



HALDIMAND COUNTY Downtown Areas Community Improvement Plan

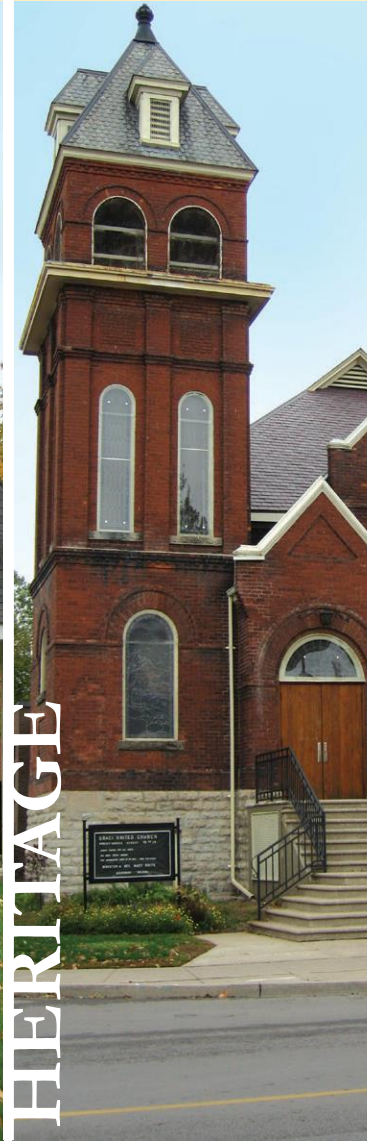
November 2014



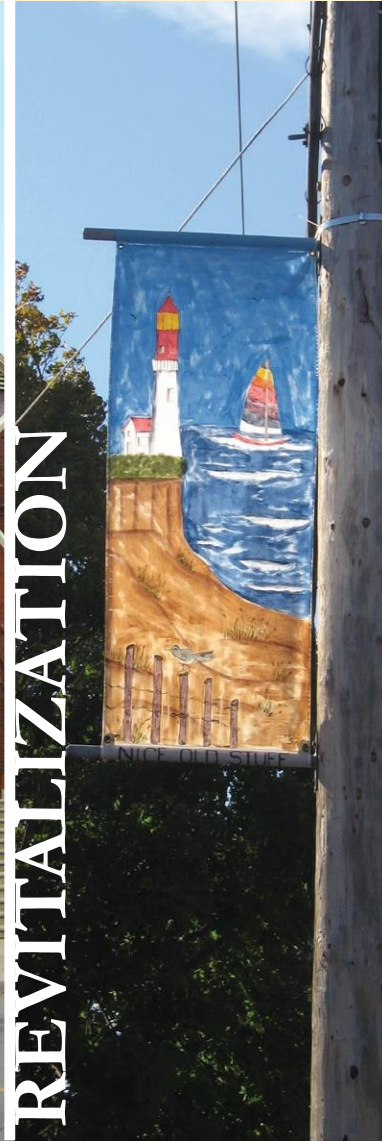
DEVELOPMENT



COMMUNITY



HERITAGE



REVITALIZATION

Acknowledgements

We gratefully acknowledge the following persons for their contribution and assistance in the Haldimand County Downtown Areas Community Improvement Plan project. We also want to acknowledge everyone whose commitment of time, materials and other resources during the course of the study was made anonymously or was inadvertently unrecorded.

Haldimand County Council

- ▶ Mayor Marie Trainer
- ▶ Councilor Leroy Bartlett
- ▶ Councilor Buck Sloat
- ▶ Councilor Craig Grice
- ▶ Councilor Tony Dalimonte
- ▶ Councilor Don Ricker
- ▶ Councilor Lorne Boyko

Haldimand County CIP Project Team

- ▶ Craig Manley, General Manager, Planning and Economic Development
- ▶ Karl Hugye, Manager, Economic Development, Project Manager
- ▶ Brian Morris, Economic Development Officer, Project Coordinator
- ▶ Mike Evers, Senior Planner, Steering Committee Member
- ▶ Philip Mete, Senior Supervisor, Engineering & Infrastructure, Steering Committee Member
- ▶ Judy Brown, Traffic and Corridor Technologist, Steering Committee Member
- ▶ Jeff Ballin, Coordinator, Tourism, Research, Promotions and Development, Steering Committee Member
- ▶ Wendy Whitfield, Heritage and Culture, Steering Committee Member Manager
- ▶ Charmaine Corlis, Supervisor, Budgets and Financial Planning, Steering Committee Member
- ▶ Mark Merritt, Treasurer, Steering Committee Member
- ▶ Michal Masior, Development Technologist, Steering Committee Member

MMM Group Limited Consulting

- ▶ Chris Tyrrell, MCIP, RPP, Project Manager
- ▶ Steven O. D. Gammon, MCIP, RPP, Senior Planner
- ▶ Nancy E. Reid, MCIP, RPP, Project Planner

Haldimand County Business Network

Stakeholders

- ▶ Kelly Edgar and Bernadine Tompkins, Cayuga Chamber of Commerce
- ▶ Christina Pentlichuk and Mary-Lou Lovegrove, Dunnville Chamber of Commerce
- ▶ Randy Peirson, Caledonia Chamber of Commerce
- ▶ John Lutjehuizen and Bonnie McKinnon, Hagersville Chamber of Commerce and BIA
- ▶ Jenny Bryce and Bill Lindsay, Selkirk Chamber of Commerce
- ▶ Beth Berg and Marie Mitchell, Jarvis Board of Trade
- ▶ Don Smith, Caledonia BIA
- ▶ Ben Lam, Dunnville BIA

MMM Group Limited
Planning & Environmental Design
50 McIntosh Drive, Unit 225
Markham, ON L3R 9T3
t: 905-477-7776 | f: 905-477-3309

www.mmm.ca

May 28, 2008
File No.: 14.07240.001.P01

Karl Huyge, BA
Manager
Economic Development Division
Haldimand County
45 Munsee Street North
PO Box 400
Cayuga, Ontario, N0A 1E0

Dear Mr. Huyge,

**Re: Haldimand County Downtown Areas Community Improvement Plan
Final Community Improvement Plan**

I am pleased to submit the Final Haldimand County Downtown Areas Community Improvement Plan, which provides a framework to guide and leverage reinvestment within the County's downtown areas. Included in this CIP are County Leadership Initiatives and Financial Incentive Programs, which will build on the strengths of the downtowns and enhance their vitality. This document is supported by the accompanying Haldimand County Downtown Improvement Strategy.

Please do not hesitate to call me should you have any questions.

Yours truly,

MMM GROUP LIMITED

A handwritten signature in black ink, appearing to read 'C. Tyrrell', written in a cursive style.

Chris Tyrrell, MCIP, RPP
Manager, Planning and Environmental Design
Associate Partner

CAT/ner
M:\Jobs\2007\14.07240.001.P01 - Haldimand County CIP Study\Reports\Final Reports to Council\CIP\April Revisions\CIP Word NO Draft\Cover letter.doc

Table of Contents

1.0 Introduction.....	1
1.1 Background	1
1.2 Legislative Authority	2
1.3 Enabling Official Plan Policies.....	3
1.4 Basis of the CIP	3
1.5 Purpose of the CIP	4
2.0 Community Improvement Strategy	5
2.1 Critical Needs of the Downtown Areas	5
2.2 Community Improvement Project Areas	6
2.3 Strategies for Community Improvement.....	13
2.4 Goals and Objectives of the Downtown Areas Community Improvement Plan	13
3.0 County Leadership Initiatives.....	15
3.1 Purpose	15
3.2 Description	16
4.0 Financial Incentive Programs	19
4.1 Purpose	19
4.2 Tax Increase-based Equivalent Rebate Program.....	20
4.3 County Funded Financial Incentive Programs	22
4.4 Application and Permit Fees Refund Program	22
4.5 Downtown Housing Grant Program	24
4.6 Heritage Improvement Grant Program	25
4.7 Façade Improvement Grant Program.....	26
4.8 Building Restoration, Renovation and Improvement Grants.....	28
5.0 Monitoring Program	31
5.1 Purpose	31
5.2 Description	31
5.3 Reporting	33
5.4 Program Adjustments	33

6.0 Implementation.....	35
6.1 Glossary of Terms.....	35
6.2 Interpretation	36
6.3 Timing	36
6.4 Administration of County Leadership Initiatives.....	36
6.5 Administration of Financial Incentive Programs	36
6.6 Financial Management of Financial Incentive Programs.....	37
6.7 General Eligibility Requirements of the Financial Incentive Programs	37
6.8 General Process and Submission Requirements of the Financial Incentive Programs	39
6.9 Application Process for the Financial Incentive Programs	40
6.10 Marketing Strategy and Communications	43
7.0 Conclusion	45
Appendix A: Cost Scenario Tables	A-1 to A-6

1.0

Introduction

1.1 Background

Haldimand County's 2006 Economic Development Strategy identifies commercial and retail sectors within the County as of key importance to the community, and notes that these sectors must be retained and expanded where possible to support local residents and visitors. One of the stated goals of the Economic Development Strategy is to enhance retail and commercial opportunities in Haldimand County, by creating a Community Improvement Plan (CIP).

