain as rental residential units for a minimum of 20 years from the date the unit is first rented. The Applicant will be responsible for annually confirming with the Township that all residential units funded by this program remain as rental residential units. The remaining Township development charge, including interest, will be immediately due and payable for all units that are no longer rental housing within the 20 year period.

The Township may establish a maximum total amount of funding that can be provided under this program per application/property/project.

### **6.7.3 Program Requirements**

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of projects are considered eligible for a grant under this program:
  - i) all eligible projects as listed in Section 6.6.3 a) above so long as the rental residential units created are maintained as rental residential units for a minimum of 20 years from the date that the unit is first rented.
- b) The Financial Assistance Agreement between the applicant and the Township will be registered on title and will contain a clause that ensures the eligible rental housing units will remain as rental housing units for a period of not less than 20 years from the date that the unit is first rented, and that the remaining Township development charge, including interest as provided in the Township's Council approved development charge interest policy, as may be revised from time to time, will be immediately due and payable for all units that are no longer rental housing within the 20 year period.

## **6.8 Tax Increment Equivalent Grant (TIEG) Program**

### **6.8.1 Purpose**

To encourage “substantial” rehabilitation, redevelopment, development, infill and intensification projects by providing a financial incentive that reduces the property tax increase that would otherwise result from these various types of development.

### **6.8.2 Description**

This program will provide an annual tax increment equivalent grant (TIEG) for five (5) years after project completion equal to a percentage of the increase in the Township portion of property taxes<sup>5</sup> as shown in Table 3 below generated by completion of a “substantial project” where the proposed and “as built” substantial project achieves the minimum evaluation score specified for the TIEG Program. Whether or not a project is considered a “substantial project” will be determined at the sole discretion of the Township based on the program requirements specified in Section 6.8.3 below.

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<sup>5</sup> This program does not include the education portion of the property tax increase.

**Table 3 Township TIEG Amount**

Year	Township TIEG Amount as a % of Township Property Tax Increase (Increment) Resulting from the Project
1	100%
2	80%
3	60%
4	40%
5	20%

The approved applicant would first construct and complete the approved project. The Township would then pay the TIEG annually once:

- a) The eligible project has been completed in accordance with the grant application;
- b) Final building inspections have taken place;
- c) The Township in its sole discretion has evaluated the “as built” project using the TIEG Program Evaluation Framework and determined that the as built project has achieved the minimum eligibility score specified in the Framework;
- d) An occupancy permit has been issued (as applicable);
- e) All deficiencies have been addressed;
- f) All general and program specific requirements and grant agreement requirements have been met, and continue to be met, to the Township’s satisfaction;
- g) The property has been reassessed by the Municipal Property Assessment Corporation (MPAC); and,
- h) The new property taxes have been paid in full for each and every year over the term of the grant.

The Township may establish a maximum total grant that can be paid under this program per application/property/project.

Pre-project Municipal taxes will be determined before commencement of the project at the time the application is approved. For purposes of the grant calculation, the increase in municipal property taxes (tax increment) will be calculated as the difference between pre-project municipal property taxes and post-project municipal property taxes that are levied as a result of re-valuation of the property by the MPAC following project completion. 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.

**6.8.3 Program Requirements**

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) Only the following types of “substantial projects” that will result in a significant increase in the assessment value and property taxes on a property are considered eligible to apply for this program, with project eligibility subject entirely to the discretion of the Township:
  - i) Projects that will result in the construction of multiple rental residential units;

- ii) Expansion/construction of commercial, industrial/employment, or value added agricultural/agri-business building space;
  - iii) Major rehabilitation, upgrading and/or expansion of an existing building; and,
  - iv) Other major building projects that create a significant number of jobs and/or meet multiple goals of this CIP, subject entirely to the discretion of the Township.
- b) In order to be eligible for final approval of a TIEG by the Township, both the “proposed” and “as built” project contained in an application for the TIEG Program must achieve a minimum score when evaluated against the TIEG Program Evaluation Framework contained in **Appendix C**;
  - c) If during the grant period, a building receiving a TIEG is demolished, all grant payments shall cease and the Township reserves the right to require repayment of the grant payments;
  - d) If during the grant period, the heritage features of a building/property designated under the *Ontario Heritage Act* receiving a TIEG are demolished or altered in any way that would compromise the reasons for designation, all grant payments shall cease and the Township reserves the right to require repayment of the grant payments;
  - e) While the Township may allow an Applicant with an approved TIEG to assign the Grant to an assignee as the result of the sale or other transfer of the property, the approved TIEG will cease immediately upon any subsequent sale or other transfer of the property.

## 6.9 Brownfield Tax Assistance Program

### 6.9.1 Purpose

To encourage the remediation and substantial rehabilitation, adaptive reuse, development/redevelopment of brownfield sites (where actual contamination has been confirmed) by providing tax assistance in the form of a cancellation of part or all of the property taxes on a property that is undergoing or has undergone remediation and redevelopment/development to assist with payment of the cost of environmental remediation and/or risk assessment/management. This program applies only to properties requiring environmental remediation and/or risk assessment/management.

### 6.9.2 Description

As noted in Section 2.1 of this CIP, the legislative authority for the Brownfield TAP is established under Sections 365.1 of the *Municipal Act, 2001*. Municipalities can pass a tax assistance by-law that cancels part or all of the taxes levied on an “eligible property” for municipal and school purposes during the “assistance period”, as defined in Section 365.1 of the *Municipal Act, 2001*.

An “eligible property” for the Brownfield TAP is a property within the Community Improvement Project Area that is also eligible for the Tax Increment Equivalent Grant (TIEG) Program where a Phase Two ESA has been conducted in accordance with O. Reg. 153/04 and, as of the date the Phase Two ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the *Environmental*

*Protection Act* to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry.

