

# Community Improvement Plan Update 2019

## Township of Wellington North



*Final- February 2019*

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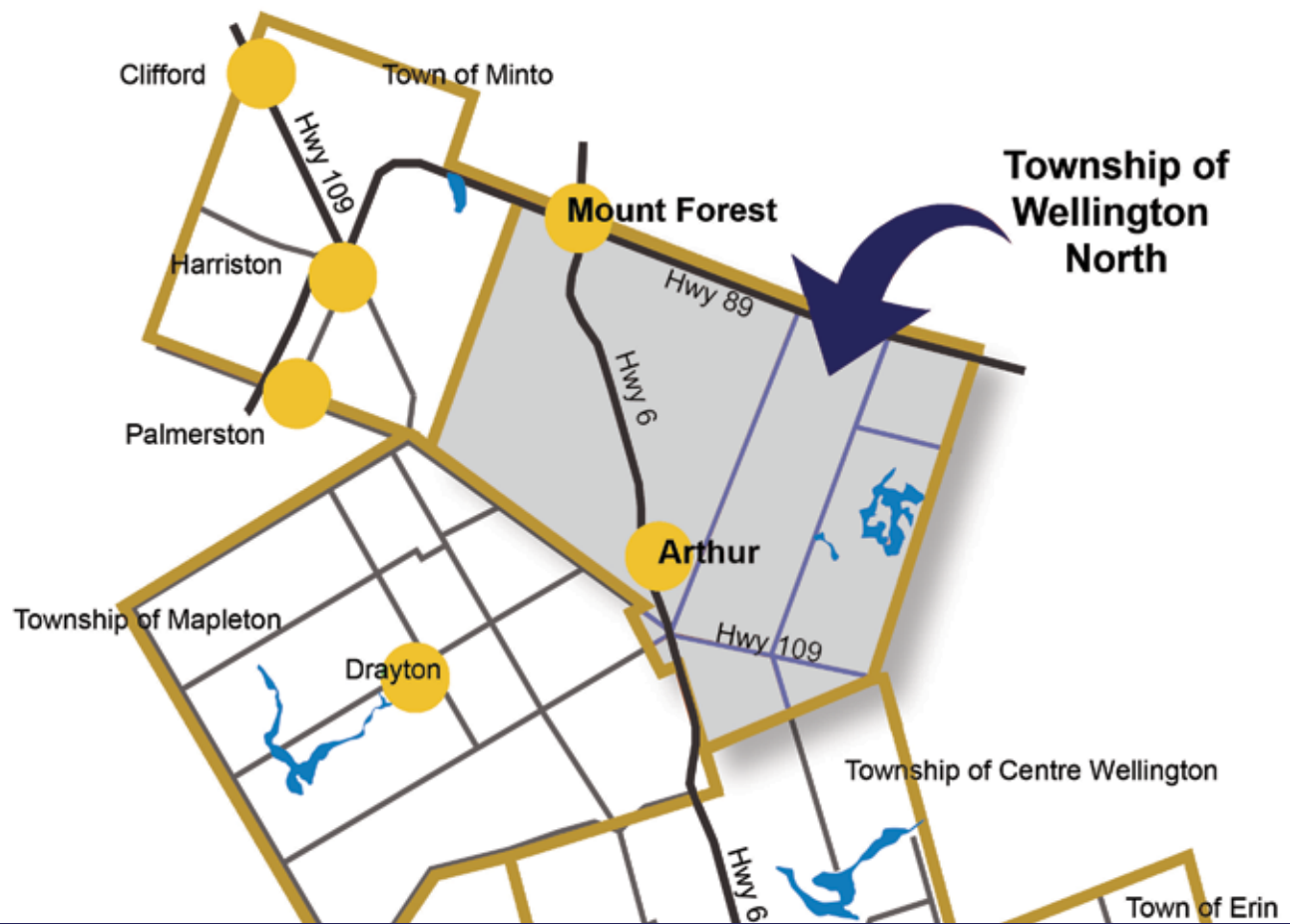
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# 1.0 Introduction

*The Community Improvement Plan provides a framework to encourage the rehabilitation of commercial, industrial and institutional buildings and their facades, improvement of commercial signage, and redevelopment of vacant and under utilized properties and buildings. This update builds on the initial Wellington North CIP (2011), an amendment adding a CIPA for Kenilworth (2014), 2017 expanded to include urban centres, hamlets, and rural areas, and now 2019 update to reflect the Wellington County Invest Well Programme.*





# Introduction

## 1.1 Background

Through its Community Improvement Plan the Township of Wellington North has taken a strong interest in the revitalization of their commercial and industrial centres, main streets, hamlets and rural areas.

In 2011, the Economic Development Officer (EDO) led the Township in the initial preparation of a Community Improvement Plan, amended it in 2014 to add a CIPA for Kenilworth. In general the CIP has been very popular. The Community Improvement Plan (CIP) has established a framework for the Township support and implementation of programs to encourage the maintenance and rehabilitation of commercial, institutional and industrial buildings, their facades as well as associated signage and green spaces for the communities of Mount Forest, Arthur and Kenilworth.

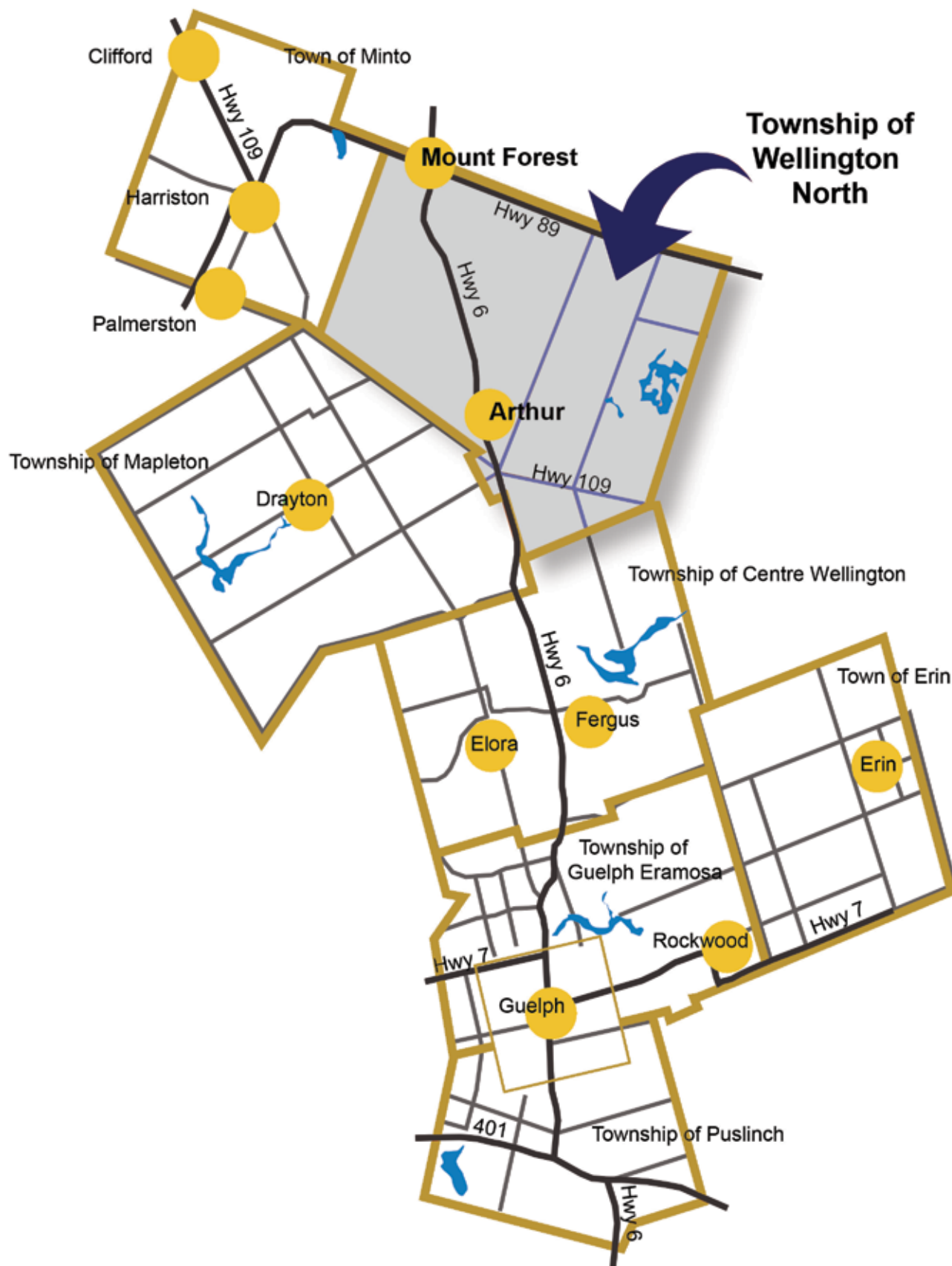
Through this framework the Township has been able to provide incentives for individuals, businesses, Community Groups and organizations, etc., to enhance their building presentation to the public, and/or to support Public Art, in effort to help beautify and stimulate pride in these communities' downtowns and core areas.

At the November 16th 2016 Economic Development Committee meeting the committee approved a recommendation by staff to undertake a complete review of the Wellington North Community Improvement Plan. This recommendation was also one of the 17 recommendations coming out of the Municipal Development Forum and with the plan now in its fifth year, it was felt timely to complete this review to ensure relevance, quality and future success. The review of the CIP, captured in this document, includes:

- Researching and providing recommendations to expand the Community Improvement Program boundaries to include all commercial and industrial areas within the Township of Wellington North
- Reviewing existing funding programs and providing recommendations to revise these programs and/or add additional funding programs to the Community Improvement Plan
- Analyzing the recent Wellington County CIP amendment and recommendations on whether and, if so, how the Township of Wellington North may best leverage County involvement in the CIP process
- Researching and reporting on current programs in other municipalities having a focus on incentives targeting absentee landlords/landowners to rent their vacant buildings and/or develop their vacant land



Figure 1.1 Municipalities in Wellington County





and or/a refurbish buildings in disrepair

- Reviewing, simplifying and revising grant application forms to permit future in-house editing/reformat by the Township

Economic Development Committee approval was also received to contract Stempski Kelly and Associates Inc., who had prepared the initial CIP approved in 2012.

Currently, the Township's CIP program, along with the support of the local citizens, advocates a return to community self-reliance, "local empowerment, and the rebuilding of traditional commercial districts, identifiable hamlets and countryside rural areas based on their unique assets; distinctive architecture and rural character, pedestrian-friendly environments, and a sense of community."

The Township of Wellington North's Economic Development Officer currently manages the project: he advises and assists Council and the citizens of Wellington North on matters related to economic development planning for the long term prosperity of the community is a key activity. This includes the following six focus area;

1. Downtown Revitalization
2. Business Retention and Expansion
3. Tourism, Marketing and Promotion
4. Workforce Development Recruitment and Attraction
5. Land Development
6. Rural Revitalization

In addition, downtown revitalization is informed by the internationally proven "Main Street" approach, four points which work together to build a community revitalization effort include;

1. **Organization** involves getting everyone working toward the same goal of assembling the appropriate human and financial resources to implement a revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a program director or EDO. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.
2. **Promotion** sells a positive image of the community and encourages consumers and investors





to live, work, shop, play, and invest in the valued areas of a community. By marketing these areas' unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy focuses on positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

3. **Design** means getting a community into top physical shape. Capitalizing on its best assets – such as memorable open spaces, historic buildings and pedestrian-oriented streets—is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the community and what it has to offer. Design activities also include instilling good maintenance practices in the community, enhancing the physical appearance of the community by showcasing beautiful vistas, rehabilitating historic buildings and increasing accessibility, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.
4. **Economic Restructuring** strengthens a community's existing economic assets while expanding and diversifying its economic base. The community improvement program helps sharpen the competitiveness of existing business owners, recruits compatible new businesses and new economic uses, helping to build a commercial district inclusive of farm-based enterprise, that responds to today's consumer needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Over the last few years, the Township's EDO has been busy preparing and reviewing business-related research analyses and other programs, while past CIP activities have taken this research on the local market to develop a vision and a clear plan to achieve it. This plan in part supports a previous efforts towards a strategic direction but now has been expanded to significant communities within the Township of Wellington North including its business areas, hamlets and rural areas.

The Council of the Township of Wellington North assists the Economic Development Officer through:

- **Leadership** – providing consultation, review, approvals; championing additional revitalization tools and projects; and, promoting the community improvement programs.
- **Incentives** – encouraging investment into privately owned lands and buildings.