In late 2007, Haldimand County advanced this goal by retaining MMM Group Limited (MMM) to develop a CIP for the downtown areas of the communities of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis, and Selkirk.

Approved in May 2008, the Downtown Areas CIP has been well utilized by Haldimand businesses and property owners working in tandem with County streetscaping and other downtown revitalization initiatives. The Downtown Areas CIP was amended in 2014 to include new and updated incentive programs as well expansion of the Dunnville Community Improvement Project Area to reflect the Dunnville Secondary Plan.

Community improvement planning is a tool under the *Planning Act* that is used by municipalities to encourage revitalization, redevelopment, and enhancement of identified areas. While economic decline, vacancy rates, and physical deterioration are not currently a significant problem with the County's downtown communities, there are opportunities to enhance the vitality of Haldimand's downtown areas and address a number of key community planning issues.

The Haldimand County Downtown Areas Community Improvement Plan provides a framework that guides community improvement in the County. This CIP is accompanied and supported by the Haldimand County Downtown Improvement Strategy. Applicants may wish to refer to the Downtown Improvement Strategy as the basis of and background to this CIP.

1.2 Legislative Authority

A thorough discussion of the legislative authority and policy context for community improvement in Haldimand County is provided in the accompanying and supporting Haldimand County Downtown Improvement Strategy. Sections 1.2 and 1.3 of this CIP provide a brief summary of the key points of discussion provided by the Downtown Improvement Strategy, which will assist applicants in understanding the basis for community improvement in the County.

Legislative Authority:

Section 106(1) (2), and Section 106(3) of the *Municipal Act*, 2001, and Section 28 of the *Planning Act* allows municipalities to prepare community improvement plans.

Community Improvement defined:

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”.

Community Improvement Project Areas:

Section 28 of the *Planning Act* establishes and defines the term “community improvement project area” 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” (S. 28(1)). Section 28(2) states that the County may, by by-law, designate all or part of the County as a community improvement project area.

Community Improvement Plans:

Once a community improvement project area has been designated, a community improvement plan can be prepared for that area (Section 28(4) of the *Planning Act*) the County may use a community improvement plan to:

- Acquire, hold, clear, grade or otherwise prepare land (Section 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired or held by the municipality (Section 28(6));
- Sell, lease or dispose of any land and buildings acquired or held by the municipality (Section 28(6)); and
- Make grants or loans to owners and tenants of land and buildings within the community improvement project area to help them pay for the cost of rehabilitating their lands or buildings

(Section 28(7)). Eligible costs are those 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 (7.1)).

1.3 Enabling Official Plan Policies

Community improvement policies are provided in Section 8, Part I, 1, of the County’s adopted Official Plan. According to these policies, “the County may designate, by by-law, Community Improvement Areas, the boundary of which may be the whole of Haldimand County or any part thereof, and in partnership with affected property owners and tenants, prepare improvement plans and undertake various projects to implement the plans” (Section 8, Part I, 1(2)).

The County’s adopted Official Plan sets out the criteria for the selection of community improvement project areas in Section 8, Part I, 1(4), which includes, but is not limited to the following:

- The area may exhibit symptoms of physical, functional, and/or economical decline in the form of, for example, buildings in need of rehabilitation, decrease in retail sales, high vacancy rate, or declining tax base;
- There is a demonstrated interest in community improvement by the private sector and reflected commitment and endorsement of people who live and/or do business in the area;
- There may be vacant land parcels or properties having future (re)development potential in the area;
- The area may be deficient in amenities conducive to a pleasant shopping environment (i.e., streetscapes);
- The area may be defined, in whole or part, as a Business Improvement Area; and/or
- The area may be defined as a heritage crossroads or core.

The Haldimand County Downtown Improvement Strategy and the Haldimand County Downtown Areas Community Improvement Plan were prepared in accordance with the policy context outlined above and the legislative authority described in Section 1.2.

1.4 Basis of the CIP

The basis for this Community Improvement Plan is as follows:

- a) This CIP is based upon the Haldimand County Downtown Improvement Strategy (dated April, 2008 and prepared by MMM Group Limited) which supports the framework for community improvement provided by this Plan.
- b) This CIP incorporates information obtained as a result of a consultation process that included presentations to and feedback from members of the public, and representatives of the Haldimand County Business Network.

- c) County staff, in association with the County's CIP Steering Committee, has directed the development of this CIP, as well as the planning process leading to the preparation of this Plan. County staff have also provided technical input throughout the process.
- d) Amendments made in 2014 reflect administrative changes to improve implementation of the Downtown Areas CIP and to better align it with the Dunnville Secondary Plan and the Rural Business and Tourism CIP.

1.5 Purpose of the CIP

Specifically, the purpose of the CIP is to:

- a) Implement the strategy presented by the Haldimand County Downtown Improvement Strategy;
- b) Establish a set of goals and objectives for community improvement of the County's downtown areas;
- c) Identify County Leadership Initiatives that will contribute to, motivate, and assist in community improvement;
- d) Define a set of Financial Incentive Programs available to eligible property owners in order to stimulate and leverage private sector investment; and
- e) Provide an Implementation and Monitoring Program for the Downtown Areas CIP.

2.0

Community Improvement Strategy

2.1 Critical Needs of the Downtown Areas

As part of the preparation of the Haldimand County Downtown Improvement Strategy (hereafter referred to as “the Downtown Improvement Strategy”), a critical needs analysis was undertaken in order to document the conditions and to identify the strengths, weaknesses, and opportunities of each of the downtown areas.

Based on the County’s Official Plan policies, the critical needs analysis focused on the following within each of the downtown areas of the communities of Caledonia, Cayuga, Dunnville, Hagersville, Jarvis, and Selkirk:

- a) Lands in each of the downtown areas that are designated Community Commercial by the Land Use schedules of the Official Plan (or in the case of the Hamlet of Selkirk, lands that are zoned Hamlet Commercial Area);
- b) Crossroads that have the potential to be the historical crossroads, or cores, as identified in the County’s Official Plan;
- c) Grand River crossings, which exist in three of the six downtown areas; and
- d) Major community/public gathering spaces that are associated with or attached to the downtown areas.

The critical needs identified by the analysis were integral to the establishment of the goals and objectives of this CIP, and were used to rationalize the set of County Leadership Initiatives and incentive programs available to eligible property owners in order to stimulate and leverage private sector investment.

Section 3.0 of the Downtown Improvement Strategy provides an overview of the strengths, weaknesses, and opportunities identified as a result of the critical needs analysis of each Haldimand’s downtown areas.

2.2 Community Improvement Project Areas

The Haldimand County Downtown Areas Community Improvement Plan applies to lands that are designated as Community Improvement Project Areas. In accordance with Section 28(2) of the *Planning Act*, lands identified in Figures 1 to 6 below have been designated Community Improvement Project Areas for the purposes of this CIP, by By-law.

The Downtown Areas Community Improvement Project Areas (CIPAs) were identified as part of the preparation of the Downtown Improvement Strategy and are consistent with all applicable legislative and policy direction/requirements. The CIPAs are based upon the results of the critical needs assessment and consultation with the County's CIP Steering Committee, members of the public and members of the Haldimand County Business Network.

For a thorough discussion of the identification of the Downtown Areas Community Improvement Project Areas, applicants may wish to refer to the accompanying and supporting Downtown Improvement Strategy, which includes “checklists” that are related to each of the downtown areas and apply the County's criteria for selecting CIPAs (introduced by Section 8, Part I, 1(4) of the adopted Official Plan).

The Haldimand County Community Improvement Project Areas presented below generally include the downtown portion of lands designated Community Commercial within Caledonia, Cayuga, Dunnville, Hagersville, Jarvis, and Selkirk. In addition, the CIPAs focus on the historical crossroads, or cores that are located within each of the downtown areas of study, including:

- a) Argyle Street North and Caithness Street in Caledonia;
- b) Cayuga Street and Talbot Street in Cayuga;
- c) Main Street, Queen Street, and Lock Street in Dunnville;
- d) Main Street and King Street in Hagersville;
- e) Talbot Street and Main Street in Jarvis; and
- f) Main Street and Erie Street in Selkirk.

Since Grand River crossings are key features of the downtown areas of Caledonia, Cayuga, and Dunnville, they are also included as a focus of the Haldimand County Downtown Areas Community Improvement Projects Areas.

As well, community gathering spaces, such as fairgrounds, public parks, stages, markets, and riverfronts for example, were identified as important features and are included within the designated CIPAs.

Please note that in order to be eligible for any of the incentive programs available in accordance with Section 4.0 of this CIP, all projects proposed by eligible applicants must be within one of the designated Community Improvement Project Areas.