The “assistance period” for the Brownfield TAP is the period of time starting on the date on which the tax assistance by-law is passed by the Township, and ending on the:

- a) the date when the total tax assistance provided equals the total eligible costs; or,
- b) the end date specified in the by-law (maximum of 3 years from the date the by-law was passed), whichever comes first.

“Eligible costs” for the Brownfield TAP are the costs of any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the *Environmental Protection Act*. These eligible costs are specified in the Program Requirements in Section 6.9.3 below. In no case will the total amount of the tax assistance provided under the Brownfield TAP exceed the total of these eligible costs.

An application for the Brownfield TAP must be accompanied by an application for the TIEG Program. Stand-alone applications for the Brownfield TAP are not permitted, and a Brownfield TAP application can only be approved if the corresponding TIEG Program Application is approved.

As part of the tax assistance provided to the applicant, the Township may also request participation from the County of Wellington (applicable only if the County offers a Brownfield Tax Assistance Program) in order to provide for a cancellation of part or all of the County property taxes on an application by application basis. In order for the tax assistance by-law to apply to County taxes, before it is passed by the Township, the Township must supply a copy of the proposed by-law to the County, and County Council must, by resolution, agree that the by-law will also provide for a matching equivalent cancellation of County property taxes for up to 3 years. The tax assistance provided by the County may be delivered on a different schedule than the tax assistance provided by the Township, and may be subject to additional conditions.

The Township may also apply to the Ministry of Finance for matching school property tax assistance on behalf of the property owner under the Province’s Brownfields Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Province. In order for the tax assistance by-law to apply to school property taxes, the BTIF Application must be approved in writing by the Minister of Finance. Matching school property tax assistance for eligible properties available through the Provincial BFTIP, or through any other replacement programs administered by the Province, is subject to approval by the Minister of Finance on a case by case basis, may be provided on a different schedule from the tax assistance provided by the Township, and may be subject to additional conditions. An approval granted under the Township’s Brownfield TAP shall be conditional on the Applicant receiving approval from the Minister of Finance for an application under the Province of Ontario’s BFTIP respecting cancellation of the school portion of property taxes.

All properties approved for tax assistance will be subject to passing of a by-law by the Township that authorizes the provision of the tax assistance. This by-law will contain conditions required by the Township as well as conditions required by the County (if applicable) and the Minister of Finance (if applicable).

As a condition of approval of an application for Tax Assistance, the property owner will be required to enter into an Agreement with the Township. This Agreement will specify the terms, duration and default provisions of the tax assistance. This Agreement is also subject to approval by Township Council or Council's designate.

### 6.9.3 Program Requirements

Only owners of property within the CIPA that have applied for a TIEG are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to availability of funding as approved by Township Council, County Council (if applicable) and the Minister of Finance (if applicable):

- a) An application must be submitted to the Township and approved by the Township prior to the start of any remediation and/or risk management works to which the tax assistance will apply;
- b) An application for the Brownfield TAP must be accompanied by an application for the TIEG Program including a description of the development that will take place on the site post remediation/risk assessment, and an application for the Brownfield TAP cannot be approved unless the corresponding application for the TIEG Program is approved.
- c) An application for the Brownfield TAP must be accompanied by a Phase One ESA, and also a Phase Two ESA that shows that the property does not meet the standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry;
- d) The application must be accompanied by a Phase Two ESA and a Remedial Work Plan or Risk Assessment/Risk Management Plan that contains or is accompanied by:
  - i) a minimum of two (2) cost estimates<sup>6</sup> for the actions that will be required to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the *Environmental Protection Act*; and,
  - ii) a work plan and budget for said environmental remediation and/or risk assessment/risk management actions, including a description of the proposed remediation, including the methods and technologies to be used;
- e) The total value of the tax assistance provided under this program shall not exceed total eligible costs. This includes the eligible costs of:
  - i) a Phase One ESA, Phase Two ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, and Risk Assessment/Risk Management Plan not disbursed by the Study Grant Program;

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<sup>6</sup> The tax assistance to be paid will be based on the lesser of the two cost estimates, or the total of actual eligible costs, whichever is less.

- ii) environmental remediation, including the cost of preparing a Record of Site Condition (RSC) and Certificate of Property Use (CPU);
  - iii) placing, compacting and grading of clean fill required to replace contaminated soils/fill disposed of off-site;
  - iv) installing, monitoring, maintaining and operating environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment/Management Plan and/or CPU;
  - v) Testing of on-site excess soils for potential reuse but shall not include the excavation, management, transportation or disposal of such soil except where the soil is found to be contaminated; and,
  - vi) environmental insurance premiums;
- f) All applicants participating in this program will be required to enter into an Agreement with the Township that will specify the terms, duration and default provisions of the tax assistance;
- g) Should the owner of the property default on any of the conditions in the Tax Assistance agreement or by-law, cancelled property taxes (plus interest) will become payable to the Township, the County (if applicable) and the Province (if applicable);
- h) The owner shall file in the Environmental Site Registry a RSC for the property signed by a qualified person, and the owner shall submit to the Township proof that the RSC has been acknowledged by the Ministry of the Environment, Conservation and Parks (MOECP).

## **6.10 County Participation in Financial Incentives**

The Wellington County Invest Well Program is a strategic planning and economic development framework that directly supports the County's longer-term planning and economic development goals and priorities by supporting the incentive programs contained in Local Municipal CIPs. The updated Invest Well Program adopted by the County in 2023 sets out the goals, priorities, and incentive programs framework for the County's participation in Local Municipal CIPs.

If Local Municipalities in Wellington County wish to receive funding from the County to support incentive program applications approved under their CIPs, they must apply to the County for funding under the Invest Well Program. The County retains the right to determine on an application by application basis, whether or not to provide a grant or loan to the local municipality, and furthermore, the terms and conditions in relation to such a grant or loan. The full Invest Well Program is available on the County's website and should be reviewed for full details regarding the County's participation in the Township's CIP programs. The County's Invest Well Programs may be revised from time to time by the County.