Successes have been monitored since the CIP's inception and since 2012, forty applicants have submitted application to the Community Improvement Plan. The total dollar value of the overall improvements made to the Main Streets is conservatively estimated to exceed \$375,000. Of this amount:

- \$84,584 (22%) has been covered by grants from the CIP
- \$22,500 (6%) has been advanced in interest free loans repayable over 5 years
- \$269,000 (72%) has been the applicants contributions

In 2016, similar to past years, \$10,000 in grant funding as well as \$10,000 in loan funding was approved at the start of the year in the Economic Development budget to cover applications under the CIP and in 2017 this budget was increased to \$15,000.

This speaks positively to the success and popularity of the program and as a result, as part of the 2018 municipal budget process, the Township will be looking for council's approval to increase the level of funding to the Community Improvement Plan.

## 1.2 Purpose of Community Improvement Plan

The **Community Improvement Plan (CIP)** will continue the framework for the Township's support and implementation of programs to encourage the maintenance and rehabilitation of commercial, institutional and industrial buildings and spaces, their façades as well as associated signage in the Community Improvement Project Areas of the Township of Wellington North. The CIP enhances the role of the Wellington North community as a commercial, administrative and cultural centre. The CIP continues to provide a framework to encourage and support the redevelopment of vacant, underutilized and/or inaccessible properties and buildings. Consistent with the initial CIP for the Township, the Community Improvement Plan process described below takes into account legislative requirements prescribed under sections 17 and 28 of the Planning Act.

Specifically, the purpose of the CIP is to:

- a) Define an appropriate community improvement project area;
- b) Develop financial incentives to promote private sector investment and redevelopment;
- c) Plan physical improvements within the project area that are designed to lead and stimulate private

sector investment and redevelopment.

In addition, the CIP update continues to build on the synthesis of several other reports and initiatives, many captured in the original CIP, including:

- Renew Northern Wellington Arts & Business Association
- Wellington North's Strategic Plan (2015-2018)
- Wellington County's Official Plan (2016)
- Kenilworth Community Improvement Plan Amendment (2014)
- Wellington County and Wellington North Business Retention and Expansion (2013-2014)
- Waterloo Wellington Dufferin Local Labour Market Plan (2011)
- Wellington County Economic Development Strategic Plan (2011 TBD)
- Wellington County Manufacturing Characteristics & Trends Report (2011)
- Wellington North Community Improvement Plan (2011)
- Wellington North Business Retention & Expansion Project Report (2011)

The CIP contained within this document has been prepared in accordance with the provisions of the Planning Act and the Municipal Act, 2001 (see section 1.5 Legislative Authority). A copy of the Community Improvement Policies (Section 4:12) of the **Wellington County Official Plan** is included as Appendix B to this plan.

The CIP has also been prepared in accordance with, and is consistent with, policies under the 2005 Provincial Policy Statement (PPS) and the 2006 Places to Grow Plan for the Greater Golden Horseshoe (Growth Plan). This CIP recognizes the opportunities for intensification and redevelopment. Notably Section 1.1.3.1 of the PPS indicates that Settlement areas shall be the focus of growth and their vitality and generation shall be promoted. Wellington North's CIP process included a number of measures to enable public input into its preparation.

The initial CIP process included statutory public meetings in Mount Forest and Arthur, held in accordance with Section 17 of the Planning Act, R.S.O. 1990. Notice of the most recent public meeting was advertised in the local media and held 28 March 2017 in Mount Forest (Wellington North Showcase) to explain the program update and receive feedback.

## 1.3 Goals

The Community Improvement goals continue:

- a) To provide incentives for businesses to enhance their buildings presentation and function to the public;
- b) To stimulate pride in Mount Forest, Arthur downtowns, Wellington North hamlets of Kenilworth, Damascus, Conn, Riverstown, and the agri-based enterprises found in Wellington North's rural areas.;
- c) To contribute to the overall enhancement of our communities as a place for family friendly business;
- d) To encourage the revitalization of vacant, underutilized and/or inaccessible properties and buildings;
- e) To provide a commitment to the applicants with a program timeframe of up to 2021.





## 1.4 Objectives

The Community Improvement objectives continue as follows:

- (a) To provide for rehabilitation or improvement of commercial, institutional and industrial façades, through the use of municipally assisted programs and funding sources;
- (b) To provide an incentive for private investment through the use of municipally assisted programs, (eg. tax incentives, grants, loans) and funding sources;
- (c) To improve the physical, functional and aesthetic amenities of buildings in downtown Mount Forest, Arthur, Kenilworth and hamlets while stimulating private investment and revitalization.

## 1.5 Legislative Authority

### Section 28 – 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 community improvement plan for the community improvement project area. Once the community improvement plan 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) of the *Planning Act*, 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”.

Section 28(1) of the *Planning Act* 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”.

The CIP permits the Township of Wellington North to:



- 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 community improvement plan (Section 28(6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28(6)); and
- iv) make grants or loans, in conformity with the community improvement plan, 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 community improvement plan (Section 28(7)).

Section 28(7.1) of the *Planning Act* specifies that the eligible costs of a community improvement plan 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.

Section 28(7.3) of the *Planning Act* 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 community improvement plan with respect to those lands and buildings. The incentive programs contained in Section 4.0 of this Plan contain safeguards to ensure that this legislative requirement is met.

#### Section 365.1 – Municipal Act, 2001

Section 365.1(2) and (3) of the *Municipal Act*, 2001 allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of a deferral or cancellation of part or all of the taxes levied on that property for municipal and education purposes during the rehabilitation period and the development period of the property, both as defined in Section 365.1 (1) of the *Municipal Act*, 2001. Section 365.1 of the *Municipal Act*, 2001 operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance will be permitted to provide said tax assistance for municipal purposes.

#### Wellington County Official Plan

The Official Plan contains policies relating to community improvement areas and the Council of the Township may designate the whole or any part of an area as a community improvement project area, based upon recommendations from the Economic Development Officer. When a By-Law has been passed, the Council may provide for the preparation of a plan suitable for adoption as a community improvement plan for the community improvement project area. Once the updated community improvement plan is in effect, for the purpose of carrying out a community improvement plan, the Township of Wellington North may make grants, loans to registered owners and tenants of lands and buildings within the community improvement project areas, 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 cost of rehabilitating such lands and buildings in conformity with the community improvement plan.





## 2.0 Background Information

*The Township of Wellington North was founded in 1999 with the amalgamation of the Township of Arthur, Village of Arthur, the Township of West Luther and the Town of Mount Forest*



## Background Information

### 2.1 History of Wellington North

The Township of Wellington North was founded in 1999 with the amalgamation of the Township of Arthur, Village of Arthur, the Township of West Luther and the Town of Mount Forest.

Located at the north end of Wellington County and anchored by the communities of Arthur and Mount Forest. The Township also encompasses the hamlets of Conn, Damascus, Farewell, Gordonville, Kenilworth, Monck, Petherton, Riverstown and Tollgate. Each of these communities has a rich and diverse history dating back to the 19<sup>th</sup> century. Wellington North has historically been an active agricultural area; farming is still the predominant land use.

The Township of Wellington North is home to five (5) elementary schools and one (1) secondary school, under the jurisdiction of two school boards, the Upper Grand District School Board and Wellington Catholic District School Board. Wellington North is also home to a large Mennonite community with ten (10) Mennonite schools and churches scattered throughout the community. The Butter Tarts & Buggies Explore the Simpler Life, a wide variety of year round activities, events and programs are located in Wellington North; including the Mount Forest Firework Festival, Fall Fairs in both Mount Forest and Arthur and two Santa Claus Parades.

The Arthur & Area Community Centre contains an ice skating surface and the new Mount Forest & District Sports Complex recently opened in 2008 contains an Olympic size ice surface and walking track. Both Arthur and Mount Forest have curling clubs, outdoor swimming pool facilities, lawn bowling clubs, snowmobile clubs, baseball diamonds, soccer pitches and children's playgrounds. These facilities are supported by minor hockey, minor ball, lacrosse and soccer associations and community service groups that organize youth athletic activities all year long.

Wellington North contains a number of public parks and walking trails. The Saugeen Trail in Mount Forest connects major park areas within the core area. Luther Marsh provides an opportunity to; hike, bike or cross-country ski on trails and canoe and kayak throughout the marsh.

The Township also takes pride in its municipal services, something that is reflected in a safe and healthy community environment. The community wants to maintain a certain standard of services.



The local workforce, which is 6,976 strong, is employed by a variety of sectors such as auto parts manufacturing, primary and secondary agricultural, retail trade, health care, transportation, leisure and hospitality, and wholesale distribution.

The Township governing body consists of an elected mayor, and four councillors.

## 2.2 Population

The Township of Wellington North's population has remained steady over the past decade. As of 2016 there were approximately 12,490 residents and a population projection of 17,085 residents by 2036.

## 2.3 Character / Streetscape

Wellington North has a unique variety of architecture. While it has many homes from the Victorian and Edwardian periods, it also has examples from other periods of architecture. Maintaining the unique architecture and community environment of Wellington North should be a key strategy for community improvement.

The Township is a product of place and time and it is important that residents and visitors enjoy their stay and experience the complete value of its host communities. Even with such notable aspects such as being situated along significant highway thoroughfares, having prime locations, and a rich history premised on significant, original main streets, much can be embraced, interpreted and made available to the visitor. Success with area manufacturing is leading to a desire for plant expansion and a CIP continues to be positioned to serve these projects as they come on-line.

## 2.4 Supporting Initiatives

To learn more about the issues and concerns facing Wellington North's downtown/commercial district a **Business Retention and Expansion Report (BR+E)** had been developed and was used to inform the 2011 CIP and the 2014 Kenilworth CIP. In addition several other studies/reports had been prepared including Local Labour Market Plan Waterloo Wellington Dufferin, Wellington County: Manufacturing Characteristics and Trends. (see Section 3.0 for detail)

2.5 Community Improvement Project Areas (CIPA)

The Community Improvement Project Areas (CIPA) for each community had initially been identified through a process that:

- a) Captured community session participants’ thoughts concerning specific areas/buildings requiring improvement, significant features and extents for the respective communities;
- b) An analysis of this information with consideration of existing commercial districts, BIA extents, residential districts, roadway corridors, etc.

Refining of the CIPA to best reflect Township objectives are illustrated in the following figures. These include a more inclusive catchment of identified areas requiring improvement and inclusion of significant buildings and now include rural and hamlet areas.

The Arthur CIPA and the Mount Forest CIPA consists of the entire urban boundary within these two urban centres.

The Kenilworth, Damascus, Conn and Riverstown CIPA includes the entire Hamlet boundary of these four Hamlets.

The Rural CIPA boundary covers all lands within the Township of Wellington North designated as agriculture.