Figure 1: Caledonia Downtown Community Improvement Project Area

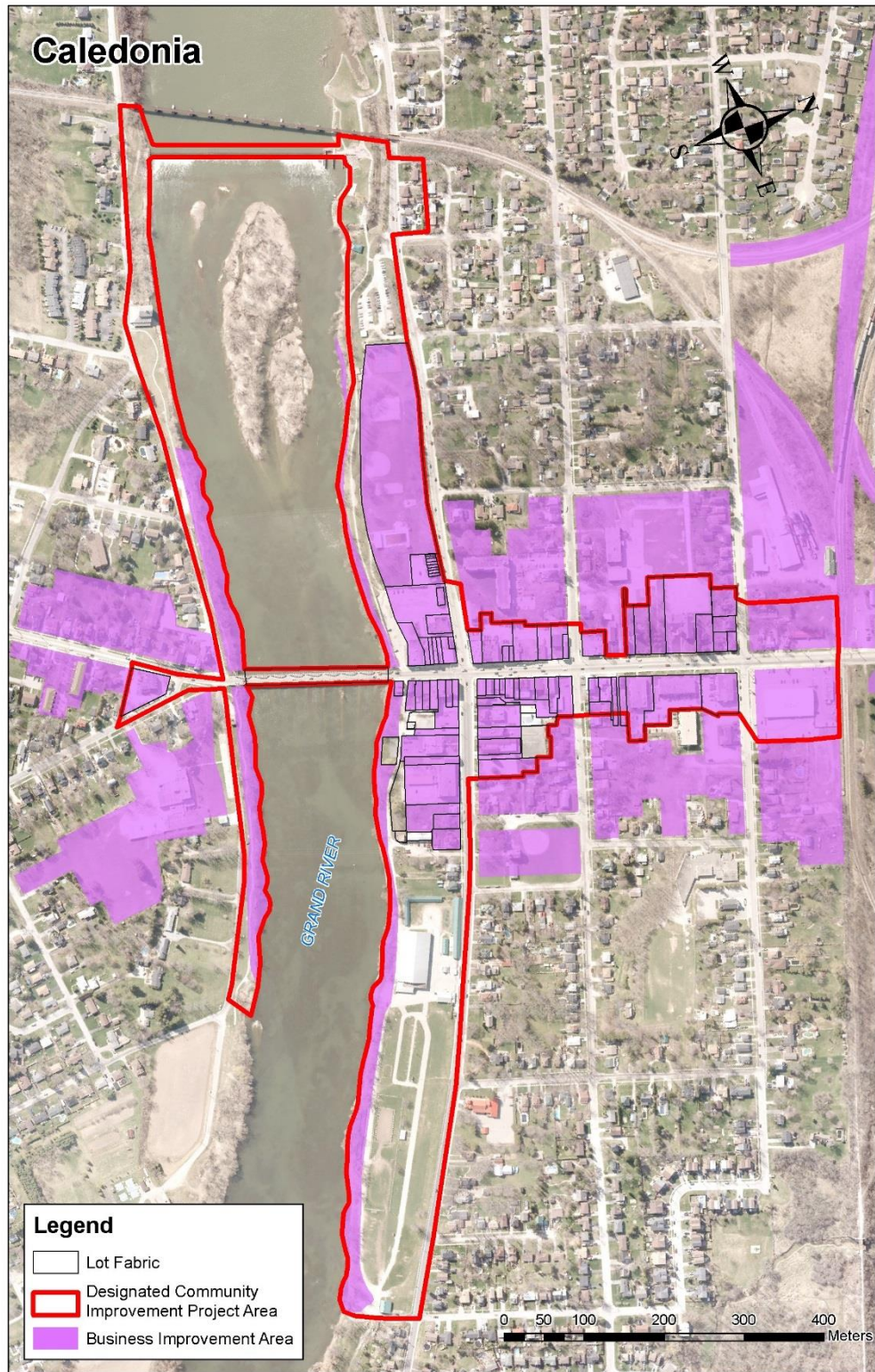


Figure 2: Cayuga Downtown Community Improvement Project Area



Figure 3: Dunnville Downtown Community Improvement Project Area



Figure 4: Hagersville Downtown Community Improvement Project Area

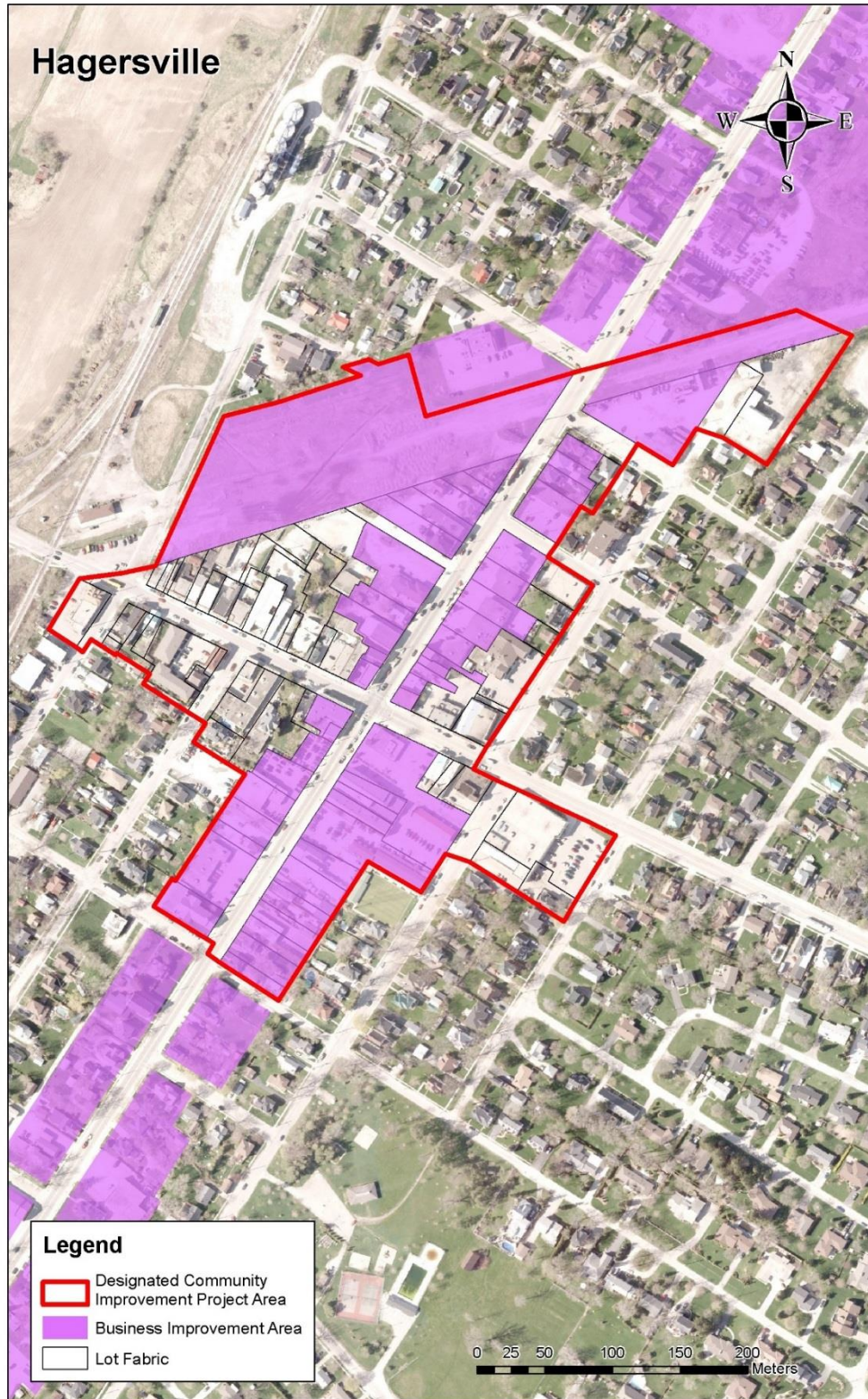


Figure 5: Jarvis Downtown Community Improvement Project Area

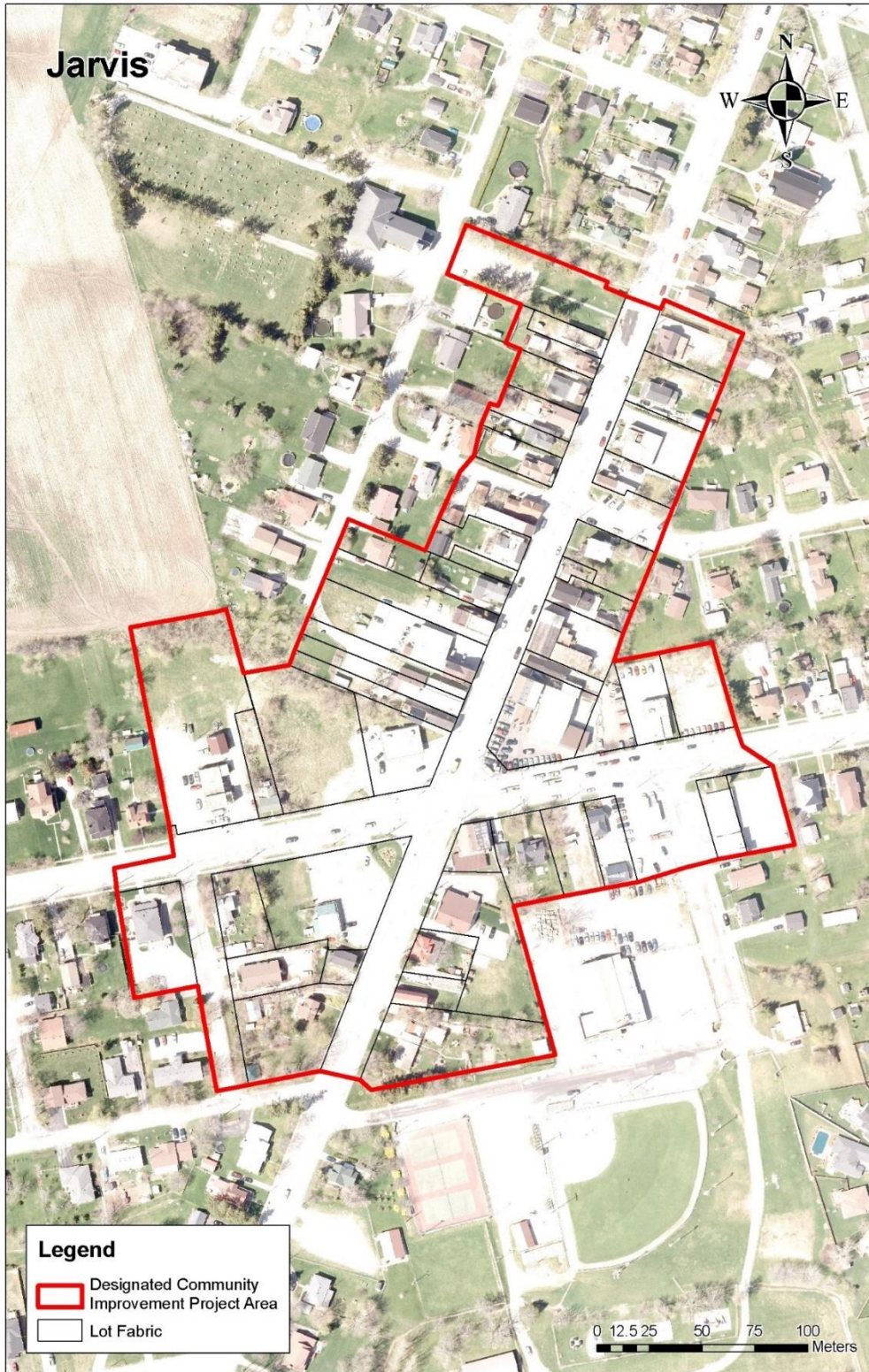


Figure 6: Selkirk Downtown Community Improvement Project Area



2.3 Strategies for Community Improvement

The Downtown Improvement Strategy presents the results of the assessment, which contributed to the identification of the designated CIPAs and emphasis on historical crossroads or cores, river crossings, and gathering spaces, and outlines some of the specific actions required to revitalize, redevelop, and enhance Haldimand's downtown areas. The strategy for community improvement of the downtown areas identifies a need for:

- a) Strategic County Leadership Initiatives that will contribute to, motivate, and assist in community improvement activities and undertakings; and
- b) Strategic Financial Incentive Programs that will be available to eligible property owners in order to stimulate and leverage private sector investment.

Based on consultation with the County's CIP Steering Committee, members of the public, and members of the Haldimand County Business Network, the Haldimand County Downtown Areas Community Improvement Plan presents both County Leadership Initiatives and Financial Incentive Programs that respond to the findings and recommendations of the Downtown Improvement Strategy.

The following sections of the CIP present the goals and details of County leadership programs and the details, requirements, and application processes, of the Financial Incentive Programs, which respond to the needs of the County and the results of the Downtown Improvement Strategy.

2.4 Goals and Objectives of the Downtown Areas Community Improvement Plan

The following goals and objectives have been identified as a result of, and as a means to implement, the strategy for community improvement of Haldimand County's downtown areas:

Goals of the CIP

The goals of the Haldimand County Downtown Areas Community Improvement Plan are consistent with legislation related to community improvement planning and applicable Provincial policy, and build upon the goals, objectives, and policies of the County's adopted Official Plan. The goals of this CIP are to:

- a) Motivate, stimulate, and leverage private sector investment to promote the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of property within the designated Community Improvement Project Areas;
- b) Promote the economic development and competitiveness of the County's downtown areas;
- c) Increase tax assessment and revenues for the County and the Province of Ontario;
- d) Improve the physical and visual qualities of each of the County's downtown areas;

- e) Protect and enhance the unique attributes, nature, and character of each of the County's downtown areas; and
- f) Retain and increase employment, shopping, tourist, and living opportunities within the County's downtown areas.

Objectives of the CIP

The objectives of the Haldimand County Downtown Areas Community Improvement Plan are based on the goals introduced in Section 2.4. The objectives of this CIP are to:

- a) Use County resources to demonstrate leadership in the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of publicly-owned properties within the designated Community Improvement Project Areas;
- b) Provide Tax Increment-based Grants or Grants, Refunds, and Tax Reductions to eligible property owners in order to encourage the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of privately-owned properties within the designated Community Improvement Project Areas;
- c) Encourage and motivate property owners to improve the physical and visual qualities of each of the County's downtown areas; and
- d) Monitor the performance of the Haldimand County Downtown Areas Community Improvement Plan on an on-going basis to ensure that the goals of the Plan are being met.

3.0

County Leadership Initiatives

3.1 Purpose

The Downtown Improvement Strategy identifies a need for County Leadership Initiatives that will contribute to, motivate, and assist in community improvement activities and undertakings. In response to that need, this CIP outlines a framework for the County to provide proactive and visible leadership, coordination, and support for the revitalization, redevelopment, and enhancement of the downtown areas.

The County Leadership Initiatives described in the following section represent a short to long-term strategy on the part of the County to focus its efforts and financial resources on public sector investments and actions. The County Leadership Initiatives are designed to act as catalysts to leverage private sector investment in the designated Community Improvement Project Areas within Caledonia, Cayuga, Dunnville, Hagersville, Jarvis, and Selkirk.