It should be noted that any funding amount approved by the County to support an incentive program application approved by the Township is in addition to the applicable maximum grant/loan amount approved and available from the Township, as specified in Section 6.0 of this CIP.



## 7.0 Marketing Plan

### 7.1 Purpose

Experience in Centre Wellington, Wellington County, and other municipalities in Ontario with successful CIPs, suggests that it is very important to the successful implementation of a CIP that the incentive programs be effectively marketed to property owners, business owners and managers, developers, investors, realtors, the farming community, and current and potential employers within the CIPA. This applies equally whether marketing a brand new CIP, or an updated and enhanced CIP, as is the case in Centre Wellington.

The purpose of the basic Marketing Plan contained in this section is to provide a general guide to proactively market the enhanced programs in the updated CIP along with development opportunities in the Township. This Marketing Plan should be implemented as soon as possible after Council adopts and implements the updated CIP. Also, to help ensure ongoing successful implementation of the CIP, the Marketing Plan should be adjusted as necessary over time based on the messaging, target markets, and marketing tools that prove most effective.

### 7.2 Target Markets and Messaging

#### 7.2.1 Target Markets

The long-term success of the CIP will depend on investment from both within (existing property and business owners) and outside Centre Wellington. While it is important to market the CIP programs to both these target audiences, the primary target market should be property owners, operating businesses and industries, real estate investors, developers, and agricultural and agri-businesses within the various CIPA sub-areas. The secondary target market should include business and development support professionals such as realtors, architects, planners, engineers and accountants in Wellington County and Guelph so that they are aware of the incentive programs available in the various Centre Wellington CIPA sub-areas.

In summary, the Marketing Plan should be targeted to:

- a) Existing property owners, business owners and business managers in the CIPA, especially those in the CBDs of Elora and Fergus;
- b) Business owners/employers in the rest of Centre Wellington;
- c) Business and industry associations both within and outside Centre Wellington, including but not limited to the: Elora BIA, Fergus BIA, Centre Wellington Chamber of Commerce, Business Centre Guelph-Wellington, Wellington Federation of Agriculture, Wellington-Waterloo Community Futures, and Ontario Agri Business Association;
- d) Developers active in the Centre Wellington, Wellington County, Guelph real estate markets and other real estate markets in Ontario;
- e) Support professionals within and outside Centre Wellington including lending institutions such as banks and trust companies, real estate professionals, planning consultants, architects, lawyers, and others; and,
- f) The general public within the CIPA.

## 7.2.2 Messaging

The main messages that should be conveyed by the Township of Centre Wellington as part of its Plan to market the CIP incentive programs are as follows:

- The Township has strategically enhanced its available incentive program offerings to provide financial assistance for both small and large scale building and property improvement and development.
- The incentive programs are now available for a wider range of uses across a wider geographic area than ever before.
- The Township has made the process of applying for incentives easier and faster.

The Township should also ensure that it:

- Provides direction on how to obtain information on the available incentive programs, including program guides and application forms, and how to obtain advice from Township staff on making application for the incentive programs;
- Informs property owners, business owners, developers, and investors with regard to recent and planned public realm and infrastructure projects, and other actions planned by the Township to improve the investment environment and conditions within the CIPA; and,
- Publicizes recent developments and business activity within the CIPA, especially those success stories that took advantage of the Township's CIP incentives programs.

## 7.3 Marketing Tools

As much as possible, the marketing of the CIP incentive programs should be a comprehensive multi-media campaign containing information, education, and advertising components. Therefore, the Township should regularly reach out to potential business owners, developers and investors using the marketing tools described below to inform them about the available incentive programs, planned public infrastructure and facility improvements, ongoing and planned revitalization and development projects, and even other attractors such as festivals and events. The following key tools are recommended to implement the Marketing Plan:

- a) A press release advising that the Comprehensive CIP has been adopted by Council, highlighting the new incentive programs, how to apply, and when the new incentive programs will launch;
- b) A revised single fillable application form for all the incentive programs that clearly specifies all required information, and is more user friendly than the current application forms;
- c) A prominent "Incentive Programs" link on the Township website that includes a copy of the CIP, a printable Incentive Programs Brochure that outlines the financial incentive programs and how to apply, Program Guides, an Application Form, and supporting documents such as the Urban Design Guidelines;
- d) The Incentive Programs Brochure should also be made available in hardcopy for distribution at the Township office and to business and industry associations;
- e) Inclusion of the Incentive Programs Brochure in the Township's annual property tax billing for all commercial properties within the Elora and Fergus CBDs;
- f) Coordination with the Elora BIA, Fergus BIA, Centre Wellington Chamber of Commerce, Business Centre Guelph-Wellington, and Ontario Agri Business Association to add links on their websites to the Township's CIP Incentive Programs webpage;

- g) Presentations on the incentive programs and the opportunities available to business, industry and developer associations, and support professionals such as local real estate and other professional associations;
- h) Staff to identify businesses and properties where improvements would be most desirable and arrange meetings with these business and property owners to inform them of the new incentive programs;
- i) Inclusion of information in planning and economic development publications produced by the Township outlining the available CIP incentive programs; public realm improvements (planned, underway, and recently completed); and community improvement success stories in the CIPA that have taken advantage of the Township's incentive programs;
- j) Promotion of stories in local media (newspaper, radio, web advertising) on the CIP, public realm improvements and community improvement success stories in the CIPA;
- k) Promotion of the CIP Incentive Programs on the Township's Twitter and LinkedIn accounts (if applicable), and also consider utilizing tools such as Google AdWords to target developers, real estate associations, environmental/ planning consultants, and finance, insurance and legal professionals in and around Wellington County;
- l) Requiring recipients of CIP grants to post a sign that indicates the project is taking advantage of the Township's CIP incentive programs; and,
- m) Posting (only with the property owner's permission) information on the Township's CIP incentive programs in vacant storefronts.