***The area(s) subject to the CIP will include only those urban centre, rural and hamlet lands designated as Community Improvement Project Areas (CIPA) and were approved under Municipal By-Law (Blank) by council.***

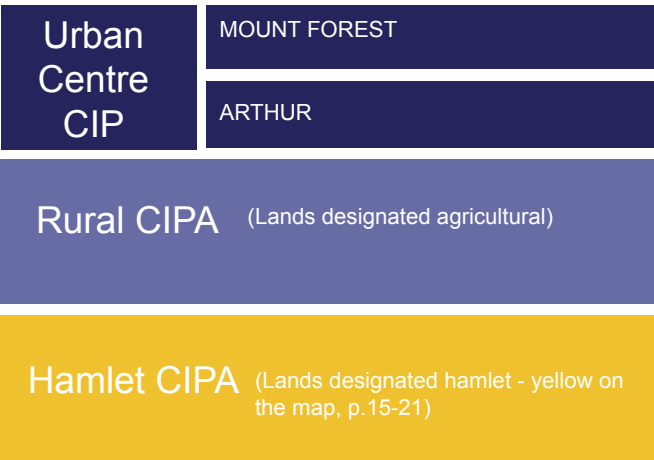




Figure 2.1 Township of Wellington North

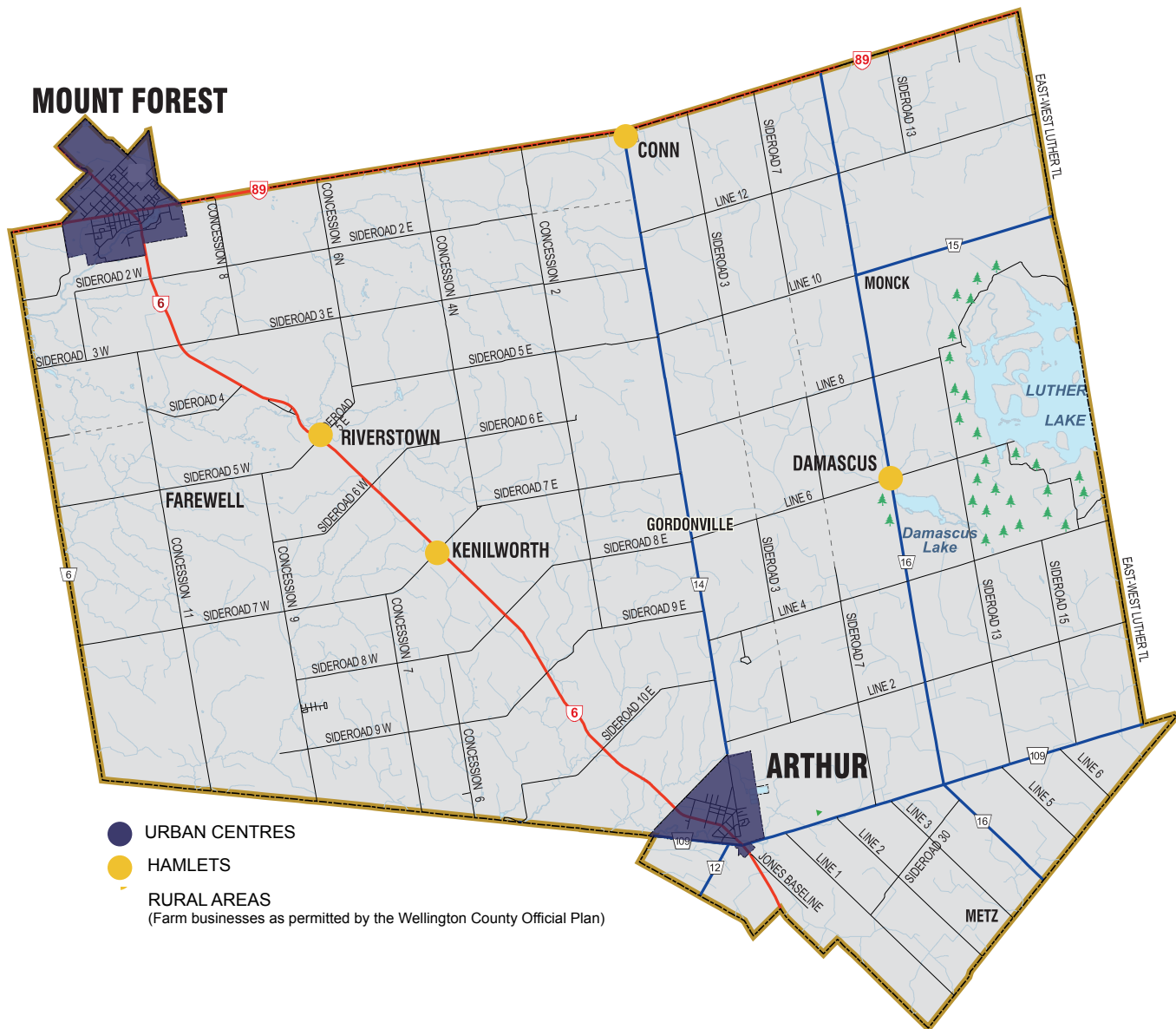


Figure 2.2: Mount Forest Site: Community Improvement Project Area



Figure 2.3: Arthur Site: Community Improvement Project Area





Figure 2.4: Kenilworth Site: Community Improvement Project Area



Figure 2.5: Damascus Site: Community Improvement Project Area



Figure 2.6: Conn Site: Community Improvement Project Area





Figure 2.7: Riverstown Site: Community Improvement Project Area









## 3.0 Opportunities

*The current CIP was informed by many supportive activities including the many Business Retention and Expansion (BR+E), Local Labour Market, Manufacturing Sector Reports and community workshops. Several opportunities had been highlighted. The following summarizes these.*





# Opportunities

## 3.1 Community Sessions (SWOT Analysis)

Initial activities for the first CIP in 2011 included two community sessions (Arthur, Mount Forest) and used a facilitated SWOT analysis technique to garner comments from +60 community participants concerning problems and deficiencies (in addition to opportunities) for each of the respective communities. Comments for each SWOT segments were then 'captured' under either 'location & proximity' or 'identity & image' groupings.

In short, the comments from the exercises included remain relevant for this update:

### Strengths

- Rural context, green, river/natural area *Location & Proximity*
- Location & proximity to other centres

### Weakness

- Lack of identity/developed image *Identity & Image*
- Lack of youth amenity/engagement
- Underutilized space/vacant areas
- Empty storefronts/buildings

### Opportunities

- Empty storefronts/buildings/vacant land *Identity & Image*
- Signage

### Threats

- Non-downtown retail formats (big boxes, strip malls) *Location & Proximity*
- Demographics (youth leaving, aging, employment elsewhere)
- Store vacancies (image, stagnant)



Given this, it was determined that the Township CIP objectives should focus on programs related to capitalize on *identity, image, location, and proximity* including:

- a) providing for rehabilitation or improvement of commercial facades;
- b) providing for the physical and aesthetic amenities of buildings in a defined CIPA;
- c) providing an incentive for private investment through the use of municipally assisted programs and funding sources.

On March 27th, 2017 the Township of Wellington North hosted an Open House to confirm the findings from the 2011 SWOT analysis as part of the 8th annual Wellington North Showcase. This open house was attended by the Mayor, a member of Council, CAO, EDO and was attended by upwards to 20 community members. As part of this open house the suggestion to broaden our CIPA boundaries to include all hamlets and rural areas was widely supported.

In addition, many reports were referenced as resources contributing to the initial CIP and its subsequent update. To add to these resources are several other initiatives as follows:

### 3.2 The Township of Wellington North's Strategic Plan ( 2015-2018)

The Township of Wellington North outlines in their Strategic Plan their mission of 'who they are' and their vision statement 'our desired future'. It is important for this plan to present the realities of the government and community relation. Wellington North is the sole provider for many key services in the community who have little choice in choosing who they receive services from. This promotes a much closer relationship than in communities where more choice is available. Key strategic priorities were established in the development of the Strategic Plan this includes:

1. To assemble a Task Force to provide Council with advice on how to develop a near term, medium term and long term Community Growth Plan that addresses the projected 40% population growth in the employment base.
2. To develop a comprehensive Human Resources Plan that will advance the Township of Wellington North into an employer of choice.
3. To conduct a Township wide Community Service Review



4. To create a Corporate Communication Strategy focusing on consistent professional information sharing within the corporation.
5. To develop a constant Brand and Identity for the Township, Staff and Council. Ensure it is consistently used on staff clothing, tools, vehicles and all other materials
6. To ensure Wellington North promote a positive and healthy work atmosphere that fully engages staff. Attempt to eliminate department 'silos', promote more group activities for all staff, and encourage healthy lifestyles and increased safety for all employees.
7. To explore new strategic partnerships where additional resources can be accessed in order to meet the service needs of the community

### 3.3 Renew Northern Wellington (2015-2016)

Renew Northern Wellington is modeled off of the successful Renew New Tecumseh program that helps to put talented people into downtown storefronts to gain exposure, build their business and become a sustainable enterprise.

The Township of Wellington North began the process, to develop this program, to help revitalize its downtowns by filling empty storefronts with fresh, new, innovative business ideas. The Township of Wellington North was also successful in garnering \$66,300 in funding from the Ontario Trillium Foundation to support the program.

Community representation from the respective areas make up a volunteer board to govern the not for profit corporation. Renew Northern Wellington will match vacant commercial retail space with new businesses that need a hand getting started. It will help entrepreneurs get exposure and grow their business by providing low cost access to a storefront location, which will aid in growing foot traffic in the downtowns and appeal of the available commercial locations.

The new small business growth the Renew Northern Wellington will incubate will stimulate employment, generate economic activity and invigorate our downtowns making them a more desirable destination to visit, shop, dine in, stay and invest.





Launch it Minto and the Saugeen Economic Development Corporation will aid in providing business resources by providing business resources by providing training and mentorship designed to educate new and established business owners on a wide range of business strategies.

Northern Wellington is a place for entrepreneurs to be successful. Being committed to see the vision happen will offer education and guidance not only to the new business we are seeking to attract, but to our existing business environment as well, to support growth and success.

### 3.4 Wellington County and Wellington North Business Retention and Expansion (2013-2014)

At the onset of the Business Retention and Expansion (BR&E) exercise the County of Wellington provided council delegations to each of the seven municipalities who had previously given their support. The purpose of the presentations, which took place in Wellington North on July 15th, 2013, was to reiterate the goals, timelines and the important role that each of the municipalities would play. Each municipality was responsible for selecting a cross section of 7-10 businesses within each of the four key sectors (agriculture, health care, manufacturing and the creative economy).

Each municipality coordinated interviews during the fall of 2013. All interviewers had previously completed a BR&E training session provided by the County and the Ontario Ministry of Rural Affairs.

In January 2014, 235 business surveys were completed and the County pulled the aggregate data as a whole, by key sector and municipality. Overall, the survey results were positive with 75% of the respondents indicated the business climate in Wellington North was good or excellent and 97% indicated the Quality of Life was good or excellent. 77% of the businesses in Wellington North expected sales to grow or remain the same and 78% had a positive outlook for their industry.

The entire data set and sector data was presented in a summary report prepared by the County Economic Development department and provided to the WMEDG in advance of a day long BR&E retreat in February 2014. The retreat allowed participants to further understand what businesses had shared anecdotally through the surveys. The group then was able to identify the significant challenges and opportunities that would lead to the development of an action plan. The action plan was then completed in mid-March at a follow up session with the WMEDG.

Each municipality was provided their own data set that allowed them to understand the challenges

and opportunities unique to them. By completing the countrywide report and action plan first, it allowed the municipalities to understand their collaborative involvements with the County, neighboring municipalities and support agencies prior to identifying their own specific and unique needs.

On April 4th, 2014 a Business Retention & Expansion End of Project Celebration was hosted by the County and provided an opportunity to share the aggregate survey results, opportunities and actions with the business community. On April 8th the Wellington North specific report was reviewed and discussed and the recommendations and actions were discussed with the Wellington North Economic Development Committee on April 16th. The final report, consisting of both the Wellington County data and Wellington North specific data was presented to the Wellington North Council on April 28th 2014.

Implementation of the recommendations from the BR&E program took place during the 2014-2015 under the direction of the municipalities Economic Development Committee. The County had allocated \$25,000 per municipality to assist with the implementation of BR&E recommendations.

Detailed analysis of the Wellington North specific data took place with the assistance of Al Rawlins the Economic Development Committee BR&E Champion. Majority of the Wellington County action plans and next steps also applied to Wellington North and in some cases reflected programs and initiatives already underway within the Municipality.

Moving forward there is consideration to the following opportunities highlighted below. Items that are new or not currently underway have been highlighted for ease of reference and not all current programs have been included however once finalized detailed action plans will be completed.

1. Promote Wellington County & Wellington north
2. Support business
3. Encourage our downtowns to leave an indelible impression
4. Workforce Development, Housing & Transportation
5. Develop Local Food Sector in Wellington

### **3.5 Analyzing Wellington County's CIP Participation**

As described in the CIP, there are policies that enable Wellington County to participate financially in Wellington North's CIP – these are defined in the Official Plan. Specifically, Section 4.12.5 states that County Council may participate in a municipality's Community Improvement Plan, and make grants and loans to the Council of a lower tier municipality for the purposes of carrying out a Community Improvement Plan that has come into effect, on such terms as to security and otherwise, as County Council considers appropriate. Currently, at least five of the seven municipalities situated in Wellington County, including the Township of Wellington North, have Community Improvement Plans in place and the County has been considering how to best participate in those CIPs.

Ideally, the County could participate in existing financial incentive programs that are currently in effect through the existing CIP, especially, in our opinion, the Tax Increment Equivalent Grant Program (TIEG), which all the local levels having a CIP currently provide. It is assumed that participating in a similar program for all local level CIPs may be attractive to and efficient for the County. Note, an amendment would be required to any existing CIP to indicate the extent to which the County will participate (i.e., the value of the grant/s) and as such, Wellington North should consider this amendment seriously before finalizing their current CIP update.