The County may engage in any of the County Leadership Initiatives outlined below as part of the implementation of the CIP. An indication of the anticipated timing, as recommended by the consulting team, is provided as a target for the County.

3.2 Description

The following table provides an overview of the specific details of the County Leadership Initiatives that will contribute to, motivate, and assist in community improvement activities and undertakings.

Table 1: Overview of County Leadership Initiatives

County Leadership Initiative	Initiative Details	Anticipated Timing
<p>Downtown Areas Community Improvement Plan Review Panel</p>	<ul style="list-style-type: none"> ▪ The County’s adopted Official Plan states that the County may evaluate development and redevelopment applications having regard for the objectives of community improvement in order to assist in the achievement of the objectives pertaining to community improvement (Section 8, Part I, 1(4)). ▪ To fulfill this provision, the County may establish a Downtown Areas CIP Review Panel, which will be responsible for all administrative tasks related to the implementation of the CIP, as indicated in Section 6.4 and 6.5. ▪ Administrative tasks may include reviewing and evaluating all CIP incentive program applications and supporting materials, against program requirements and presenting recommendations to Council for approval or refusal of the incentive programs application. ▪ The Review Panel may be made up of a multi-disciplinary team of County staff to ensure that a variety of interests are considered when evaluating applications. The team should include representatives from the County’s Corporate Services Department (including finance staff), the Planning and Economic Development Department (including Building and By-law Enforcement staff, Economic Development staff, Heritage and Culture staff, and Planning and Development staff), and the Physical Services Department (including Engineering and Infrastructure staff), for example. ▪ By creating a Review Panel, responsibility for the administration of the program will be a joint-initiative, thereby eliminating the need for the creation of an administrative position. However, one member of the Downtown 	<p>Recommended as a high priority project with anticipated timing for 2008, upon the adoption of the CIP.</p>

County Leadership Initiative	Initiative Details	Anticipated Timing
	<p>Areas CIP Review Panel may be designated as the Panel Chair, and will be responsible for identifying roles/responsibilities for members of the Review Panel, convening Review Panel meetings, preparing Recommendation Reports, attending Council meetings, liaising with applicants, etc.</p>	
<p>Marketing/Communications Program</p>	<ul style="list-style-type: none"> ▪ The County’s adopted Official Plan states that the County will continue to support community improvement by providing information, holding workshops, sponsorship events and providing network opportunities to Business Improvement Areas (BIAs), Chamber of Commerce organizations, and other appropriate structures to encourage and coordinate the private sector to participate in the improvement and maintenance of designated “Community Improvement Areas” (Section 8, Part I, 1(4)). ▪ To fulfill this provision, the County may undertake a Marketing/Communications Program to communicate the possible incentive options available under the CIP to property owners, tenants, and other interested parties. ▪ The County’s Marketing/Communications Program may incorporate, as appropriate, elements of the Marketing Strategy that is provided in Section 6.10 of this CIP. 	<p>Recommended as a high priority project with anticipated timing for 2008, upon the adoption of the CIP.</p>
<p>Urban Design Guidelines</p>	<ul style="list-style-type: none"> ▪ Urban Design Guidelines may be prepared for commercial and residential development within the CIPAs, in accordance with the County’s Official Plan policies. ▪ Urban Design Guidelines will promote design that is generally consistent across the County, but that demonstrates the unique character of each of the downtown areas. ▪ Urban Design Guidelines will act as a tool for educating the public on desired design approaches and for use by the Downtown Areas CIP Review Panel in reviewing and evaluating all CIP incentive program applications and supporting materials, against program requirements. Specific Urban Design Guidelines for the Dunnville Secondary Plan were approved in 2012. 	<p>Recommended as a high priority project with timing for implementation in 2008 to 2010.</p>
<p>Streetscape Improvements</p>	<ul style="list-style-type: none"> ▪ In accordance with the County’s allocated budget for County streetscape improvements, as available, the County may 	<p>Recommended as a high priority, long-</p>