## 8.0 Monitoring Plan

### 8.1 Purpose

The Monitoring Plan has several purposes. It is designed to monitor:

- a) Funds dispersed through the CIP incentive programs to determine if the CIP goals are being achieved;
- b) Which programs are being most utilized, and use this information to adjust the programs, as required;
- c) Feedback from applicants to the incentive programs so that adjustments can be made to the programs and administration process, as required; and,
- d) The economic impact associated with projects taking advantage of the CIP incentive programs.

This CIP is not intended to be a static planning document. It is intended to be a proactive plan for community improvement, renewal, and revitalization. Therefore, information obtained through the Monitoring Plan should be used by the Township to periodically adjust the incentive programs to make them even more relevant, effective, and user friendly. Information collected through the Monitoring Plan should be utilized to provide regular CIP update reports to Council on the amount of private sector investment being leveraged by the public sector incentive programs and the economic benefits associated with these private sector projects. Ultimately, the purpose of the Monitoring Plan is to provide Township staff and Council with the information required to make knowledgeable and well informed decisions about how to adjust the incentive programs in order to help ensure that the key community improvement goals in Centre Wellington are being properly addressed by the CIP.

### 8.2 Description

Monitoring of the uptake and performance of the incentive programs should be done on a regular basis and these monitoring results reported to Council annually. As well, feedback from users of the incentive programs should be considered and utilized to periodically adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs are accessible to a range of project types and sizes in the CIPA. In addition, progress on implementation of related public infrastructure/realms improvements and other community improvement initiatives should be reported to Council on a regular basis.

**Table 4** below presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. In addition to these quantitative measures, the Township should attempt to monitor the qualitative results of the CIP in terms of its social and community benefits. This could include the impact of private sector community improvement projects on existing and new businesses in the CIPAs.

Regular qualitative observations should be conducted by staff of the individual and cumulative impact of CIP funded projects in the CIPA. This could include comments received by staff from business owners, property owners, potential investors, and residents. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 4.

**Table 4 Monitoring Variables**

Program	Monitoring Variable
<p><b>1) Study Grant Program</b></p>	<ul style="list-style-type: none"> <li>• Number of applications by CIPA location.</li> <li>• Type of study.</li> <li>• Cost of the design study/drawings/heritage impact assessment;</li> <li>• \$ Amount of grant.</li> <li>• Number of grants leading to facade improvement, property improvement, or other construction projects.</li> <li>• Number and \$ Amount of program defaults.</li> </ul>
<p><b>2) Facade and Property Improvement Grant Program</b></p>	<ul style="list-style-type: none"> <li>• Number of applications by CIPA location and type (facade improvement (front/side/rear) and/or property improvement).</li> <li>• \$ Amount of grant.</li> <li>• Type and total cost (\$) of facade improvements.</li> <li>• Type and total cost (\$) of property improvements.</li> <li>• Total value (\$) of other building improvements/construction.</li> <li>• \$ Value of private sector investment leveraged.</li> <li>• Number of new businesses successfully occupying the space (1 year post project completion).</li> <li>• Increase in assessment value of participating property.</li> <li>• Increase in Township and County property taxes of participating property.</li> <li>• Number and \$ Amount of program defaults.</li> </ul>
<p><b>3) Building Improvement and Grant Program</b></p>	<ul style="list-style-type: none"> <li>• Number of applications by CIPA location.</li> <li>• \$ Amount of grant.</li> <li>• Type and total cost (\$) of improvements by type (interior/exterior).</li> <li>• Total value (\$) of other building improvements/construction.</li> <li>• \$ Value of private sector investment leveraged.</li> <li>• Number of new businesses successfully occupying the space (1 year post project completion).</li> <li>• Increase in assessment value of participating property.</li> <li>• Increase in Township and County property taxes of participating property.</li> <li>• Number and \$ Amount of program defaults.</li> </ul>
<p><b>4) Rental Housing Grant Program</b></p>	<ul style="list-style-type: none"> <li>• Number of applications by CIPA location, square footage of application by type (renovation, conversion, intensification, infill), and number of bedrooms (bachelor, 1 bedroom, 2 bedroom, 2+ bedroom);</li> <li>• \$ Amount of grant.</li> <li>• Number of rental residential units renovated and/or new rental residential units built by type (bachelor, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space renovated/converted/built.</li> <li>• Total cost (\$) of residential units renovated and built.</li> <li>• Total value (\$) of other building improvements/construction.</li> <li>• \$ Value of private sector investment leveraged.</li> <li>• Rental rate by unit type.</li> <li>• Increase in assessment value of participating property.</li> <li>• Increase in Township and County property taxes of participating property.</li> <li>• Number and \$ Amount of program defaults.</li> </ul>