Through this update, the Township of Wellington North should inquire about the County's capacity to be involved in its CIP. This could include:

1. The County's framework for participation in Wellington North's CIP programs;
2. Options for County participation in certain WN CIP Financial Incentives offered through the Plan;
3. Parameters for participation, such as the review/approval of applications, and agreement execution.

### 3.6 General Research: Rural CIP Programs

A comparison of CIPs in other rural municipalities demonstrates similarities with general rural municipal goals and to Wellington North's own CIP's successes. Rural communities are commonly challenged by stagnant downtowns and the loss of local services. Local initiatives to improve the community tend to be narrowly directed at main street revitalization. Thus a trend in rural municipalities and smaller communities is to use incentive tools that are aimed at promoting the local retail economy. For instance, façade improvement grants are a commonly used financial incentive program, as are signage and building improvement programs. These tools are commonly used because of their effectiveness in small communities. In rural municipalities, it is rare to see more than one CIP tool successfully implemented. Even within the prime goal of promoting the local retail economy more work needs to be done by municipalities to attract applicants to the full array of incentive programs in any one CIP.

Experience shows that many CIPs in rural Ontario have identified a significant challenge with implementing a CIP. This may be because the MMAH CIP Handbook actually lacks detailed information on implementing a CIP. Similar to Wellington North, many rural municipalities rely on an economic development manager or officer to champion the financial incentive programs and manage the application, approval and administration processes.

In the larger urban context, where we can presume a larger operating budget and a greater degree of available resources, multiple CIPs can be implemented in a single municipality. These CIPs can complement each other by targeting different objectives. For instance, the Downtown and Community Renewal (DCR) CIP in the City of Hamilton focuses on redevelopment of downtown commercial districts and surrounding mixed-use neighbourhood while the Environmental Remediation and Site Enhancement (ERASE) CIP is designed to encourage brownfield redevelopment.

Again in larger centres, CIPs have traditionally been driven by shared community improvement goals such as specific neighbourhoods being targeted for rejuvenation. Overall, CIPs developed in the larger, urban context are broader in scale and scope than CIPs in the rural context. These municipalities are capable of managing multiple designated CIP areas and can become quite creative in their choice of CIP tools and financial incentives. A greater degree of variability is seen in the structure of urban community improvement planning. That being said, rural municipalities benefit from close-knit business communities and strong community groups like BIAs: There are challenges and opportunities in each scenario. Wellington North appears to be doing quite well with its programs and regular updates provide the opportunity to 'fine tune' incentives, process and administration.







## 4.0 Community Improvement Plan Update

*In response to the influences of commercial development and the potential for community connections along the main street corridors, in its hamlets and for commercial activities found in its rural areas, the Township of Wellington North has embarked upon updating its CIP to revitalize and re-shape the Township's commercial enterprise supporting economic, social and healthy community initiatives.*



## Community Improvement Plan Update

The current CIP has been quite effective in addressing many of these challenges and opportunities noted above. The current CIP's success has led to a desire to offer the incentive programs to a broader area with through this update.

In response to the influences of commercial development along the main street corridors, hamlets and rural areas and the findings of the EDO activities, the Township of Wellington North has embarked upon updating their CIP to revitalize and re-shape Wellington North's community areas.

Two categories of programs are continued to be offered in this draft; leadership programs for the Township to undertake and financial incentive programs for community improvement project area applicants. An applicant may participate in one or more programs, listed in Sub-section 4.2. The total of the grants and loans made in respect of particular lands and buildings under subsection 28(7) of the Planning Act, and the tax assistance as defined in the Section 365.1 of the Municipal Act, 2001 that has provided in respect of the lands and buildings shall not exceed the cost of rehabilitating the lands and buildings. The Township continues to provide a commitment to applicants with a program time-frame to 2021.

### 4.1 THE LEADERSHIP PROGRAM

These two (2) programs provide benefit to the community members yet are initiated and performed by the Township's departments, staff and/or committees. They are focused toward the Township's capacities and are not programs that the community members would typically undertake. These may currently be in operation.

#### Initiation/Performance

The **Economic Development Officer (EDO)** will undertake investigation into the feasibility of urban design guideline development for Wellington North. The EDO will then forward its recommendations to the Council and/or appropriate Township management.



### 4.1.1 Urban Design Guidelines

To champion the development of Urban Design Guidelines in the Township which, ensure compatible 'new development' and façade improvements at time of development agreement/site plan; can be used to design a coordinated public realm, consistent with an overall community theme (e.g. historical, traditional).

### 4.1.2 Open Space Improvement

The intent of the Open Space Improvement Township Leadership Program is to investigate and promote improvement to playgrounds, parks, trails and open space; including the creation and/or improvement of interpretive signage and way-finding signage to such community assets and destinations.

## 4.2 FINANCIAL INCENTIVE PROGRAMS

The following seven (7) incentive programs encourage investment into privately owned lands and buildings. They are focused towards the Township's capacities and typical to many communities similar to Wellington North. These include:

- Facade Improvement Loan and Grant Program
- Tax Increment Equivalent for Rehabilitation & Redevelopment (TIERR) Grant Program
- Application Fees & Development Charges Grant
- Public Art Grant
- Building Improvement Grant
- Accessibility Grant
- Building Conversion/Expansion Grant

As part of its annual budget council will determine the maximum allocation to be made available to these programs under this Community Improvement Plan for the current year.

### Review & Recommendation Responsibilities

For each program the **Economic Development Officer (EDO)**, is responsible for reviewing the communities' applications with the **Community Improvement Plan Review Panel (CIPRP)** and for forwarding its recommendations to the Township of Wellington North's Council. The EDO is also charged with reviewing the parameters and overall results of the program and to make an annual report to Council. Applicants will be afforded an opportunity to appeal recommendations and decisions made by Council.

### Promotion

The Township may promote each and every program and reserves the right to use approved and funded projects as examples in promotional programming. The Township may promote an approved project by using photographs and descriptions of the project in promotional materials.

## General Rules

The provision of any loan and/or grant as described in Section 4.0 shall be administered on a first come, first served basis to the limit of the available funding. Amendment or discontinuation of the Plan's programs must be done in accordance with the *Planning Act* and may require pre-consultation of the Minister of Municipal Affairs. Amendments requiring such actions include:

- (1) Change or expand the geographic area to which financial or land programs outlined in a CIP apply;
- (2) Change the eligibility criteria;
- (3) Add new municipal assistance program(s) involving grants, loans, tax assistance or land; and/or:
- (4) Increase financial incentive being offered within a municipal CIP program, regardless of its significance.

The Township may discontinue programs if goals are not being met without an amendment to the CIP.

It is the sum of all grants and/or loans and tax assistance that may not exceed the cost of rehabilitating the lands and buildings, per subsection 28(7.1) of the *Planning Act*.

### 4.2.1 Facade Improvement Loan and Grant Program

The Façade Improvement Loan and Grant Program is intended to encourage façade improvements in the **Community Improvement Areas** as shown in **Figures 2.1 through 2.7** through the provision of financial assistance to eligible owners. This has been a very successful program for the Township.

#### 4.2.1.1 What Can Be Done

- Repainting or cleaning of the façade and those parts of the building visible from adjacent streets or public areas;
- Restoration of façade masonry, brickwork or wood and metal cladding;
- Replacement or repair of cornices, eaves, parapets and other architectural features;
- Replacement or repair of windows;
- Entrance-way modifications including provisions to improve accessibility for the physically challenged;
- Redesign of the store front;
- Removal of inappropriate signage and installation of appropriate new or refurbished signage;
- Restoration of original façade appearance;
- Replacement or repair of canopies and awnings;
- Installation or repair of exterior lighting; and
- Such other similar improvements to the building exterior as may be approved by the CIPRP, EDO and Township's Chief Building Official (as needed).

*Note: all applications fees associated with any of the programs contained in the CIP should be considered under the Application Fees and Development Charge Grant program. Application fees shall be paid by the applicant at time of submission, and will be reimbursed by the Township as part of the program. Fees will only be reimbursed once the project has been approved and work has been completed to the satisfaction of the Township in accordance with this plan.*

#### 4.2.1.2 Who is Eligible

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the loan and grant;

- Applicants are permitted to apply for both the Loan and Grant Programs simultaneously;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval;
- Only commercial, industrial or institutional properties are eligible for Façade Improvement Loan and Grant funding;
- Township contributions will be issued only after the project is completed and approved;
- Proposed works must comply with all applicable By-Laws, codes and guidelines.

#### 4.2.1.3 General Terms of the Program

The applicant may choose to apply for either the Grant or Loan Program, or both simultaneously.

- To qualify for an interest free loan the total costs of the improvements must exceed \$7,500 in which case the applicant is eligible for interest free loan of \$2,500. The interest free loan is repayable, non-interest bearing loan with a maximum amortization of five (5) years commencing immediately upon issuance of completion notice of the approved project.
- The loan will be secured through a lien placed against the title of the property.
- Loan payments will be deferred for 6 months after the advancement of the funds. Full payment may be made at any time with no penalty. The loan is also transferable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan.
- Demolition permits may not be issued for the building unless the loan has been paid in full.
- Program grants of up to \$2,500 are available. The Township will cover 50% of eligible costs up to a maximum grant of \$2,500.
- Before a Township cheque is issued for either the grant or loan, the applicant must submit proof of payment for approved eligible completed work.

Any work completed and/or initiated prior to the approval of the CIP by the Township is not eligible. Costs in excess of the maximum grant and loan shall be the responsibility of the applicant. Successful applicants will enter into an agreement with the Township which will outline the specific terms of the loan/grant program.

#### 4.2.1.4 Applying is Easy

##### For Applicants - What To Do

- Complete a program application form and submit to the Economic Development Officer;
- Provide a minimum of two quotes with each application and a recommendation will be made to the Economic Development Officer within sixty (60) days;
- The applicant is responsible for obtaining all building permits and any other required permits for the work to be done (this may require drawings to be prepared by appropriate architectural/engineering professionals);
- The applicant is responsible for conformance with all applicable health and safety standards;
- The applicant also agrees to maintain the improvement;
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for this program.

##### Township Support

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel (CIPRP) shall manage the process;



- Prior to approving a facade loan and/or grant, Township staff may need to inspect the building to review the condition of the facade and the proposed improvement;

#### **Once Approved**

- As the availability of loan and grant amount for each year may be limited – loans and grants will be awarded on a first-come, first-served basis;
- If approved, a Financial Assistance Agreement will be drafted between the successful applicant and Township;
- When the work is completed, a statement with supporting invoices shall be submitted to the Township upon which the work will be inspected by the Township and if approved, a “completion notice” will be issued upon which the financial assistance will be initiated;
- Funding approval will lapse if completion is not issued within eight months of the date of execution of the Financial Assistance Agreement. The Economic Development Officer may grant an extension of up to four (4) months following receipt of a written response by the owner setting out the reasons for the extension and providing a new date of completion.

### **4.2.2 Tax Increment Equivalent for Rehabilitation and Redevelopment (TIERR) Grant Program**

This program is meant to stimulate and promote the rehabilitation of existing buildings and the redevelopment of vacant or under-developed sites in the community improvement project areas.

#### **4.2.2.1 Who is Eligible**

- Applicants for a TIERR Grant Program may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval;
- Only commercial, industrial or institutional properties are eligible for TIERR Grant funding;
- Township contributions will be issued only after the project is completed and approved;



#### 4.2.2.2 General Terms for the TIERR Grant Program

The program would provide a grant to owners who undertake improvements or redevelopment that would result in an increased property assessment. The increase in taxes, or tax increment and is calculated by subtracting the municipal portion of property taxes before reassessment from the municipal portion of property taxes after reassessment. A municipality may provide any proportion of the increment for any length of time their council deems is appropriate. The tax increment does not include any increases/decrease in municipal taxes due to a general tax rate increase/decrease, or a change in assessment for any other reason.

- This grant program offers a tax grant of 100% of the increase in municipal realty taxes for a period of three (3) consecutive years. After the third year and in subsequent years, the municipal portion of the realty taxes must be paid in full, and no further grant will be paid;
- The amount of the tax increment equivalent grant is equal to the difference between the municipal portion of the property tax prior to remediation, rehabilitation and/or redevelopment and the municipal portion of property taxes after the remediation, rehabilitation and/or redevelopment project;
- The duration will be a maximum of three consecutive years from the date to be specified in a site-specific by-law governing the implementation of this program for any given property;
- The registered owner of the property must file an intent to participate in this program within the prescribed period of the Plan;
- The program does not apply retroactively;
- A “filing of intent” cannot be accepted for any property which has already been completed and reassessed;
- The total amount of the grant shall not exceed the eligible costs specified in this Plan.