County Leadership Initiative	Initiative Details	Anticipated Timing
	<p>invest in various streetscape improvements, such as heritage lighting, benches, planters, banners, etc.</p> <ul style="list-style-type: none"> ▪ The County may implement streetscape improvement in order to: <ul style="list-style-type: none"> – Improve the physical and visual qualities of each of the County’s downtown areas and historical crossroads or cores; – Protect and enhance the unique attributes, nature, and character of each of the County’s downtown areas and historical crossroads or cores; – Provide amenities that are conducive to a pleasant shopping environment; and – Establish clear unique gateways to each of the downtown areas. 	<p>term project, with on-going implementation from 2008 to 2018.</p>
Pedestrian Trails and Paths/ Gathering Spaces	<ul style="list-style-type: none"> ▪ The County may invest in improvements to pedestrian trails, paths and gathering spaces. ▪ Improvements may include trail/path improvements, provision of benches/pedestrian furniture, river outlooks, public squares, maintenance programs, etc. 	<p>Recommended as a high priority option, with implementation in 2008 to 2009.</p>
Crossing/ Intersection Improvements	<ul style="list-style-type: none"> ▪ Improvements may be made to road crossings and intersections for improved/safer pedestrian access to the downtown areas. ▪ Improvements may include marked crossings (painted walkways/cobblestone), signals, etc. ▪ The upgraded crossings may also highlight key intersections as pedestrian friendly places and places of note for visitors. 	<p>Recommended as a medium priority option, with implementation in 2012 to 2013.</p>
Parking Lot Improvements/ Reconfiguration	<ul style="list-style-type: none"> ▪ A Parking Study has been prepared for Haldimand County, which documents the parking issues, inventory and utilization, provides an evaluation of alternative parking measures and recommended improvements for the urban areas of Caledonia, Cayuga, Dunnville, Hagersville, and Jarvis. ▪ The County may implement the recommendations, as appropriate, that are contained within the Parking Study as they relate to the downtown cores. 	<p>Recommended as a medium priority option, with implementation in 2009 to 2013.</p>

4.0

Financial Incentive Programs

4.1 Purpose

The Downtown Improvement Strategy identifies a need for Financial Incentive Programs that will be available to eligible property owners in order to stimulate and leverage private sector investment. In response to that need, this CIP outlines a framework for the County to offer a variety of incentive programs to eligible applicants that will help achieve the goals and objectives outlined in Section 2.4 of the Plan. This Plan offers the following Financial Incentive Programs:

- Tax Increase-based Equivalent Rebate Program;
- Application and Permit Fees Refund Program;
- Downtown Housing Grant Program;
- Heritage Improvement Grant Program; and
- Façade Improvement Grant Program.
- Building Restoration, Renovation and Improvement Grant

For all of the incentive programs offered, there are General Eligibility Requirements (outlined in Section 6.7) that must be met in order to receive the financial incentives for community improvement within the downtown areas of Haldimand County, in addition to Program Specific Eligibility Requirements. All Program Specific Eligibility Requirements and other program details for each of the Financial Incentive Programs are outlined in the following sections.

In order to demonstrate the details related to the Financial Incentive Programs described in the following sections, application cost scenarios have been prepared that illustrate the potential financial impact of each of the incentive programs. Application cost scenario tables are provided in Appendix A of this CIP.

4.2 Tax Increase-based Equivalent Rebate Program

Table 2 provides applicants with the program specific details and requirements of the Tax Increase-based Equivalent Rebate Program.

Please note that applicants receiving the Tax Increase-based Equivalent Rebate will not be eligible for any additional incentive programs offered through the Downtown Areas CIP.

Table 2: Tax Increase-based Equivalent Rebate Program Specific Details

Tax Increase-based Equivalent Rebate Program Specific Details	
Rationale	<ul style="list-style-type: none"> ▪ The Tax Increase-based Equivalent Rebate Program offers rebates to eligible applicants whose County property tax has increased as a result of the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of a property within one of the designated Community Improvement Project Areas, resulting in the incremental improvement of the built character of these areas. ▪ The program will stimulate investment by effectively deferring part of the increase in taxation associated with the reassessment through rebates that are equivalent to a portion of the resulting property tax increase. ▪ Haldimand County will benefit from the property tax increase at the time of completion of the work, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.
Legislative Authority	<ul style="list-style-type: none"> ▪ (The municipality may) make rebates to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7) of the <i>Planning Act</i>).
Details	<ul style="list-style-type: none"> ▪ When an approved project is complete, a rebate that is equal to part of the County's portion of the increase in taxation may be provided annually following the payment of all property taxes by the owner. ▪ Rebates will not exceed the total cost of approved community improvement works invested by the applicant, or will not be paid to the applicant for a period more than ten years, whichever is the lesser amount. ▪ Annual rebates may be equal to 50% of the County's portion of the property tax increase. ▪ At the County's sole discretion, annual rebates of up to 90% of the County's portion of the property tax increase may be negotiated between the applicant and the County where: <ul style="list-style-type: none"> a) it is demonstrated that the incentive is integral to the financial success of the initiative, or b) the development incorporates exemplary design standards and contributes to maintaining the heritage character of the Community Improvement Project Area. ▪ The County, at its sole discretion, will also have the option of providing a one-time lump sum rebate payout in the second year of the program. In this case, in the first year of the program, the eligible applicant may receive a rebate that is equal to part of the County's portion of the increase in taxation.

Tax Increase-based Equivalent Rebate Program Specific Details	
	<p>In the second year of the program, the County may provide a final rebate that is equal to the value of all remaining annual rebates. Should the County opt to provide the applicant with the one-time lump sum rebate payout in the second year of the program, the County will enter into an agreement with the applicant to do so.</p>
Eligibility Requirements	<ul style="list-style-type: none"> ▪ All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply. ▪ Eligible community improvement projects under this program will include the large scale 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. Large scale projects are defined as those which involve 25% or more than of the existing gross floor area. Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers) will also be considered eligible. ▪ Small scale projects (defined as those that involve less than 25% of the existing gross floor area) will not be considered eligible under this program, but may be eligible under an alternative Downtown Areas CIP incentive program(s). ▪ Rebate requests for more than 50% shall require a financial pro-forma (at the expense of the applicant), an independent third party financial review (at the expense of the applicant as contracted by the County), and an agreement (specifying terms, conditions, performance expectations, and duration of the rebate). Approval of rebate requests for more than 50% will be at the sole discretion of the County. ▪ If a property is sold, in whole or in part, before the original rebate period lapses, the original owner is not entitled to receive the remaining rebate payments under the original agreement, subject to entering into an agreement with the County. The original owner may also be required to repay the County for any rebate payments made to the original owner prior to sale of the property. ▪ The property owner is responsible for the entire cost of the rehabilitation project. Applicants receiving the Tax Increase-based Equivalent Rebate will not be eligible for any additional incentive programs offered through the Downtown Areas CIP. ▪ In order to determine the suitability of the Tax Increase-based Equivalent Rebate Program, prior to submitting an application for the program, eligible applicants should attempt to estimate the total potential value of the rebate, based on current assessment values and anticipated investment. Upon completing the approved community improvement works, to the satisfaction of the County, and upon reassessment of the property, should the total value of the rebate be significantly less than the applicant's estimated value, the applicant may then have the opportunity to withdraw application for the Tax Increase-based Equivalent Rebate Program, and submit an application for one or more of the additional incentive programs offered through the Downtown Areas CIP.

Tax Increase-based Equivalent Rebate Program Specific Details	
Duration	<ul style="list-style-type: none"> ▪ Rebates will be provided upon successful completion of the approved work, to the satisfaction of the County, and payment of the full reassessed value of the County taxes. ▪ Tax Increase-based Equivalent Rebates are provided to property owners for up to a maximum of 10 years (but will not exceed the total cost of approved community improvement works invested by the applicant).
Allocated	<ul style="list-style-type: none"> ▪ Incentives offered as part of the Tax Increase-based Equivalent Rebate Program
Program Budget	(as described in Section 4.3) are not included within County's annual budget.

4.3 County Funded Financial Incentive Programs

As described in Section 6.6, Council will establish an annual budget for the implementation of the Downtown Areas Community Improvement Plan. However; incentives offered as part of the Tax Increase-based Equivalent Rebate Program (as described in Section 4.2) are not included within County's annual budget.

The following Financial Incentive Programs, as described in Sections 4.4 to 4.8 below, will be funded by the County's annual budget.

- Application and Permit Fees Refund Program;
- Downtown Housing Grant Program;
- Heritage Improvement Grant Program; and
- Façade Improvement Grant Program.
- Building Restoration, Renovation and Improvement Grant

For each of the Incentive Programs described in the following sections and tables, a percentage of Council's annual Downtown Areas Community Improvement Plan budget is provided that will be allocated annually to each program. The percentage is flexible and may be reallocated from one program to another based on need and at the County's sole discretion.