<b>5) Rental Housing Development Charge (DC) Deferral Program</b>	<ul style="list-style-type: none"> <li>• Same monitoring variables as the Rental Housing Grant Program above except \$ Amount of DC Deferral replaces \$ Amount of Grant.</li> </ul>
<b>6) Tax Increment Equivalent Grant (TIEG) Program</b>	<ul style="list-style-type: none"> <li>• Number of applications by CIPA location and square footage of application by type of major project (rental units including affordable rental units; expansion/ construction of commercial, industrial/employment, or value added agricultural/agri-business building space)</li> <li>• \$ Amount of grant.</li> <li>• Total value (\$) of construction.</li> <li>• Number of new businesses successfully occupying space (1 year post completion).</li> <li>• Jobs created/maintained.</li> <li>• Increase in assessment value of participating property.</li> <li>• Increase in Township and County property taxes of participating property.</li> <li>• Number and \$ Amount of program defaults.</li> </ul>
<b>7) Brownfields Tax Assistance Program</b>	<ul style="list-style-type: none"> <li>• Number of applications by Sub-Area location;</li> <li>• Eligible cost (\$) by type.</li> <li>• Hectares/acres of land remediated and redeveloped;</li> <li>• Net industrial/commercial space (sq.ft.) rehabilitated or constructed;</li> <li>• Net residential units/sq.ft. renovated or constructed;</li> <li>• Total value (\$) of construction;</li> <li>• \$ Value of private sector investment leveraged;</li> <li>• Jobs created/maintained;</li> <li>• Increase in assessment value of participating property.</li> <li>• Estimated and actual amount of Township, County, and education tax assistance (\$) provided;</li> <li>• Number and \$ Amount of program defaults.</li> </ul>

### 8.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of any of the CIPA sub-areas will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*. The Township may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. Such minor changes or discontinuation of programs will be provided to the County of Wellington and the Minister of Municipal Affairs and Housing for information purposes only.

## 9.0 Conclusion

The incentive programs contained in this CIP have been developed specifically to help achieve the key community improvement goals of this CIP. The incentive programs have been targeted to particular sub-areas and types of development within the CIPA based on the direction provided by the policy framework, input and direction from the Staff Project Team, Council, and input received from stakeholders and members of the public during preparation of this Plan.

The adoption and approval of this CIP will provide the legislative basis and comprehensive incentive programs framework needed to help the Township of Centre Wellington enhance community improvement results across the various CIPA sub-areas. Successful implementation of this CIP will require a commitment by Council to funding for implementation of the incentive programs as well as a financial and staffing resources commitment to administer, market, and monitor the incentive programs.

Experience in other municipalities has shown that early and effective implementation of a robust Marketing Plan will help to make property and business owners aware of the Township's enhanced incentive programs. This will result in a more successful CIP.

Implementation of the Monitoring Plan for the incentive programs is also very important to the success of the CIP. Monitoring of the uptake and performance of the incentive programs should be done on a regular basis, and these monitoring results reported to Council annually. Ongoing monitoring of the incentive program results will also allow the Township to adjust the incentive programs as required to ensure the long-term effectiveness and success of this CIP.

**Appendix A**

**Section C9 Township Official Plan - Community Improvement Policies**



### ***C.8.11 Bicycling***

It is the objective of the Township to encourage cycling as an alternative mode of transportation within and between the Urban Centres, and to provide for the safe, convenient and easy movement of bicyclists.

In order to meet these objectives, the Township may prepare a comprehensive bikeway plan for the purpose of ultimately establishing a bicycle route network (including standards for development).

Where the bikeway plan recommends the development of dedicated bicycle lanes, these will only be established on arterial roads and collector roads where there is no on-street parking. On local streets, bicyclists and vehicles will share the same travelled surface. Wherever possible and feasible, bikeways will be connected to and integrated with parks and recreation areas and provide linkage between intensification areas and adjacent neighbourhoods.

The Township may require, as a condition to the approval of development, the provision of adequate parking facilities for bicycles. Parking standards for bicycles may be specified in the zoning by-law.

The Township may establish accessible, sufficient and secure bicycle parking areas at municipally owned and operated facilities.

## ***C.9 COMMUNITY IMPROVEMENT***

### ***C.9.1 Definition***

Community improvement constitutes all public and private activities that maintain, rehabilitate and redevelop the existing physical environment to accommodate the social and economic priorities within the community.

### ***C.9.2 Objectives***

The following are the objectives of the Township with respect to community improvement:

1. To provide for the maintenance, improvement, and rehabilitation of residential, commercial, industrial and institutional districts.

2. To provide for the more efficient utilization of the municipal physical infrastructure by infilling or redeveloping vacant or underutilized land while maintaining the compatibility of the land uses.
3. To upgrade the municipal physical infrastructure
4. To upgrade existing recreational or social service facilities
5. To enhance the viability of areas of commerce and industry
6. To delineate a planned approach to community improvement projects and the expenditure of public and/or private funds

### ***C.9.3 Community Improvement Project Area***

The Township may from time to time delineate a Community Improvement Project Area. Areas to be selected as Community Improvement Project Areas shall generally demonstrate one or more of the following criteria:

1. Deficiencies in the sewer, water and hydro servicing network
2. Deficiencies in the supply of, or the condition of, parks, playgrounds, and other community service and recreational facilities
3. Inadequate housing and building conditions
4. Conflicting land uses
5. Inadequate management of storm water
6. Lack of off-street parking and amenities which enhance the shopping experience
7. Inadequate condition of sidewalks, street, lighting and landscaping
8. Lands with potential for infill development or redevelopment of existing or underutilized buildings and/or properties
9. To achieve environmental, social or community economic development objectives

### ***C.9.4 Community Improvement Plan***

Community Improvement Plans shall be prepared in support of applications to the Province for funding assistance to implement the policies. The Community Improvement Plan will identify deficiencies in municipal infrastructure and other municipal services and propose a program for improvement. Phasing of improvements will be based on the urgency of need and on the financial impact of the project on the municipality.

### ***C.9.6 Implementation***

The Township of Centre Wellington intends to implement these policies in order to achieve its Community Improvement objectives by one or more of the following methods.