#### 4.2.2.3 Applying is Easy

##### For Applicants - What To Do

- The property owner submits a Letter of Intent indicating the owner’s intent in participating in the TIERR Grant Program;
- In order for a project to qualify, the proposed project must be in compliance with the Township’s Zoning By-law, Official Plan, the Ontario Building Code, and any applicable guidelines established by the Township;

##### Township Support

- The Economic Development Officer, with assistance from the Township’s Treasurer and support staff, as well as recommendation from the CIPRP, shall manage the process;
- The CIPRP reviews the proposed project on its merits and will approve, or otherwise, the assistance in principle;
- The Township will produce a Financial Assistance Agreement documenting anticipated assistance, including assistance from other programs as may be relevant, and obligations on the part of both the owner and the Township;



### Once Approved

- This commitment agreement represents a site specific funding agreement which will be implemented once the property is reassessed;
- On completion of the project, if the Notice of Reassessment shows an increased assessment, and if the construction complies with all applicable program guidelines established by the Township (including verification of eligible costs), the owner and the Township will implement the site specific funding agreement;
- The site specific funding agreement will stipulate the pre-improved and post-improved assessed value, applicable municipal tax rate of that year, the amount of the grant in that year;
- The method to be used to calculate the grant in the subsequent four years using municipal tax rates to be determined in each of those years, and the anticipated delivery dates of the grant. The grant will only be paid following confirmation that taxes owing each year specified in the Financial Agreement have been paid in full.

### Required Documentation

1. A Letter of Intent for this program will contain the following:

- the name, address and phone number of the owner,
- the municipal address of the subject property,
- the legal description of the subject property,
- the assessment roll number of the subject property,
- the property owner's signature
- detailed drawings or renderings acceptable to the Township drawn to scale, illustrating the nature, extent, location and appearance of the work to be undertaken.  
Such renderings will show, where applicable:
  - building materials to be used;
  - interior and / or exterior colour (for walls, brick, stone, etc);
  - signage detailing;
  - exterior and / or interior lighting;
  - architectural detailing;
  - door and window style and detailing, awnings; and,
  - details relating to exterior and / or interior renovations or remodeling.

2. The *Financial Assistance Agreement* for this program will state the following:

- The rehabilitation or redevelopment of the building or land must result in an increased assessment of the property;
- Building permit must have a minimum construction value of \$5000 in order for project to qualify;
- The pre-improved assessed value of the property will be the value of the property on the date of application for the building or demolition permit;
- The total amount of the grant shall not exceed the eligible costs specified in this Plan;
- Issuance of a demolition permit for a property which has participated in the TIERR Grant Program is at the discretion of the Township for the five-year period following the project's completion;
- If the property is demolished, in whole or in part, before the expiration of the grant period, the grants shall stop and all previously received grant payments will be repayable to the Township;
- The program will be available to owners of properties, or their assignees. The agreement to provide assistance will only be with the registered owner of the property. The Financial Assistance Agreement between the Township and the owner shall provide for the grant to be paid to an assignee of the owner, as required;
- Participants of the TIERR Grant Program are eligible to apply to any other financial program applicable to the Community Improvement Project Area;
- The subject property shall not be in a position of tax arrears;
- Outstanding work orders on the property must be completed by the time of completion of the project. If they are not, the grant will be withheld;
- Improvements made to any buildings or lands will be in accordance with a Building Permit, the Ontario Building Code, all applicable Zoning requirements, and any applicable design guidelines, as established by the Township;
- An owner can participate in the TIERR Grant Program more than once;
- The Financial Assistance Agreement is transferable. Should a subject property be sold before the grant period lapses, the grant will continue for the prescribed time-frame, provided that notice from the owner is given to the Township, indicating the details of the transfer of title.
- The Financial Assistance Agreement can be registered on title, at the discretion and cost of the owner, to serve as notice to future purchasers or potential property interests;
- Construction must be completed within two years after the date of issuance of the building permit. Extensions may be accepted by the Economic Development Officer at his sole discretion;
- The date of commencement of tax-based grant assistance will be specified in a municipal by-law which sets out the basis for application of this program to a specific property. (The date of commencement is at the discretion of the Township, but will not commence prior to reassessment of the property as a result of partial or full redevelopment as relevant in the circumstances);
- The TIERR Grant Program is not retroactive. Any construction commenced before a Financial Assistance Agreement is issued by the Township is ineligible for the program. However, those construction projects for which a building permit will be issued in 2011 and for which approval for use and occupancy has not been issued by the Chief Building Official will be eligible, provided that a Financial Assistance Agreement is issued by the Township prior to the earlier of: approval for use and occupancy, or issuance of a Notice of Reassessment by MPAC respecting assessment changes resulting from the construction, and provided that all other criteria of this Program are met;
- There is no guarantee that a specific improvement will increase property assessment. Consequently, there are no eligible improvement projects that will guarantee a grant from the TIERR Grant Program. The grant depends upon the extent of the construction, and the

- approach and results of the Municipal Property Assessment Corporation reassessment;
- All conditions of this program shall be met for the grant to be received. Final decisions on applications and allocation of funds have been delegated to the Township. The applicant, however, is afforded an opportunity to appeal the decision of the Township to Council through the appropriate committee;
- The total of the grants and loans made in respect of particular lands and buildings, and the tax assistance defined in Section 365.1 of the Municipal Act, 2001, that is provided in respect of the lands and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

### **4.2.3 Application Fees and Development Charges Grant**

The intent of the Application Fees and Development Charges Grant program is to reduce the cost of improvements by offering a grant for any required planning application fees (e.g. minor variance), building permit fees or development charges; a successful applicant may be provided a grant equivalent to;

- o building permit fees;
- o planning fees (minor variance); and,
- o development charges.

#### **4.2.3.1 Who is Eligible**

- Applicants for the Application Fees and Development Charges Grant Program may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to grant approval;
- Only commercial, industrial or institutional properties are eligible for Application Fees and Development Charges Grant Funding;
- Town contributions will be issued only after the project is completed and approved;
- Proposed works must comply with all applicable By-Laws, codes and guidelines

#### **4.2.3.2 General Terms of Application Fees and Development Charges Grant**

As part of its annual budget council will determine the maximum allocation to be made available to this program under this Community Improvement Plan for the current year.

The maximum grant amount that an applicant can receive for fee and charge relief is capped at \$1,500. The Township will pay up to 100% of the eligible costs up to the maximum of \$1,500. The grant will be processed immediately upon receipt of the fees by the Township. Permit fees are payable at the time of issuance of permits, variances or development charges with the Community improvement Area.

#### **4.2.3.3 Applying is Easy**

##### **For Applicants - What To Do**

- Qualified applicants must complete the application form and submit to the Economic Development Officer for processing;





- The applicant agrees to maintain the project to which this grant supports.
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for any projects benefitting from this grant program.

#### **Township Support**

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel, shall manage the process;
- The Community Improvement Plan Review Panel will review the application and make a recommendation to the Economic Development Officer within sixty (60) days.

### **4.2.4 Public Art Grant**

The intent of the Public Art Grant Program is to encourage the inclusion of art programming such as mural work, sidewalk art, commemoration, custom site amenities, etc. It is a one-time grant for the cost of the art-related work located within approved areas of community improvement project areas.

#### **4.2.4.1 Who is Eligible**

- Applicants for the Public Art Grant Program may be the registered owners, assessed owners and tenants of lands and buildings, and any person (assignee) to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval;
- Only commercial, industrial and institutional properties and/or adjacent public lands are eligible for Public approved for Public Art Grant funding;
- Proposed works must comply with all applicable By-Laws, codes and guidelines.



#### 4.2.4.2 General Terms of Public Art Grant

As part of its annual budget council will determine the maximum allocation to be made available to this program under this Community Improvement Plan for the current year.

The maximum grant amount that an applicant can receive for a public art project is limited to \$2,500. The Township will pay up to 100% of the eligible costs up to the maximum of \$2,500.

Eligible costs associated with the public art projects include:

- application fees;
- preparation of building/area to receive art installation;
- service/ product fabrication of art work; and,
- installation charges of proposed art work.

Any work completed prior to approval of the application is not eligible. Costs in excess of the maximum grant shall be the responsibility of the applicant.

Grants are disbursed on a reimbursement basis and cannot be issued until the proposed project has been completed. Before a Township cheque is issued for either the grant, the applicant must submit proof of payment or approved eligible completed work.

#### 4.2.4.3 Applying is Easy

##### For Applicants - What To Do

- Qualified applicants must complete the Public Art Grant's application form including: the name, address and phone number of the owner; the municipal address of the subject property; the legal description of the subject property; the assessment roll number of the subject property; detailed drawings or renderings acceptable to the Township drawn to scale, illustrating the nature, extent, location and appearance of the public art work to be undertaken.
- A minimum of two quotes are required with each application;
- The applicant is responsible for obtaining all required permits for the work to be done;
- The applicant is responsible for conformance with all applicable health and safety standards;
- The applicant also agrees to maintain the art work;
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for this grant program.

### **Township Support**

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel shall manage the process.

### **Once Approved**

- If approved, work must be completed within six (6) months from the date of approval of the application unless extended by the Economic Development Officer.

## **4.2.5 Building Improvement Grant**

The intent of the Building Improvement Grant is to assist with improvements to existing buildings, to meet the current Building Code, improve accessibility, and to provide for safe and usable eligible uses.

These improvement projects can include structural repairs to walls, ceilings, floors, and foundations, repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems, interior restoration and design, improvements to accessibility for people with disabilities, as approved by the Township.

### **4.2.5.1 Who is Eligible**

- Applicants for the Building Improvement Grant may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to grant approval;
- Only commercial, industrial or institutional properties are eligible for Building Improvement Grant funding;
- Town contributions will be issued only after the project is completed and approved;
- Proposed works must comply with all applicable By-Laws, codes and guidelines

### **4.2.5.2 General Terms of Building Improvement Grant**

As part of its annual budget council will determine the maximum allocation to be made available to this program under this Community Improvement Plan for the current year. Program grants of up to \$2,500 are available. The Township will cover 50% of eligible costs up to a maximum grant of \$2,500. The grant will be processed immediately upon receipt of the fees by the Township. Permit fees are payable at the time of issuance of permits, variances or development charges with the Community improvement Area.

### **4.2.5.3 Applying is Easy**

#### **For Applicants - What To Do**

- Qualified applicants must complete the application form and submit to the Economic





- Development Officer for processing;
- The applicant agrees to maintain the project to which this grant supports.
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for any projects benefiting from this grant program.

#### **Township Support**

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel, shall manage the process;
- The Community Improvement Plan Review Panel will review the application and make a recommendation to the Economic Development Officer within sixty (60) days.





## 4.2.6 Accessibility Grant

The intent of the Accessibility Grant is to assist with the removal of barriers and increase accessibility for people with disabilities in Wellington North and to support improvements to private property in order to meet the Ontario's accessibility laws and standards.

These accessibility projects can include the installation of ramps, elevators, lifts, automatic door openers, or any other improvements that improve accessibility and remove barriers, as approved by the Township.

### 4.2.6.1 Who is Eligible

- Applicants for the Accessibility Grant Program may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to grant approval;
- Only commercial, industrial or institutional properties are eligible for Accessibility Grant funding;
- Town contributions will be issued only after the project is completed and approved;
- Proposed works must comply with all applicable By-Laws, codes and guidelines

### 4.2.6.2 General Terms of Accessibility Grant

As part of its annual budget council will determine the maximum allocation to be made available to this program under this Community Improvement Plan for the current year. The maximum grant amount that an applicant can receive for accessibility improvement is capped at \$1,500. The Township will pay up to 50% of the eligible costs up to the maximum of \$1,500. The grant will be processed immediately upon receipt of the fees by the Township. Permit fees are payable at the time of issuance of permits, variances or development charges with the Community improvement Area.



#### **4.2.6.3 Applying is Easy**

##### **For Applicants - What To Do**

- Qualified applicants must complete the application form and submit to the Economic Development Officer for processing;
- The applicant agrees to maintain the project to which this grant supports.
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for any projects benefiting from this grant program.

##### **Township Support**

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel, shall manage the process;
- The Community Improvement Plan Review Panel will review the application and make a recommendation to the Economic Development Officer within sixty (60) days.

### 4.2.7 Building Conversion/Expansion Grant

The intent of the Building Conversion/Expansion Grant is to assist in the conversion of existing unused or underused space into new eligible uses, existing eligible uses and support an increase in non-residential assessments.