4.4 Application and Permit Fees Refund Program

Table 3 provides applicants with the program specific details and requirements of the Application and Permit Fees Refund Program. This program will be funded by the County's annual Downtown Areas Community Improvement Plan budget.

Table 3: Application and Permit Fees Refund Program Specific Details

Application and Permit Fees Refund Program Specific Details	
Rationale	<ul style="list-style-type: none"> ▪ The Application and Permit Fees Refund Program offers refunds to eligible applicants for County planning application/building permit/development charge fees related to the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of a property within one of the designated Community Improvement Project Areas. ▪ The program provides assistance to eligible applicants by reducing property improvement costs through the refund of County planning application/building permit/development charge fees. The program also offers the opportunity to secure approvals for eligible applicants who are committed to community improvement in the County's downtown areas. ▪ Haldimand County will benefit from the tax increase on the property as a result of the property improvement, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.
Legislative Authority	<ul style="list-style-type: none"> ▪ According to Section 69(2) of the <i>Planning Act</i>, despite a tariff of fees established under subsection (1), the council of a municipality, a planning board, a committee of adjustment or a land division committee in processing an application may reduce the amount of or waive the requirement for the payment of a fee in respect of the application where the council, planning board or committee is satisfied that it would be unreasonable to require payment in accordance with the tariff.
Details	<ul style="list-style-type: none"> ▪ Where an eligible applicant is undertaking an approved project in accordance with the purpose of the Downtown Areas CIP, the County may provide a refund equivalent to the applicable cost of normal planning application/building permit fees. ▪ Planning application fee refunds may be made available for Minor Variances, Sign Variances, and/or Site Plan Applications. ▪ Building permit fee refunds may be made available for Building Permit fees, Sign Permit Fees and/or Demolition Permit fees. ▪ Development charge fee refunds may be made available for development charge fees for new residential units, increasing the gross floor area of commercial buildings, improving buildings, or rehabilitating lands. ▪ Roads Fees may be made available for occupation/excavation permit used for sidewalks occupancy ▪ County Fees administration fee for agreements over Haldimand County property, including the registration costs of encroachment agreements ▪ All refunds may be equal to up to 100% of the application fees paid by the applicant.
Eligibility Requirements	<ul style="list-style-type: none"> ▪ All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply. ▪ Eligible community improvement projects under this program will include the large or small scale 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. ▪ Applicants must pay for all application and permit fees prior to undertaking the approved work. A refund for the amount of the application and permit fees will be provided to the applicant once the approved work is complete, to the County's satisfaction.

Application and Permit Fees Refund Program Specific Details	
Duration	<ul style="list-style-type: none"> ▪ Refunds will be provided upon successful completion of the approved work, to the satisfaction of the County. ▪ County planning application/building permit/development charge fees are refunded on a one-time basis.
Allocated Program Budget	<ul style="list-style-type: none"> ▪ Generally, 10% of Council's annual Downtown Areas Community Improvement Plan budget will be allocated annually to the Application and Permit Fees Refund Program.

4.5 Downtown Housing Grant Program

Table 4 provides applicants with the program specific details and requirements of the Downtown Housing Grant Program. This program will be funded by the County's annual Downtown Areas Community Improvement Plan budget.

Table 4: Downtown Housing Grant Program

Downtown Housing Grant Program	
Rationale	<ul style="list-style-type: none"> ▪ The Downtown Housing Grant Program offers grants to eligible applicants for the rehabilitation of existing residential space or the conversion of non-residential space to residential space, upon a property within one of the designated Community Improvement Project Areas. ▪ The program will: <ol style="list-style-type: none"> a) provide assistance to eligible applicants in securing financing for property improvements; b) stimulate rehabilitation of and functional improvements to existing residential space; c) promote re-use of buildings as permitted under zoning standards (as may be amended through application); and/or d) increase the number of affordable housing units in Haldimand County. ▪ Haldimand County will benefit from the tax increase on the property as a result of the property improvement, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.
Legislative Authority	<ul style="list-style-type: none"> ▪ (The municipality may) make grants to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7) of the <i>Planning Act</i>).
Details	<ul style="list-style-type: none"> ▪ Grants for the rehabilitation of residential space may be available to eligible applicants in order to provide improvements to existing residential units. Grants may be equal to 15% of the construction cost to a maximum of \$15,000 per unit. ▪ Grants for the conversion of non-residential space to residential units and the rehabilitation of residential space to provide additional residential units may be made available to eligible applicants. Grants may be equal to 15% of the construction cost to a maximum of \$15,000 per unit.

Downtown Housing Grant Program	
Eligibility Requirements	<ul style="list-style-type: none"> All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply. Eligible community improvement projects under this program will include large or small scale development, redevelopment, construction and reconstruction of downtown residential space for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities, specifically related to internal building works. Existing or proposed ground floor/at grade residential space with frontage on a public road within any of the designated Community Improvement Project Areas will not be eligible for any of the Downtown Housing Grants. Priority eligibility may be given to applicants who propose rehabilitation of/conversion to rental apartment units.
Duration	<ul style="list-style-type: none"> Grants will be provided upon successful completion of the approved work, to the satisfaction of the County. Grants are provided on a one-time basis to the eligible applicant for an approved project.
Allocated Program Budget	<ul style="list-style-type: none"> Generally, 35% of Council's annual Downtown Areas Community Improvement Plan budget will be allocated annually to the Downtown Housing Grant Program.

4.6 Heritage Improvement Grant Program

Table 5 provides applicants with the specific details and requirements of the Heritage Improvement Grant Program. This program will be funded by the County's annual Downtown Areas Community Improvement Plan budget.

Table 5: Heritage Improvement Grant Program

Heritage Improvement Grant Program	
Rationale	<ul style="list-style-type: none"> The Heritage Improvement Grant Program offers grants to eligible applicants for the preservation, restoration, and/or enhancement of heritage properties within the designated Community Improvement Project Areas. The program will encourage stewardship and maintenance of heritage properties. Haldimand County will benefit from the increased incentive for owners to maintain and enhance heritage properties. As well, the County will benefit from the investment into heritage properties, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.
Legislative Authority	<ul style="list-style-type: none"> (The municipality may) make grants to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7) of the <i>Planning Act</i>).
Details	<ul style="list-style-type: none"> Grants for improvements to/restoration of heritage buildings may be provided to eligible applicants for a total of 50% of the construction costs to a maximum of \$10,000. Where improvements/restoration is being made to historical buildings that have a significant public view and are located adjacent to, or are clearly visible from, the Grand River, the grant amount could increase to \$15,000.

Heritage Improvement Grant Program	
Eligibility Requirements	<ul style="list-style-type: none"> ▪ All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply. ▪ Eligibility is restricted to properties within a designated CIPA that are designated under Part IV of the <i>Ontario Heritage Act</i>, or that have been listed or otherwise identified by the County’s Heritage and Culture Division or Heritage Committee. ▪ In order to determine the suitability of the Heritage Improvement Grant Program, prior to submitting an application and approval by the County, applicants will be required to participate in a consultation meeting with the County’s Heritage and Culture Division. The purpose of the consultation meeting will be to identify and obtain guidance on community improvement works that will protect, restore, or enhance the heritage features of a property. ▪ The following types of improvements to/restoration of heritage buildings are considered eligible: <ul style="list-style-type: none"> i) works that preserve, restore, and/or enhance elements specified in the Reasons for Designation within the designating by-law (including fences and outbuildings), or identified by the County’s Heritage and Culture Division; ii) repair of original siding and roofing materials; iii) removal of modern building materials and replacement with documented original building materials; iv) reconstruction or construction of former and significant architectural features based on documentary sources (photographs, drawings, etc.); v) cleaning of masonry buildings; and vi) other similar repairs/improvements as may be approved. ▪ Heritage Improvement Grants are subject to an agreement to protect, restore, or enhance the heritage features of a property. ▪ There is overlap between the Heritage Improvement Grant Program and the Façade Improvement Grant Program. Specifically, works that may be considered eligible under the Heritage Improvement Grant Program could also be considered eligible under the Façade Improvement Grant Program. In order to avoid “double-dipping” of these programs, applicants who are eligible for an incentive that is offered by the Heritage Improvement Grant Program will not be eligible for the same incentive under the Façade Improvement Grant Program.
Duration	<ul style="list-style-type: none"> ▪ Grants will be provided upon successful protection, restoration, or enhancement of the heritage features of the property, to the satisfaction of the County. ▪ Grants are provided on a one-time basis to each eligible applicant for each approved project.
Allocated Program Budget	<ul style="list-style-type: none"> ▪ Generally, 20% of Council’s annual Downtown Areas Community Improvement Plan budget will be allocated annually to the Heritage Improvement Grant Program.

4.7 Façade Improvement Grant Program

Table 6 provides applicants with the program specific details and requirements of the Façade Improvement Grant Program. This program will be funded by the County’s annual Downtown Areas Community Improvement Plan budget.