1. The designation of a Community Improvement Project Area for the purpose of the preparation and implementation of Community Improvement Plans pursuant to Section 28 of the Planning Act, R.S.O. 1990;
2. Participation in available Federal and Provincial funding programs to assist in the implementation of Community Improvement Plans;
3. Discussions and negotiations with owners of properties which are substandard with respect to maintenance and if such discussions and negotiations are unsuccessful, enforcement of the Maintenance and Occupancy By-Laws;
4. Application of the Ontario Heritage Act, to support the preservation of historic and/or architecturally significant buildings and the use of funding programs under the Act;
5. Encouragement of private initiatives that meet the objectives of a Community Improvement Plan, including infilling and redevelopment projects;
6. The acquisition, improvement, and disposal of land and buildings in a Community Improvement Project Area.
7. Support for, and cooperation with local service clubs and other organizations in the development of recreation and other facilities and services in the Community Improvement Area.

### ***C.10 ENERGY CONSERVATION AND RESOURCE MANAGEMENT***

The Township of Centre Wellington encourages the efficient use and conservation of energy. In order to achieve this goal, the following measures shall be encouraged:

1. The establishment of compact developed areas, minimizing distances between places
2. The provision of higher density uses along major transportation corridors rather than on local roads
3. The intensification of existing built-up areas
4. The re-use, renovation, and retrofit of existing buildings
5. The integration of compatible land uses
6. The location of interrelated uses in proximity to one another
7. The concentration of service and commercial activities within the Central Business District
8. The development of a transportation system that minimizes street length, reduces trip length, minimizes requirements for stops, and provides convenient pedestrian and bicycle routes
9. The arrangement and design of lots and buildings to take advantage of solar access, and in consideration of the solar access of neighbouring properties
10. The use of water and energy saving devices within new development or redevelopment
11. The application of reduce, reuse and recycle waste management principles in all economic activities
12. The use of alternative energy sources.

### ***C.11 LAND USE COMPATIBILITY***

For the purposes of this Plan a sensitive land use is defined as a use associated with residences, schools, hospitals and senior citizen homes or other land uses such as outlined in the Ministry of Environment's Separation Distance Guideline.

**Appendix B**  
**Availability of Incentive Programs by Sub-Area**

## Availability of Incentive Programs by Community Improvement Project Area (CIPA) Sub Area

Incentive Program	Sub Area								
	CBDs	Highway Commercial	Industrial	Mixed Use	Residential	Residential Transition	Prime Agricultural	Rural Employment	Hamlet
Study Grant	✓	✓	✓	✓	✓	✓	✓	✓	✓
Facade and Property Improvement Grant	✓	✓	✓	✓	✓	✓	✓	✓	✓
Building Improvement Grant	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rental Housing Grant Program	✓	✓		✓	✓	✓			
Rental Housing Development Charge Deferral	✓	✓		✓	✓	✓			
Tax Increment Equivalent Grant (TIEG) <i>(Project must achieve minimum evaluation score specified in TIEG Program Evaluation Framework)</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Brownfields Tax Assistance Program (TAP)	✓	✓	✓	✓	✓	✓	✓	✓	✓

## Appendix C

### Tax Increment Equivalent Grant (TIEG) Program Evaluation Framework

The minimum evaluation score for a TIEG Program Application to be eligible for Township funding under the TIEG Program is **40/100**. This score must be achieved by both the “proposed” and “as built” project.

INVESTMENT CRITERIA	SCORE	COMMENTS
<b>PRIORITY #1: FACADE AND BUILDING IMPROVEMENT</b>		
a. The project includes improvements/upgrading of on-site services/ utilities.	/3	
b. The project includes publicly accessible spaces(s).	/4	
c. The project includes active transportation opportunities, e.g., cycling infrastructure.	/4	
d. The project includes sustainable transportation infrastructure e.g., electric vehicle charging stations, car share parking, etc...	/4	
e. The project improves a property designated under Part IV of the Ontario Heritage Act.	/5	
<b>TOTAL PRIORITY #1 SCORE</b>	<b>/20</b>	
<b>PRIORITY #2: EFFICIENT AND STRATEGIC USE OF LAND</b>		
a. The project is in one of the central business districts.	/5	
b. The project involves adaptive reuse of a vacant/underutilized building, building expansion, or redevelopment of vacant/underutilized lands and brownfield redevelopment.	/5	
c. The project achieves a minimum construction value of \$500,000* (see note).	/10	
<b>TOTAL PRIORITY #2 SCORE</b>	<b>/20</b>	
<b>PRIORITY #3: HOUSING SUPPLY</b>		
a. The project results in the creation of new rental residential units.	/10	
b. The project includes a minimum of 25% residential units that are affordable.	/10	
c. Add 5 points if project is in one of the central business districts.	/5	
<b>TOTAL PRIORITY #3 SCORE</b>	<b>/25</b>	
<b>PRIORITY #4: ECONOMIC GROWTH AND DIVERSIFICATION</b>		
The project is for/includes one of the following targeted uses ( <b>check one only</b> ):		
i. Residential	/5	
ii. Institutional	/4	
iii. Commercial	/4	
iv. Agricultural	/4	
v. Mixed Use (Residential)	/8	
If the project is for one of the targeted uses listed above and creates or retains the following number of new full-time equivalent (FTE) jobs ( <b>check one only</b> ):		
i. 1 to 4 jobs	/3	
ii. 5 to 9 jobs	/5	
iii. 10 + jobs	/7	
<b>TOTALPRIORITY #4 SCORE</b>	<b>/15</b>	

<b>PRIORITY #5: DESIGN AND ENVIRONMENTAL SUSTAINABILITY</b>		
a. The project demonstrates well designed built form and is consistent with the design principles and guidelines contained in the Urban Design Guidelines for Centre Wellington.	/5	
b. The project design facilitates energy efficiencies.	/5	
c. The project provides a positive contribution to the Public Realm, e.g., streetscaping, street furniture, public art, high quality signage including projecting signs.	/5	
d. The project is consistent with the LEED Certification Standards or equivalent, as determined by the Township.** (see note)	/5	
<b>TOTAL PRIORITY #5 SCORE</b>	<b>/20</b>	
<b>TOTAL PROJECT SCORE</b>	<b>/100</b>	