Projects supported under this grant could include conversion of unused or underused building space into new eligible uses and/or expansion of existing eligible uses to increase the gross floor area.

#### 4.2.7.1 Who is Eligible

- Applicants for the Building Conversion/Expansion Grant may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property;
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant;
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to grant approval;
- Only commercial, industrial or institutional properties are eligible for grant funding;
- Town contributions will be issued only after the project is completed and approved;
- Proposed works must comply with all applicable By-Laws, codes and guidelines

#### 4.2.7.2 General Terms of Building Conversion/Expansion Grant

As part of its annual budget council will determine the maximum allocation to be made available to this program under this Community Improvement Plan for the current year. The maximum grant amount that an applicant can receive for building conversion /expansion is capped at \$2,000. The Township will pay up to 50% of the eligible costs up to the maximum of \$2,000. The grant will be processed immediately upon receipt of the fees by the Township. Permit fees are payable at the time of issuance of permits, variances or development charges with the Community improvement Area.

#### 4.2.7.3 Applying is Easy

##### For Applicants - What To Do

- Qualified applicants must complete the application form and submit to the Economic Development Officer for processing;
- The applicant agrees to maintain the project to which this grant supports.
- The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for any projects benefiting from this grant program.

##### Township Support

- The Economic Development Officer, with assistance from the Chief Building Official and support staff, as well as recommendation from the Community Improvement Plan Review Panel, shall manage the process;
- The Community Improvement Plan Review Panel will review the application and make a recommendation to the Economic Development Officer within sixty (60) days.





## 4.3 COMMUNITY IMPROVEMENT PLAN BUDGET

### 4.3.1 Funding Sources

The grant and loan programs described in Section 4.0 of this Plan are funded by the Township of Wellington North with current and/or potential funding from OMAFRA's Rural Economic Development (RED) program, Ministry of Tourism and Culture, Healthy Communities initiatives, Wellington County BR+E Implementation fund, or similar.

These programs assist with the costs of projects that use the power of partnership to create change. Generally, the goal of these programs is to breathe new life into rural communities, make more opportunities to develop skills, and improve access to healthful lifestyles.

The programs are funded by municipal budget allocations, reviewed annually on an as-required basis and may be subject to fund replenishment through repayment of the loan portion of the loan and grant program(s).

## 4.4 IMPLEMENTATION

### 4.4.1 Authority

This Community Improvement Plan will be implemented through the provisions of Section 28 of the Planning Act, Section 365.1 of the Municipal Act 2001 and Section 9.21 of the Wellington County Official Plan as outlined in Section 1.5 of this document.

Council of the Township of Wellington North passed By-Law \_\_\_\_\_ 62-11 being a By-Law to designate the Community Improvement Plan Area respecting the redevelopment, revitalization, prosperity and beautification of its Arthur and Mount Forest communities.



Council of the Township of Wellington North passed By-Law No. 62-11 being a By-Law to adopt this Community Improvement Plan.

Council of the Township of Wellington North passed By-Law No. 72-14 being a By-Law to amend the 2011 CIP to add the Kenilworth CIPA.

Further, Council of the Township of Wellington North passed By-Law No. 059-17 being a By-Law to adopt this updated Community Improvement Plan.






















#### **4.4.2 Delegation**

The overall implementation of the grant and loan programs, including liaison with the Ministry of Municipal Affairs and Housing, shall be the responsibility of Economic Development Officer for the Township of Wellington North.

#### **4.4.3 Administration**

The grant and/or loan programs will be administered on a first come, first served basis to the limit of the available funding in accordance with any administrative rules governing this and other grant or loan programs. The Township's Community Improvement Plan will be reviewed by the Economic Development Officer every six (6) months to one (1) year.

Figure 4.1 Program Availability Chart

	Urban Centre CIPA	RURAL CIPA	HAMLET CIPA
Facade Improvement Loan and Grant Program			
Tax Increment Equivalent for Rehabilitation and Redevelopment (TIERR) Grant Program			
Application Fees and Development Charges Grant			
Public Art Grant			
Building Improvement Grant			
Accessibility Grant			
Building Conversion/ Expansion Grant			



## 5.0 Interpretation



## 5.1 Community Improvement Plan Foundation

All sections, figures, appendices, with the exception of Appendix D, of this document shall form the CIP for the Township of Wellington North.

## 5.2 Community Improvement Plan Amendments

Changes to the Community Improvement Project Areas or addition or increase in grant or loan programs, shall require an amendment to this plan. The deletion of a program does not require an amendment to the CIP. This plan has been prepared in accordance with and shall be deemed to conform to the Wellington County Official Plan.

## 5.3 Community Improvement Plan Title

This plan shall be referred as the ***Community Improvement Plan Update for the Township of Wellington North***. At such time as other CIP's are prepared for this or other areas, this title may be modified for clarification purposes without requiring amendment to this plan.

## 5.4 Definitions

**“Commercial”** means any property or building that is engaged in commerce, involved in work that is intended for the mass market, or used for the sale or production of goods.

**“Community Improvement Plan”** means a plan for the community improvement of a community improvement project area.

**“Community Improvement Project Area”** means a municipality or an area within municipality, the community improvement of which, in the opinion of Council, is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. Façade, signage, and brownfield improvements are limited to the Community Improvement Project Area.

**“Improvement”** means a reconstruction, rehabilitation, enhancement of the façade or signage, addition, or other improvement of a structure.



**“Qualified Person”** is an individual who meets the qualifications prescribed in Ontario Regulation 153/04 as amended from the Planning Act.

**“Redevelopment”** means either the demolition of existing buildings unfit for occupancy and their replacement with new buildings, or the restoration of buildings or properties.

**“Rehabilitation”** means any efforts that result in the productive reuse of lands and/or buildings within the Community Improvement Project Area.

**“Official Plan”** means a comprehensive long range plan for land use which guides growth and land use change in a municipality.

**“Proponent”** means the owner or their heirs, successors or assignees of a property located in the Community Improvement Project Area. This definition is not applicable in the Brownfield Property Tax Assistance Section.

**“Tax Increment”** refers to the increase in taxes, or tax increment and is calculated by subtracting the municipal portion of property taxes before reassessment from the municipal portion of property taxes after reassessment. A municipality may provide any proportion of the increment for any length of time their council deems is appropriate. The tax increment does not include any increases/decrease in municipal taxes due to a general tax rate increase/decrease, or a change in assessment for any other reason.





## **6.0 Invest Well: County Participation in Financial Incentives**

## 6.1 About the Invest Well Programme

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

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

The Invest Well Programme was endorsed by the County on June 28, 2018. The full document is available on the County's website <https://www.wellington.ca/en/business/EDCommImprovPlan.aspx> and should be reviewed for full details on County participation in the Township of Wellington North CIP. The full document will also be used by the member municipalities to integrate County participation within the Townships incentive programs. A by-law was approved by Wellington North council incorporating the Invest Well Program into the Wellington North CIP on XXXX XX, 2019.

## 6.2 Goals

The County has identified the following three goals for the Invest Well Programme, which will guide the County's financial participation in the Township of Wellington North CIP:

### **GOAL #1: INVEST WELL:**

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

### **GOAL #2: INVEST READY:**

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

### **GOAL #3: INVEST MORE:**

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



## 6.3 Criteria for Investment

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

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

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

- 1.1 The proposed project involves the redevelopment of vacant/underutilized lands.
- 1.2 The proposed project will achieve a construction value threshold established by County Council
- 1.3 The proposed project will result in employment opportunities created or retained in target sectors.

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

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

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

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

### **PRIORITY #4: DIVERSIFY THE ECONOMY**

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

### **PRIORITY #5: TO PROMOTE TOURISM**

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

To determine the extent to which an applicant meets the above 'criteria for Investment', an evaluation matrix has been prepared and is provided in the County's full document. The evaluation matrix may also be available from the Township of Wellington North. It will be used by the Township of Wellington North and County of Wellington in order to determine eligibility for County funding. Applications will be pre-screened by the Township of Wellington North and if a minimum required score is awarded, the application will be endorsed to the County and processed by County staff to confirm eligibility for incentives.

## 6.4 County Funding/Incentive Programs

“Invest Well: County Participation in financial incentives” is a funding relationship between the County and the Township of Wellington North to support the implementation of the Township of Wellington North’s CIP. The Invest Well programme sets out a framework for providing County funding in accordance with the goals identified in Section 6.2 and the ‘criteria for investment’ in Section 6.3. The Invest Well Framework is made up of two incentive programmes (Invest Ready and Invest More), as shown below.

The following is a description of financial incentive programmes that have been created by the County of Wellington via Invest Well to guide the County’s participation in the Township of Wellington North CIP.

### 6.4.1 INVEST READY INCENTIVES PACKAGE

#### 6.4.1.1 Purpose

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

- a. The completion of background studies regarding site-specific issues and constraints, such as servicing and utilities, transportation access, and environmental records; and
- b. Future development/redevelopment and eligible costs for major redevelopment projects.

In addition, successful applicants of the Invest Ready Incentive Package may receive marketing and investment attraction support from the County.

#### 6.4.1.2 Who Benefits?

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

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

#### 6.4.1.3 Who is Eligible?

In addition to the General Eligibility Criteria in Section 4.2 of this Plan and Section 4.0 of the County’s full Invest Well document, to be eligible for the Invest Ready Incentive Package, the following requirements must be met:

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

#### 6.4.1.4 Program Details and Value

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

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

- i. The County may contribute financially to the 'Design and Study Grant' offered through Section 4.1.1 of this CIP.
- ii. The grant will provide funding to cover eligible costs required to complete due diligence, planning, technical, and/or design studies that will investigate potential site-specific development constraints and/or provide new background information regarding a potential development and redevelopment project.
- iii. Eligible costs will include those outlined in Section 4.2 of this CIP.
- iv. If eligible and approved, a grant from the County will be provided for 100% of the total value of eligible costs, to a maximum of \$20,000 per project and/or property.
- v. This is not a matching grant and a grant made by the Township of Wellington North in the same amount is not required in order for the County to provide funding.

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

The County may contribute financially to the 'Tax Increment Equivalent Grant offered through Section 4.2.2 of this CIP.

- i. The grant will provide funding to cover construction, demolition, on-site infrastructure, and other associated costs as a result of a redevelopment, adaptive reuse, building rehabilitation, or retrofit works.
- ii. Eligible costs will include those outlined in Section 4.2.2 of this CIP.
- iii. In addition, the following will be considered eligible costs for County funding only:
  - County tipping fees;
  - County planning application and building permit fees;
  - Any costs for design and study work not covered in PHASE ONE; and
  - Additional community improvement costs, as determined by the County.
- iv. The grant will be calculated based on the County portion of a property tax increment that is incurred as a result of a major community improvement project. Following the payment of County property taxes (annually or at the end of the five-year term), a grant will be provided to the landowner which is equal to the County portion of an increase in property taxation.
- v. The actual grant value will be calculated as follows:
  - In year one, the grant is equal to 100% of the County portion of the tax increment;
  - In year two, the grant is equal to 80% of the County portion of the tax increment;
  - In year three, the grant is equal to 60% of the County portion of the tax increment;
  - In year four, the grant is equal to 40% of the County portion of the tax increment; and
  - In year five, the grant is equal to 20% of the County portion of the tax increment.

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

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

#### 6.4.1.5 Payment

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

## 6.4.2 INVEST MORE GRANT

### 6.4.2.1 Purpose

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

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

### 6.4.2.2 Who Benefits?

- a. Through the Invest More Grant, the following benefits are anticipated:
- b. The County, its member municipalities, and the public will benefit from the overall improvement and revitalization land and buildings; and
- c. Landowners/investors/businesses will benefit from additional financial and non-financial support from County of Wellington.

### 6.4.2.3 Who is Eligible?

In addition to the General Eligibility Criteria in Section 4.2.1 of this Plan and Section 4.0 of the County's full Invest Well document, to be eligible for the Invest More Grant, the following requirements must be met:

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

### 6.4.2.4 Program Details and Value

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

- a. The County may contribute financially to successful applicants of any grant programme offered in Section 4.2.1 of this CIP, with the exception of the TIEG (Section 4.2.2) as noted above.
- b. The grant will provide funding to cover eligible costs required for a broad range of physical, structural, and aesthetic improvements to existing commercial, industrial, mixed-use, and office buildings/ properties, as determined by the County.
- c. Eligible costs will include those outlined in the eligible incentive programmes discussed in Section 5.4 of this CIP.
- d. In addition, for the Invest More grant, the following will be included as eligible costs:
  - Roof-top patios, outdoor dining spaces/areas;
  - Privately Owned Publicly Accessible Spaces;
  - Bed and Breakfasts, and other short-term accommodations; and
  - Additional community improvement costs, as determined by the County.
- e. If eligible and approved, a grant from the County will be provided for 50% of the total value of eligible costs, to a maximum of \$10,000 per project and/or property.