Table 6: Façade Improvement Grant Program

Façade Improvement Grant Program	
Rationale	<ul style="list-style-type: none"> ▪ The Façade Improvement Program offers grants to eligible commercial or mixed-use property owners for front, rear, or sidewall façade improvements, or for the improvement or restoration of building signage, to buildings that are within one of the designated Community Improvement Project Areas. ▪ The program will promote aesthetic and accessibility improvements to buildings by property owners that otherwise may not occur due to cost premiums associated with these improvements. ▪ Haldimand County will benefit from aesthetic improvements to buildings in a manner that is consistent with the purpose of the Downtown Areas CIP and the County’s vision for its six downtown areas, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.
Legislative Authority	<ul style="list-style-type: none"> ▪ (The municipality may) make grants to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7) of the <i>Planning Act</i>).
Details	<ul style="list-style-type: none"> ▪ Grants for front, rear, or sidewall façade improvements may be provided to eligible applicants for a total of 50% of the construction costs to a maximum of \$10,000. Where improvements are being made to waterfront façades or façades with a significant public view, and are located adjacent to, or are clearly visible from, the Grand River, the grant amount could increase to \$15,000. ▪ When façade improvements are combined with accessibility improvements the grant maximum will be increased to \$15,000. ▪ Grants for improvements to/restoration of building signage may be provided to eligible applicants for 50% of the construction costs to a maximum of \$5,000. Where improvements/restoration is also being made to signage on buildings that have a significant public view and are located adjacent to, or are clearly visible from, the Grand River, the grant amount could increase to \$7,500.
Eligibility Requirements	<ul style="list-style-type: none"> ▪ All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply. ▪ The following types of front, rear, or sidewall façade improvements are considered eligible: <ul style="list-style-type: none"> i) repair/replacement of storefront, including repair or replacement of storefront doors, steps and windows; ii) repair/replacement of façade masonry and brickwork; iii) repair/replacement of architectural details; iv) repair/replacement of awnings or canopies; v) façade painting and cleaning/treatments, including murals; vi) addition of new lighting/upgrading of existing fixtures on exterior façade and in entrance and storefront display areas; vii) addition of sidewalk cafes; or patios viii) landscaping, including plant materials and planters (to a maximum 15% of the grant amount);

Façade Improvement Grant Program	
	<ul style="list-style-type: none"> ix) architectural/design fees required for eligible works (to a maximum of 15% of the grant amount); and x) other similar repairs/improvements as may be approved. xi) Legal costs associated with registering of encroachment agreements xii) Accessibility improvements to any entrance such as ramps/paths, automatic doors, entry widenings or other improvements. When combined with other façade improvements the grant maximum will be increased to \$15,000. <ul style="list-style-type: none"> ▪ Eligible improvements to/restoration of building signage will include the installation/improvement of signage as permitted by the County’s current or future sign by-law. ▪ Prior to approval by the County, applications for the Façade Improvement Grant Program will be subject to review by the County’s Heritage and Culture Division. Should the property be listed or otherwise identified by the County’s Heritage and Culture Division, or if heritage features are identified by the County’s Heritage and Culture Division, the application may be refused and the applicant may alternatively be required to apply for the Heritage Improvement Grant Program. ▪ There is overlap between the Façade Improvement Grant Program and the Heritage Improvement Grant Program. Specifically, works that may be considered eligible under the Façade Improvement Grant Program could also be considered eligible under the Heritage Improvement Grant Program. In order to avoid “double-dipping” of these programs, applicants who are eligible for an incentive that is offered by the Façade Improvement Grant Program will not be eligible for the same incentive under the Heritage Improvement Grant Program.
Duration	<ul style="list-style-type: none"> ▪ Grants will be provided upon successful completion of the approved work, to the satisfaction of the County. ▪ Grants are provided on a one-time basis to each eligible applicant for each approved project.
Allocated	<ul style="list-style-type: none"> ▪ Generally, 35% of Council’s annual Downtown Areas Community Improvement
Program Budget	Plan budget will be allocated annually to the Façade Improvement Grant Program

4.8 Building Restoration, Renovation and Improvement Grant

Table 7 provides applicants with the program specific details and requirements of Building Restoration, Renovation and Improvement Grant. This program will be funded by the County’s annual Downtown Areas Community Improvement Plan budget.

Table 7: Building Restoration, Renovation and Improvement Grant

Building Restoration, Renovation and Improvement Grant	
Rationale	<p>This grant has the potential to leverage significant private sector investment in interior building renovations and improvements, and help address the costs involved with a range of matters, such as:</p> <ul style="list-style-type: none"> ▪ Re-purposing buildings for commercial occupancy ▪ (building, fire and other code compliance including public occupancy load-related building enhancement); ▪ General Retrofitting; <p>Haldimand County will benefit from the tax increase on the property as a result of the property improvement, in addition to the potential creation of jobs and local economic activity associated with the community improvement works undertaken.</p>
Legislative Authority	<p>(The municipality may) make grants to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7) of the <i>Planning Act</i>).</p>
Details	<p>Matching grant of up to 50% of Eligible Costs up to a maximum grant of \$25,000 per property;</p> <p>Restricted to the conversion of vacant, residential, or underutilized space to uses: a restaurant, market or Place of Assembly related to arts, culture, and/or recreation;</p> <p>Or</p> <p>Rehabilitation of existing, or conversion of space for commercial roofed accommodations</p> <p>The grant is repayable to the County if the Owner relinquishes through sale or otherwise within a period of 3 years, his or her interest in the property for which a grant was disbursed.</p>
Eligibility Requirements	<p>All of the Haldimand County Downtown Areas CIP General Eligibility Requirements (outlined in Section 6.7) apply.</p> <p>Eligible Costs include (but are not limited to): costs associated with materials, labour, equipment, internal building works, including major fit-up to meet the future needs of tenants or activities/uses.</p> <p>Priority will be given to the existing Downtown Areas CIPA. Properties in the expansion areas will need to be deemed a significant public benefit to the County in order to be recommended to Council. This could be demonstrated by how the project will increase employment, shopping, tourist, or living opportunities with the County Business Plans/Financial Statements may be required for all applications, and may need to submit a rationale for the grant money.</p>
Duration	<p>Grants will be provided upon successful completion of the approved work, to the satisfaction of the County.</p> <p>Grants are provided on a one-time basis to the eligible applicant for an approved project.</p>

5.0

Monitoring Program

5.1 Purpose

The County will conduct periodic reviews of the Community Improvement Plan in order to determine its effectiveness. Specifically, the purpose of the Monitoring Program is to determine:

- a) If the programs are achieving the goals and objectives set out by the CIP; and/or
- b) If program adjustments are required.

5.2 Description

In order to successfully monitor the CIP, the Review Panel will undertake the collection of statistical data in order to determine baseline information upon the adoption of the CIP, which will allow the County to compare results and determine if the program is achieving the goals and objectives set out by the CIP or if program adjustments are required. Baseline statistical data could include determination of downtown vacancy rates, downtown rental unit numbers, designated heritage building numbers, and parking space counts, for example.

On a regular and on-going basis, a database or commercial property management software will be used by the Review Panel in order to track the details, progress, and results of Financial Incentive Program applications for statistical and monitoring purposes. Guidelines for the use of property management software, specifically in regard to required fields and frequency of updating, are provided as a Technical Appendix to this Plan.

In addition, the Downtown Areas Community Improvement Review Panel will be responsible for monitoring the performance and impact of the Financial Incentive Programs. Table 8 presents a list of the variables that will be monitored on an individual application/project basis for the Financial Incentive Programs.

The Review Panel may also, at their discretion, obtain feedback received from successful or unsuccessful applicants of the Financial Incentive Program, and this feedback will be considered as part of the Monitoring Program.

Table 8: Variables to be Monitored

Financial Incentive Program	Variables to be Monitored
Tax Increase-based Equivalent Rebate Program	<ul style="list-style-type: none"> ▪ Number of successful and unsuccessful applications, by type (small scale and large scale); ▪ Total dollar amount granted by tax increment; ▪ Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; ▪ Square footage of habitable floor space created; ▪ Square footage of commercial space rehabilitated or constructed; ▪ Total dollar amount value of construction; ▪ Increase in assessed value of participating properties; and ▪ Increase in County and education property taxes of participating properties.
Application and Permit Fees Refund Program	<ul style="list-style-type: none"> ▪ Total dollar amount of application/permit fees refunded; ▪ Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; ▪ Square footage of habitable floor space created; ▪ Square footage of commercial space rehabilitated or constructed; ▪ Total dollar amount value of construction; ▪ Increase in assessed value of participating properties; and ▪ Increase in County and education property taxes of participating properties.
Downtown Housing Grant Program	<ul style="list-style-type: none"> ▪ Number of successful and unsuccessful applications; ▪ Total dollar amount granted; ▪ Square footage of habitable floor space created; ▪ Number of units created by type (rental, ownership, 1 bedroom, 2 bedroom, 2+ bedroom), ▪ Total dollar amount value of construction; ▪ Increase in assessed value of participating properties; ▪ Increase in County and education property taxes of participating properties; and ▪ Number of program defaults.
Heritage Building Grant Program	<ul style="list-style-type: none"> ▪ Number of successful and unsuccessful applications by type (façade (front/side/rear), signage, heritage restoration); ▪ Total dollar amount of grant by type (façade (front/side/rear), signage); ▪ Type and cost of total façade improvements; ▪ Type and cost of total interior and exterior building improvements; ▪ Cost of other building improvements; ▪ Increase in assessed value of participating properties; and ▪ Increase in County and education property taxes of participating properties.