**\* Construction Value**

- \$500,000 to \$599,999 = 5 Points
- \$600,000 to \$699,999 = 6 Points
- \$700,000 to \$799,999 = 7 Points
- \$800,000 to \$899,999 = 8 Points
- \$900,000 to \$999,999 = 9 Points
- \$1,000,000 + = 10 Points

**\*\*Level of LEED Certification**

- Certified = 2 Points
- Silver = 3 Points
- Gold = 4 Points
- Platinum = 5 Points

# Appendix D

## CIP Implementation and Administration





## CIP Implementation and Administration

### D1 Implementation Period

It is anticipated that the Township of Centre Wellington Community Improvement Plan (CIP) will be implemented over a 10-year period from the date of adoption and approval of the CIP. Council, in its sole discretion, may extend or reduce said implementation period without amendment to the CIP.

### D2 Administration

#### D2.1 Council Role

Township Council will be responsible for the overall implementation and administration of this CIP (subject to the Township's priorities and the availability of resources/funding). This includes, but is not necessarily limited to:

- a) Appointing a Community Improvement Implementation Committee (CIIC) (see Section D2.3 below);
- b) Determining which of the financial incentive programs and municipal strategies outlined in this CIP, if any, will be implemented in any given year;
- c) Identifying, as required and as part of the annual budgeting process, a community improvement budget for financial incentive programs that have been implemented, or are to be implemented, in any given year;
- d) Determining the types of financial incentive program applications where a decision on the application can be delegated to a Council delegate; and,
- e) Should Council's delegate decide not to approve a financial incentive program application, hearing an appeal from the program applicant and making a final decision to approve or not approve the financial incentive program application.

#### D2.2 Council Delegation

Council may delegate its authority to approve certain types of financial incentive program applications to the Managing Director of Planning and Development, or other senior staff person. In making a decision on a financial incentive program application, the Council delegate will take into consideration the evaluation of the application by the Community Improvement Implementation Committee (CIIC).

#### D2.3 Community Improvement Implementation Committee (CIIC) Role

A Community Improvement Implementation Committee (CIIC) will be appointed by Council and may consist of Township staff from the following divisions:

- Planning and Development;
- Building;
- Economic Development;
- Infrastructure Services; and
- Finance.

Council may change the composition of the CIIC at any time without amendment to this Plan. The CIIC will evaluate financial incentive applications and supporting materials, and in coordination with Township staff, make a recommendation to the Managing Director of Planning and Development.

In order to assist with applications involving the conservation of properties of cultural heritage value or interest, the CIIC will consult as required with a Township staff person with expertise on matters related to cultural heritage. The CIIC shall be authorized to retain and consult with other qualified professionals, as required. The CIIC may consult with a representative from the BIAs when considering applications in the Township's 'Central Business Districts'.

The CIIC will be responsible for providing advice and recommendations to Council or Council's designate on the implementation and administration of the CIP. This includes, but is not necessarily limited to:

- a) Reviewing and evaluating financial incentive program applications;
- b) Making a recommendation to Council's delegate to approve or not approve a financial incentive program application, where the authority to do so has been delegated by Council;
- c) Making a recommendation to Council to approve or not approve a financial incentive program application where the authority for this decision has not been delegated by Council;
- d) Executing municipal strategies contained in the CIP with assistance from other Township staff;
- e) Making recommendations to Council with respect to:
  - i) Financial incentive programs to be put into effect in any given year; and,
  - ii) Specification of an annual community improvement budget for financial incentive programs;
- f) Providing input and guidance for an annual report to Council regarding progress on municipal strategies and financial incentive program monitoring results;
- g) Periodic review of the CIP, including the municipal strategies and financial incentive programs, and:
  - i) Making minor adjustments to the terms and requirements of the financial incentive programs in the CIP without amendment to this CIP; and,
  - ii) Recommendations to Council with regard to: revision of the municipal strategies contained in this CIP; revision of the Community Improvement Project Area and Sub-Areas; activation, deactivation, or discontinuation of any of the financial incentive programs contained in the CIP; an increase in the maximum grant/loan program funding amounts for any of the financial incentive programs contained in the CIP, and/or the addition of any new incentive programs to the CIP.

#### **D2.4 Staff Role**

A Community Improvement Administrator (CIA) will be the main Township staff contact for financial incentive program applicants and will be responsible for day-to-day implementation of the municipal strategies and administration of the financial incentive programs contained in this CIP. This includes, but is not necessarily limited to:

- a) Intake of financial incentive program applications, review and preliminary evaluation of applications and supporting materials against program requirements;
- b) Holding pre-application meetings with applicants and ongoing communication with applicants regarding incentive program information and submission requirements, and progress on application processing;

- c) Early and ongoing coordination with County staff regarding application by the Township for concomitant funding under the County's Invest Well Programs triggered by applications for incentive programs to the Township;
- d) Coordination of the CIIC evaluation of complete applications;
- e) Preparation of a staff report on incentive program applications (including a recommendation from the CIIC) to Council's delegate, or Council, as applicable;
- f) Coordination of preparation and execution of Financial Assistance Agreements for approved incentive program applications;
- g) Making applications to the County for funding under the Invest Well Program and coordination of said applications, including provision of information requested by County staff;
- h) Marketing the CIP programs in accordance with the Marketing Plan set out in Section 7.0 of this CIP;
- i) Monitoring the CIP in accordance with the Monitoring Plan set out in Section 8.0 of this CIP;
- j) Preparation of an Annual Report to Council (with input from the CIIC) regarding progress on municipal strategies and financial incentive program monitoring results, including program uptake, grants/loans disbursed, leverage ratios/economic impact, and other key incentive program monitoring results; and,
- k) Input to the periodic review of the CIP by the CIIC, including recommended revisions to the municipal strategies and financial incentive programs.