- f. This is not a matching grant and a grant made by the Township of Wellington North in the same amount is not required in order for the County to provide funding; however, the applicant must be approved for at least one eligible program in the Township of Wellington North CIP (except for the TIEG).

#### 6.4.2.5 Payment

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

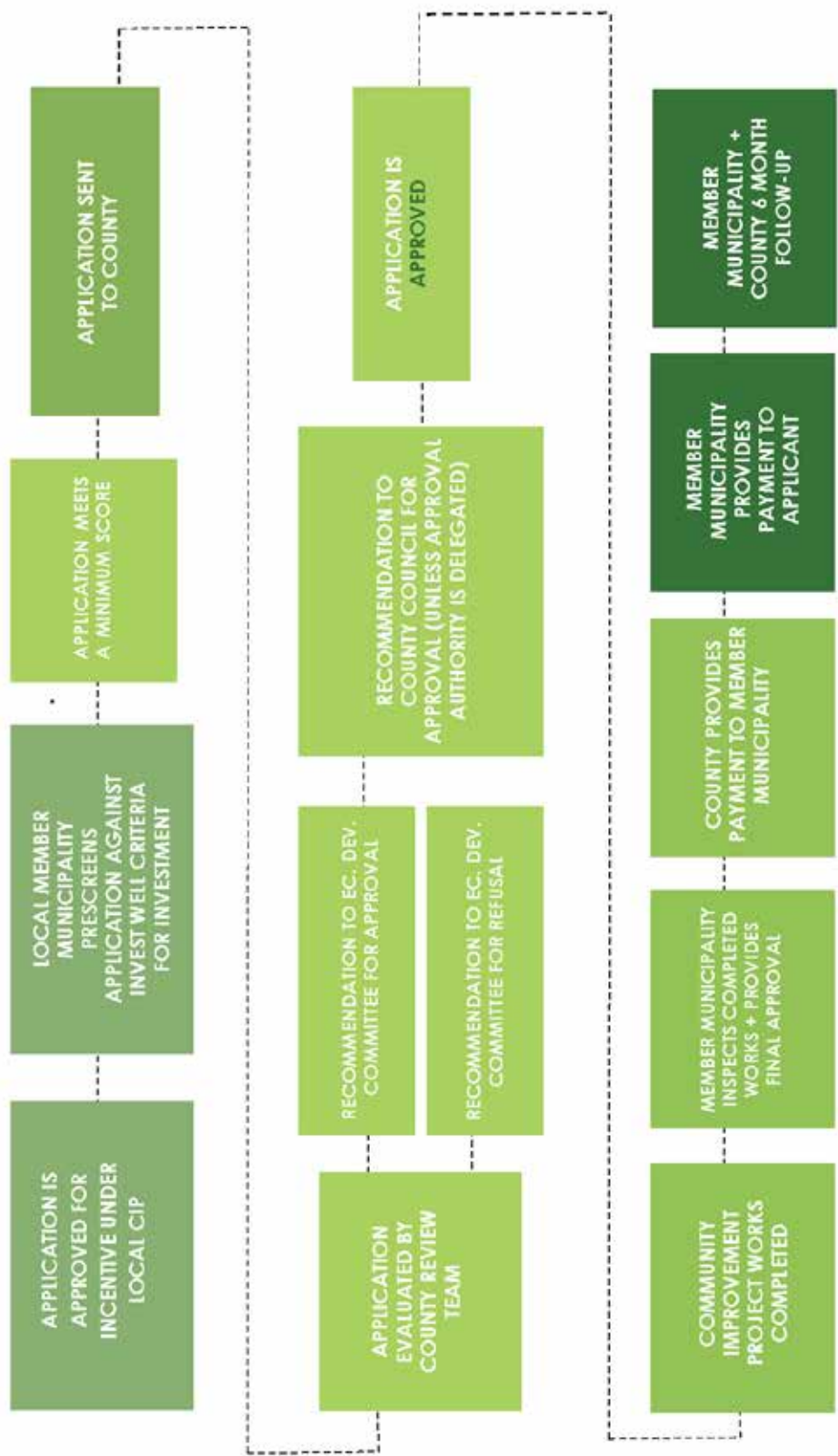
### 6.4.3 Application and Approvals Process

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

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

For additional information about the Invest Well Programme, applicants should consult with the Township of Wellington North Economic Development Officer.

6.5 Invest Well Application Process Flow Chart





## 7.0 Community Futures Invest Well Loan

## 7.1 Introduction

It is often the case that a property owner wishes to improve his/her building but does not have the cash flow to cover the required matching funds of a Community Improvement Plan. This can result in lack of uptake of the programme and a property which remains in a poor state. To remedy this and further enhance the County Invest Well Programme (CIP), the two local Community Futures organizations have committed to providing additional business funding and support.

The two Community Futures (CFs) organizations in Wellington County are Wellington Waterloo Community Futures Development Corporation and Saugeen Economic Development Corporation. They are non-profit organizations mandated to support businesses by providing loans, business coaching and training workshops to encourage entrepreneurship and stimulate economic activity in rural communities. As part of a network of 268 organizations across Canada, they also provide community planning and economic development support. The Community Futures CIP contribution is an innovative and practical funding partnership as it can act as the catalyst to encourage business owners to invest in their property improvements. The County CIP encourages this kind of coordination and enables the Community Futures to contribute loans to supplement a project outside of the contribution by the municipalities. Businesses that were previously unaware of the Community Futures fleet of services may then, through the CIP, be stimulated to receive business advice or education.

## 7.2 The Process - Saugeen Economic Development Corporation

For those businesses located in Wellington North and Minto and having received formal written approval by the Township to participate in the local CIP, the specific programme offered by the Saugeen Economic Development Corporation is as follows:

A Business Improvement Loan Fund to provide 50% of the matching funds required for a commercial and/or industrial revitalization project. The Fund would assist with:

- Small business equipment purchases/upgrades
- Leasehold and façade improvements
- IT needs including: Computers/Software/Websites/POS Systems

Terms:

- Proof of Municipal CIP approval
- Unsecured Business Loans up to \$20,000
- 5% Interest Rate
- Simple Application Process
- Flexible Repayment Terms
- Personal Guarantee Required

A further loan of 50% matching funds are available for residential improvements related to affordable housing and for infrastructure improvements up to \$20,000 at an interest rate of 5%. The funding would be based on municipal approval and require a personal guarantee. Requests over \$20,000 must be approved by SEDC and secured. For further information, please visit [www.sbdcc.ca](http://www.sbdcc.ca)



### 7.3 The Process – Wellington Waterloo Community Futures

For those businesses located in Mapleton, Centre Wellington, Erin, Guelph Eramosa and Puslinch and having already received formal written approval by the Township to participate in a local CIP, the specific programme offered by the Wellington Waterloo Community Futures Development Corporation is as follows:

A business development fund to assist commercial and/or industrial projects related to the County's Invest Well priority three: improve buildings and infrastructure. If approved to receive grant funds from a member municipal CIP, the applicant will automatically be approved to receive funding to put towards upfront and/or matching costs related to the approved grant. The funds will be loaned at a 3% rate on a 5-year term.

Terms:

- Proof of Municipal CIP approval
- Unsecured Business Loans up to \$20,000
- 3% Interest Rate
- Simple Application Process
- Flexible Repayment Terms
- Personal Guarantee Required

Requests over \$20,000 must be approved by WWCFDC and secured. For further information, please visit [www.wwcf.ca](http://www.wwcf.ca)





## Appendices

- A Community Improvement Plan Establishment And Approval Process
- B Wellington County Official Plan (Section 4.12)
- C Community Open House Newspaper Advertisement Notices
- D The Corporation of the Township of Wellington North - By Law Number 62-11
- E The Corporation of the Township of Wellington North - By Law Number 72-14
- F The Corporation of the Township of Wellington North - By Law Number 059-17
- G The Corporation of the Township of Wellington North - By Law Number XXX-XX

**June 2017**

## **COMMUNITY IMPROVEMENT PLAN ESTABLISHMENT AND APPROVAL PROCESS**

### **Executive Summary**

The Community Improvement Plan (CIP ) process described below takes into account legislative requirements prescribed under sections 17 and 28 of the Planning Act. It should be noted that most CIPs require several months of preparation and approval time.

### **Recommended Municipal Process**

1. **Identify the community-improvement need** (physical, environmental, social and/or community economical development reason)
2. **Report to Municipal Council** – problem, rationale for need, description of CIP process, goals, area for rehabilitation, approach (in house or by consultant), who and how it will be administered, project timelines, staffing and financial implications. Send report to council to seek direction and authorization to proceed with Community Improvement Plan exercise.
3. **Establish strategy for public input and feedback** – identify stakeholders (could be municipal staff, political reps in area, Business Improvement Areas (BIAs), industry representatives, financial institutions, consultants etc.) This step can help identify community impediments, provide feedback on municipal strategies and implementation programs.
4. **Research and Analysis** – of the project area regarding existing physical, economic and social characteristics. Assemble data/information, analyze to identify area of need and key impediments to community improvement. Obtain stakeholder feedback on key impediments. Finalize based on public input and research and analysis.
5. **Designate Community Improvement Project Area** – area delineated based on research. Map or describe Community Improvement Project Area. Forward to council recommending designation. Council approves and directs staff to prepare by-law. The draft by-laws for the Community Improvement Project Area and draft of the Community Improvement Plan can be sent to Council for information and support at the same time.
6. **Draft the Community Improvement Plan**– strategies, actions and proposed incentive programs, all aimed at achieving stated goals and overcoming impediments to community improvement.

### **Approval Process**

7. **Consultation with Ministry of Municipal Affairs and Housing (MAH)** – Municipal Services Office staff reviews documentation and forwards the draft plan to: Ministry of Finance for comments on CIPs with



*Municipal Act, 2001* s.365.1 programs; Ministry of the Environment for comments on brownfields CIPs; Ministry of Culture for comments on heritage related CIPs of Ministry of Economic Development and Trade for comments on economic development related to CIPs.

8. **Notice of Public Meeting** (*Planning Act*, ss17(15) to (18)) – The Community Improvement Plan is to be made available with the notice 20 days prior to public meeting with the Notice.
9. **Public Meeting on draft Community Improvement Plan** (*Planning Act*, clause 17(15)(c) and ss 17(17) – The public meeting is held with council disclosing the community improvement plan. Council approves CIP and passes by-law.
10. **20 Day Appeal Period** (*Planning Act*, ss. 17(36)) – if no appeals are made then decision is final (*Planning Act*, ss.17(38)). If appealed, file processed to OMB (*Planning Act*, ss. 17(36) and (37)). The OMB has can either dismiss the appeal (*Planning Act*, ss.17(45)) or provide for a hearing (*Planning Act*, ss. 17(44)).

## Appendix B: Wellington County Official Plan (Section 4.12)

### 4.11 PUBLIC SPACES, PARKS AND OPEN SPACE

Planning and design play an important role in community health by providing opportunities for active lifestyles and recreation activities.

Wellington is fortunate to have a number of: publicly-accessible rail trails; agreement forest trails; rivers, lakes and reservoirs; conservation areas; and municipal parks and recreation complexes. Equally important is the involvement of community groups who provide support and stewardship for a number of these facilities.

The County will promote healthy, active communities by:

- a) planning public roads, streets and facilities to be safe, meet the needs of pedestrians, and facilitate pedestrian and non-motorized movement, including but not limited to, walking and cycling;
- b) providing for a full range and equitable distribution of publicly-accessible built and natural settings for recreation, including facilities, parklands, open space areas, trails, and, where practical and appropriate, water-based resources;
- c) providing opportunities for public access to shorelines;
- d) considering the impacts of planning decisions on parks, agreement forests and conservation areas.

### 4.12 COMMUNITY IMPROVEMENT

#### 4.12.1 Introduction

The Community Improvement provisions of the Planning Act provide for and co-ordinate comprehensive physical improvements in older areas of a community. Community

improvement policies are intended to provide a planning mechanism for improvements, access to provincial cost sharing programs and encouragement for private investment.

The Plan may, under the Planning Act, designate "Community Improvement Areas" within which a local municipality may acquire land, prepare improvement plans and undertake various community improvement projects and works to implement those plans.