### **D3 Financial Incentive Programs**

The Township may implement any number of the Financial Incentive Programs identified in this Plan during the implementation period, subject to the availability of Township funds and other resources. Annually, the CIIC may make recommendations to Council with respect to the implementation and administration of the financial incentive programs.

Unless otherwise noted in the CIP, applications for in effect financial incentive programs will be received on a first come, first served basis to the limit of the available budget funding for that year. Financial incentive program applications will be evaluated in accordance with:

- a) General Program Requirements, as outlined in Section 6.2;
- b) Individual Program Requirements as outlined for each program;
- c) Application Requirements listed below; and
- d) A Council approved budget.

#### **D3.1 Application Submission Requirements**

Applications for financial incentive programs offered through this CIP must include:

- a) Three (3) copies of the completed application form;
- b) Three (3) copies of all supporting documentation, as specified by Township staff at a pre-consultation meeting, which may include (but is not limited to):
  - i) Specifications of the proposed project, including concept plans, professional urban design studies, architectural/design drawings, and a heritage impact assessment;
  - ii) Additional studies, reports, assessments, cost estimates, contracts, construction values, rental rates, sale prices, and other details as deemed necessary by Township staff;

- iii) Good quality photographs of the existing building condition;
- iv) Past/historical photographs and/or drawings;
- v) Two (2) cost estimates for eligible work provided by licensed contractors; and
- vi) Any additional requirements as determined by staff.

All sources of additional funding/incentives must be declared at the time of application submission and accordingly, the amount of the grant/loan from the Township may be reduced on a pro-rated basis.

### **D3.2 Application Process**

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

#### **Step 1 - Application Submission**

- a) Applicants must attend a pre-application meeting with the CIA prior to submitting an application in order to review and confirm program eligibility requirements and requirements for submission of a complete application, including supporting documentation.
- b) Applications must be submitted in accordance with the requirements outlined in Section D2.5.1.
- c) An application fee (if applicable) is collected by the Township.
- d) The CIA and/or other Township staff will inspect the building/site, as necessary.

#### **Step 2 - Application Review and Evaluation**

- a) The CIA will review the submitted application and supporting materials and advise the applicant that the application is complete, or that the application and/or supporting documentation is not complete.
- b) The applicant may be provided with an opportunity to remedy an incomplete application and/or incomplete supporting documentation.
- c) Once a complete application has been submitted, the CIA will conduct a detailed review of the application to determine incentive program eligibility, eligible program costs, and applicable grant/loan amounts.
- d) If the CIA anticipates that the application will trigger a request for funding to the County of Wellington, the CIA will immediately and formally advise the County of Wellington Community Improvement Program Coordinator that an application has been received, and provide the pertinent details of the application to the County Coordinator.
- e) The CIA will then forward the complete application, supporting materials and a preliminary application evaluation to the CIIC.
- f) The CIIC will review the complete application, supporting materials, and preliminary application evaluation, and consult with other Township staff and/or other qualified persons, as required.

#### **Step 3 - Application Approval**

- a) Based on the CIIC evaluation, the CIA will prepare a staff report including a recommendation on the application to Council's delegate, or Council, as applicable.

- b) If the Council delegate does not approve the application, the applicant will have the option of appealing the decision of Council's delegate to Council for a final decision to approve or not approve the financial incentive program application.
- c) For applications that are approved, a Financial Assistance Agreement will be prepared and executed between the applicant and the Township, and a copy of the Agreement is provided to the Applicant.

#### **Step 4 - Payment**

- a) Once the approved community improvement works are complete, the applicant will notify the Township and provide the Township with proof of project completion, including:
  - i) a detailed statement including supporting invoices for all eligible work completed, and a summary of eligible costs paid, in order to allow the Township to verify eligible costs;
  - ii) other documentation proving completion of the project, e.g., engineer's report and/or photographic evidence of the completed works satisfactory to the Township;
  - iii) all final reports and documentation as requested by staff;
  - iv) proof of payment of contractors in full.
- b) The Township reserves the right to audit eligible program costs submitted by the applicant, with the audit at the expense of the applicant.
- c) Staff will conduct a building/site inspections, as necessary.
- d) Staff will review all final reports and documentation submitted for conformity with general and program specific requirements, and the Financial Assistance Agreement.
- e) If approved, a notice of completion will be issued to the applicant and payment of the financial assistance will be initiated.
- f) Any approved grant/loan amounts may be cancelled if work is not commenced and completed within the period of time specified in the Financial Assistance Agreement, or if an approved project is not undertaken and completed in accordance with the plans submitted in support of the application and the Financial Assistance Agreement.
- g) The Township 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 revised completion date; and,
- h) Should the applicant default on any of the requirements of the incentive program or other requirements of the Township, payment of the approved grant/loan may be delayed, reduced, or cancelled, and applicants may be required to repay any grant/loan already received to the Township.

#### **D4 Financial Management**

As part of the annual Township budget process, Council will identify a budget for financial incentive programs contained in this CIP that are to be implemented in that year, if any. Since applications will be received and evaluated on a first come, first served basis, the provision of any grant or incentive shall be to the limit of the available funding for that year.

The annual budget for financial incentive programs will not fund the Tax Increment Equivalent Grant (TIEG) Program since this program is funded by the increase in property taxes received by the Township on a participating property once a community improvement project is complete.

During the implementation period of this Plan, Council in its sole discretion will determine which municipal strategies and financial incentive programs will be implemented (if any), and if and when changes to the maximum grant or incentive amounts and/or the budget for financial incentive programs will be made. In this regard, Council will seek to ensure that the CIP achieves the community improvement goals specified in Section 4.0 of the CIP, while maintaining the sustainability of the financial incentive programs and protecting the financial interests of the Township.