#### 4.12.2 Objectives

Community Improvement Policies are intended to accomplish the following objectives:

- a) identify areas that exhibit problems of instability, building deterioration, inadequate municipal services and facilities or inappropriate arrangements of land uses;
- b) promote the long term stability and viability of identified Community Improvement Areas by reducing land use conflicts and upgrading municipal services;
- c) encourage coordinated municipal expenditures, planning and development activities within identified Community Improvement Areas;
- d) stimulate the maintenance and renewal of private property;
- e) enhance the visual quality of the community.

#### 4.12.3 Identifying Areas

Council shall consider the following criteria in the designation of community improvement areas:

- a) a significant portion of the housing stock and other buildings are in need

- of maintenance, rehabilitation or redevelopment;
- b) municipal services including sanitary sewer, storm sewer, water supply systems, roads, sidewalks, curbs, gutters, street lighting or parking facilities are inadequate and in need of repair;
- c) the supply of public open space or recreation facilities is deficient;
- d) there are conflicting land uses in the area;
- e) within commercial areas, deterioration in the appearance of building facades, inadequate parking facilities or inadequate pedestrian access;
- f) a significant portion of the buildings are considered heritage resources.

#### 4.12.4 Community Improvement Area

Community Improvement areas are identified on Schedule "A" to the Plan. The boundaries of the community improvement area are considered approximate and minor adjustments may be made without amendment to this Plan provided that the overall intent is maintained.

#### 4.12.5 Implementation

In order to accomplish the community improvement objectives set out in the Plan, a local Council may:

- a) prepare and carry out a community improvement program under the authority provided by the Planning Act;
- b) take advantage of federal and provincial funding programs which would benefit the community;
- c) prepare and adopt a property standards by-laws;

- d) co-operate with groups and organizations whose objectives include community improvement.

### 4.13 ALTERNATIVE AND RENEWABLE ENERGY

Alternative energy systems and renewable energy systems shall be permitted in the urban system and the rural system in accordance with provincial and federal requirements. These systems should be sited, designed and constructed to minimize impacts on agricultural operations, enjoyment of property, sensitive land uses and the greenlands system.

The County may develop more detailed policies governing various types of alternative and renewable energy systems. Local municipalities may establish zoning restrictions to regulate the location and scale of alternative and renewable energy systems to ensure matters such as land use compatibility, public safety and environmental impact are appropriately addressed.

#### 4.13.1 WIND ENERGY SYSTEMS

In its simplest form, a wind energy system is a system that converts wind energy into electricity, and consists of a wind turbine, a tower and associated control or conversion electronics. In its most complex form, a wind energy system is an array of turbines on multiple properties in a wind farm development that is connected to the electricity grid in circuits at a substation. For the purposes of this Plan, wind energy systems are divided into Micro, Small and Large Wind Energy System categories as follows:

**A Micro Wind Energy System** consists of one wind turbine on a lot with nameplate capacity of 5kW or less.

**A Small Wind Energy System** consists of one or more wind turbines on a lot that have a total nameplate capacity of more than 5kW and less than 100kW.

## Appendix C: Community Open House Newspaper Advertisement Notice



### TOWNSHIP OF WELLINGTON NORTH STATUTORY PUBLIC MEETINGS FOR THE COMMUNITY IMPROVEMENT PLAN

#### **For Immediate Release:**

**Wellington North, On** - The Township of Wellington North Economic Development Office is hosting two Public Meetings to aid in the development of a Community Improvement Plan Update.

**Wednesday January 23<sup>rd</sup>, 2019 @ 6:00PM – 6:45PM, Lower Hall; Arthur & Area Community Centre**

**Thursday January 24<sup>th</sup>, 2019 @ 6:00PM – 6:45PM Community Hall; Mount Forest Sports Complex**

**Why are we updating our Community Improvement Plan?** Since 2012 our Community Improvement Plan has enabled the municipality to provide incentives for individuals, organizations and businesses to make improvements to their buildings in an effort to support revitalization and redevelopment efforts. As Wellington County is not a prescribed upper-tier municipality in accordance with the applicable Ontario Regulation 221/07 the County does not have the authority to create its own Community Improvement Plan. On this basis, Wellington County has created the Invest Well Program, which establishes the conditions and parameters by which it will participate in the local CIP framework of its member municipalities.

The Wellington County Invest Well Program is a strategic planning and economic development tool that directly supports the County's longer-term planning and economic development priorities. The Invest Well Program was endorsed by Wellington County Council on June 28th, 2018 and sets out goals, criteria, and an implementation framework for the County's participation in the financial incentive programs of its member municipalities. The full document is available on the County's website.

**Why is a Public Meeting required:** For Wellington North businesses to be eligible to participate in the incentive programs offered from the Invest Well Program the current Township of Wellington North CIP (2017) must be updated to include the Invest Well Program. As per the Planning Act, when making any changes to a CIP, community engagement and a Public Meeting must be held to provide an opportunity for public input and consultation.

No formal presentation will be provided at the meetings and the Public is free to come and go as you wish. Municipal Staff will be available to answer any questions and information regarding the current Wellington North CIP and proposed enhancements as a result of the Invest Well Program will also be available.

If you are unable to attend one of these Public Meetings and would like to provide input, please contact:

Dale Small, Economic Development Officer,  
Township of Wellington North  
Phone: 519-848-3620 ext. 4234  
Email: [dsmall@wellington-north.com](mailto:dsmall@wellington-north.com)

**Dated at the Township of Wellington North this 18<sup>th</sup> day of December 2018.**



**THE CORPORATION OF THE  
TOWNSHIP OF WELLINGTON NORTH**

**BY-LAW NUMBER 62-11**

**BEING A BY-LAW TO DESIGNATE A COMMUNITY  
IMPROVEMENT PROJECT AREA RESPECTING THE  
REDEVELOPMENT, REVITALIZATION, PROSPERITY AND  
BEAUTIFICATION OF THE ARTHUR AND MOUNT FOREST  
COMMUNITIES.**

**AUTHORITY:** Planning Act, R.S.O. 1990

**WHEREAS** Section 28(2) of the *Planning Act*, R.S.O. 1990, c. P.13, s. 28(2); 2006, c.23, s. 14(3) provides that "where there is an official plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, the council may, by By-law, designate the whole or any part of an area covered by such an official plan as a community improvement project area";

**AND WHEREAS** Section 28(2) of the *Planning Act*, a municipality or an area within a municipality, that 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";

**AND WHEREAS** the Official Plan for the Township of Wellington North contains provisions enabling the Council of the Corporation of the Township of Wellington North to designate Community Improvement Areas, by By-law, for the purposes of preparing and undertaking a Community Improvement Plan;

**AND WHEREAS** the Council of the Corporation of the Township of Wellington North has deemed it appropriate to designate areas of the communities of Arthur and Mount Forest as a Community Improvement Project Area for the purposes of establishing a Community Improvement Plan respecting the redevelopment, revitalization, prosperity and beautification of the Arthur and Mount Forest community, in accordance with Section 28(2) of the *Planning Act*;

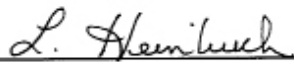
By-law No. 62-11  
Page 2 of 2

**NOW THEREFORE** the Council of the Corporation of the Township of Wellington North enacts as follows:

1. Areas of the Communities of Arthur and Mount Forest, as illustrated in Schedule "A" and "B" attached hereto and forming part of this By-law, are hereby designated as the Community Improvement project Area respecting the redevelopment, revitalization, prosperity and beautification of the Arthur and Mount Forest communities.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 29TH DAY OF AUGUST, 2011.**

  
\_\_\_\_\_  
RAYMOND TOUT,  
MAYOR

  
\_\_\_\_\_  
LORRAINE HEINBUCH,  
CHIEF ADMINISTRATIVE OFFICER/CLERK

## THE CORPORATION OF TOWNSHIP OF WELLINGTON NORTH

### BY-LAW NUMBER 72-14

**BEING A BY-LAW TO AMEND BY-LAW NUMBER 62-11 BEING A BY-LAW TO DESIGNATE A COMMUNITY IMPROVEMENT PROJECT AREA RESPECTING THE REDEVELOPMENT, REVITALIZATION, PROSPERITY AND BEAUTIFICATION OF THE ARTHUR AND MOUNT FOREST COMMUNITIES TO INCLUDE THE KENILWORTH COMMUNITY.**

**AUTHORITY:** Planning Act, R.S.O. 1990

**WHEREAS** Section 28(2) of the *Planning Act*, R.S.O. 1990. c. P.13. s.28(2): 2006. c.23. s.14(3) provides that “where there is an Official Plan in effect in a local municipality, the Council may, by By-law, designate the whole or any part of an area covered by such an Official Plan as a community improvement project area”;

**AND WHEREAS** Section 28(2) of the *Planning Act*, a municipality or an area within a municipality, that 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 reasons”;

**AND WHEREAS** the Official Plan for the Township of Wellington North contains provisions enabling the Council of the Corporation of the Township of Wellington North to designate Community Improvement Areas, by By-law, for the purposes of preparing and undertaking a Community Improvement Plan;

**AND WHEREAS** the Council of the Corporation of the Township of Wellington North has deemed it appropriate to designate areas of the community of Kenilworth as a Community Improvement Project Area for the purposes of utilizing a Community Improvement Plan respecting the redevelopment, revitalization, prosperity and beautification of the Kenilworth community, in accordance with Section 28(2) of the *Planning Act*.

By-law No. 72-14  
Page 2 of 2

**NOW THEREFORE** the Council of the Corporation of the Township of Wellington North enacts as follows:

1. Areas of the Community of Kenilworth, as illustrated in Schedule 'A' attached hereto and forming part of this By-law, are hereby designated as the Community Improvement Project Area respecting the redevelopment, revitalization, prosperity and beautification of the Kenilworth community.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED  
THIS 8TH DAY OF SEPTEMBER, 2014.**

  
\_\_\_\_\_  
**RAYMOND TOUT**  
**MAYOR**  
\_\_\_\_\_  
**MICHAEL GIVENS**  
**CHIEF ADMINISTRATIVE OFFICER/CLERK**



**THE CORPORATION OF THE  
TOWNSHIP OF WELLINGTON NORTH**

**BY-LAW NUMBER 059-17**

**BEING A BY-LAW TO AMEND BY-LAW 062-11 BEING A BY-LAW TO  
DESIGNATE A COMMUNITY IMPROVEMENT PROJECT AREA IN THE  
TOWNSHIP OF WELLINGTON NORTH**

**WHEREAS** the Council of the Corporation of the Township of Wellington North deems it necessary to expand the boundaries of the Community Improvement Project Area;

**THEREFORE** the Council of the Corporation of the Township of Wellington North hereby enacts as follows:

- **The Urban Centre CIPA** boundary be established to include the entire urban boundary of Arthur and Mount Forest
- **The Hamlet CIPA** boundary be established to include the entire Hamlet boundary of Kenilworth, Damascus, Conn and Riverstown
- **The Rural CIPA** boundary be established to include all other lands within the Township of Wellington North not included in the Urban or Hamlet areas.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED  
THIS 14th DAY OF AUGUST, 2017.**

  
\_\_\_\_\_  
ANDREW LENNOX, MAYOR

  
\_\_\_\_\_  
KARREN WALLACE, CLERK

# **THE CORPORATION OF THE TOWNSHIP OF WELLINGTON NORTH**

## **BY-LAW NUMBER 016-19**

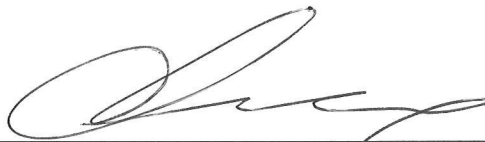
### **BEING A BY-LAW TO AUTHORIZE A COMMUNITY IMPROVEMENT PLAN IN THE TOWNSHIP OF WELLINGTON NORTH**

**WHEREAS** the Corporation of the Township of Wellington North deems it necessary to implement a Community Improvement Plan for the benefit of the Community Improvement Project Area(s).

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF  
WELLINGTON NORTH ENACTS AS FOLLOWS:**

1. **THAT** the Community Improvement Plan attached hereto as Schedule A and forming part of this By-law is approved.
2. **THAT** any previous Community Improvement Plan is hereby repealed.
3. **THAT** this by-law shall come into force and effect upon passage.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED  
THIS 27TH DAY OF FEBRUARY, 2019.**



**ANDREW LENNOX, MAYOR**



**KARREN WALLACE, CLERK**