Financial Incentive Program	Variables to be Monitored
Façade Improvement Grant Program	<ul style="list-style-type: none"> ▪ Number of successful and unsuccessful applications by type (façade (front/side/rear), sidewalk cafes, signage, heritage restoration); ▪ Total dollar amount of grant by type (façade (front/side/rear), signage heritage restoration); ▪ Type and cost of total façade improvements; ▪ Type and cost of total building improvements; ▪ Cost of other building improvements; ▪ Increase in assessed value of participating properties; and ▪ Increase in County and education property taxes of participating properties.
Building Restoration, Renovation and Improvement Grant	<ul style="list-style-type: none"> ▪ Number of successful and unsuccessful applications by type; ▪ Type and cost of total building improvements; ▪ Cost of other building improvements; ▪ Increase in assessed value of participating properties; ▪ Increase in County and education property taxes of participating properties; and ▪ Number of new business .

5.3 Reporting

Based on the information obtained through the regular and on-going tracking of Financial Incentive Program applications, the monitoring of variables, and from applicant feedback, the Review Panel will prepare a brief annual report in order to provide an overview of the feedback from monitoring to Council, the business community, and other interested parties.

The overview of the results will be provided annually by the Review Panel to Council, and will be used to recommend any adjustments that should be made to the terms and requirements of the Community Improvement Plan in order to improve the programs offered through this Plan.

5.4 Program Adjustments

The feedback from monitoring of the CIP will allow the Review Panel to determine if adjustments may be required to the Community Improvement Plan. The Review Panel may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, or discontinue any of the programs contained in this Plan.

An amendment to the Downtown Areas Community Improvement Plan will not be required in order to discontinue any of the programs contained in this Plan. However, the addition of any new programs, or the addition of any new criteria related to any of the programs offered by this Plan, will require a formal amendment in accordance with Section 28 of the *Planning Act*.

Should the County wish to expand any of the Community Improvement Project Areas of the Downtown Areas CIP, or make any other changes to the CIPAs as appropriate, a by-law will be required.

Any change to the funding levels provided by the County for the County Leadership Options and the Financial Incentives Programs of this CIP will be made at the sole discretion of County Council, without an amendment to this Plan.

Amendments made in 2014 included consultation with Ministry of Municipal Affairs and Housing. Several administrative issues were addressed including increasing the eligible costs associated with encroachment agreements and obtaining signs permits and variances.

As of January 1st 2015, new accessibility amendments to the Ontario Building Code have come into force for new construction and for buildings that are being extensively renovated. Costs will be much greater in the downtown cores with an older building stock and lack of property setbacks. Language was added to the façade improvement program grant to help offset the costs accessibly improvements including construction of paths or ramps, installation of automatic doors and entryway widenings. Improved accessibility will be important for downtown businesses to achieve in order to compete with newer developments. Improving accessibility will further support downtown businesses as an estimated one in seven Ontarians are disabled and will provide convenience to an aging population. The intent of expanding the façade grant program to include the eligibility of exterior accessibility improvements is to recognize the challenges of retrofitting older buildings, and it will help ensure that the downtown remains attractive and functional for a variety of users including seniors, those with a disability and those with young children.

The Building Restoration, Renovation and Improvement Grant program was added to address costs associated with gaining compliance with the Ontario Building Code. Eligibility is restricted to costs of converting vacant or under-utilized space to use as a commercial roofed accommodation, restaurant/market or place of assembly .

A boundary expansion for the Dunnville Community Improvement Project Area also occurred to reflect the intent of the Dunnville Secondary Plan. Approved in 2012, the Dunnville Secondary Plan provides more detailed guidance to the growth development within the Secondary Plan Area with specific urban design guidelines and encouraging mixed-used builds.

There is a significant opportunity for large scale redevelopment/development of these properties into mixed use developments that will support business, tourism and increase the residential stock within downtown Dunnville. Expanding the boundary to the Main Street Corridor (Site Specific Policy Area Dun 9.1.2 of the Official Plan) gives the County appropriate tools to help encourage excellence of design and fulfill the intent of the Dunnville Secondary Plan. Revitalization of the Main Street Corridor will help build connections to the waterfront and historic downtown core.

6.0

Implementation

6.1 Glossary of Terms

The following defines the terms used in this CIP:

“Applicant” , unless otherwise specified, means a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area has assigned the right to receive a grant or loan. Applicants may also be referred to as “property owners” throughout this Plan.

“Eligible Applicant” means an applicant (as defined above) who meets all of the general and program specific requirements of the Financial Incentive Programs, and prepares and submits an application for community improvement works that is in accordance with the definition of the *Planning Act* and the program specific requirements, as outlined in this Plan. The CIP Review Panel reserves the right to determine whether or not an applicant is eligible for the CIP Financial Incentive Programs. Eligible Applicants may also be referred to as “eligible property owners” throughout this Plan.

“County” means Haldimand County.

“Community Improvement”, unless otherwise specified, is as defined in accordance with its definition under Section 28 of the *Planning Act*.

“Community Improvement Plan”, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

“Community Improvement Project Area”, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

6.2 Interpretation

The Haldimand County Downtown Areas Community Improvement Plan must be read and interpreted in totality, and in conjunction with the *Planning Act*, and all other municipal planning documents.

In addition, the CIP will be interpreted at the sole discretion of County Council in consultation with, or based on advice from, County staff.

6.3 Timing

It is anticipated that the CIP will be implemented over a 10-year period. Council may elect to extend the implementation period as it deems appropriate or necessary, subject to funding, as approved by Council.

6.4 Administration of County Leadership Initiatives

The County Leadership Initiatives offered through the Haldimand County Downtown Areas Community Improvement Plan will be administered by Haldimand County. Specifically, the County, with input from the CIP Review Panel, will identify a lead department that will be primarily responsible for administering and coordinating the implementation of each of the County Leadership Initiatives outlined in Table 1.

Administration and coordination of each initiative will be undertaken by lead departments in accordance with the anticipated timing, as outlined in Table 1, where possible.

Implementation of the County Leadership Initiatives will be dependent on the commitment of the County to contribute to, motivate, and assist in community improvement activities and undertakings, in addition to available budget, and Council approval. Council will establish an annual budget related the County Leadership Initiatives.

6.5 Administration of the Financial Incentive Programs

The Financial Incentive Programs offered through the Haldimand County Downtown Areas Community Improvement Plan will be administered by Haldimand County.

Specifically, as part of the Financial Incentive Programs, and discussed in Table 1, the County will establish a Downtown Areas Community Improvement Plan Review Panel, which will be responsible for all administrative tasks related to the implementation of the CIP. The responsibilities of the Review Panel are further identified in Section 6.7 and 6.8.

Final decisions on complete applications and Financial Incentive Program Agreements will be made by Council. However, should an application be refused, all applicants will be given an opportunity to request Council to reconsider its decision, or to reconsider the recommendation of the Review Panel.

An application tracking system will be used as part of the on-going administration of the Financial Incentive Programs.

6.6 Financial Management of Financial Incentive Programs

Similar to the County Leadership Program, Council will establish an annual budget related to the following Financial Incentive Programs:

- Application and Permit Fees Refund Program;
- Downtown Housing Grant Program;
- Heritage Improvement Grant Program; and
- Façade Improvement Grant Program.
- Building Restoration, Renovation and Improvement Grant

Incentives offered as part of the Tax Increase-based Equivalent Rebate Program are not included within County's annual budget.

A portion of Council's annual CIP budget will be further allocated to each of the Financial Incentive Programs, in accordance with the percentages identified in the program specific tables provided in Section 4. The allocated budget represents the amount of money available each year for each of the incentive programs (excluding the Tax Increase-based Equivalent Rebate Program).

The allocated program budgets will be considered flexible. If and when the allocated fee has been expended on successful applications, and if required based on additional applications, the CIP Review Panel may reallocate the remaining budget from other programs, with approval from Council.

In accordance with the Monitoring Strategy in Section 5.0, Council will determine if changes in the funding and incentive levels are necessary or warranted to ensure that the CIP functions properly in light of the County's financial circumstances.

Any change to the funding levels provided for the Financial Incentives Programs of this CIP will be made at the sole discretion of County Council, without an amendment to this Plan.

6.7 General Eligibility Requirements of the Financial Incentive Programs

The following General Eligibility Requirements are applicable to all incentive programs, and must be met in order for an application to participate in any of the Financial Incentive Programs to be approved. The General Eligibility Requirements must be read by the applicant in association with program specific eligibility requirements and program details, as contained within the detailed incentive program tables presented in Section 4.0.

General Eligibility Requirements include:

1. In order to be eligible for any incentive program contained within the Downtown Areas Community Improvement Plan, a Financial Incentive Program application form must be submitted to the County prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit and prior to commencing community improvement works.
2. Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application.
3. In order to be eligible for any incentive program, all proposed projects must be within one of the designated Community Improvement Project Areas, as presented in the Downtown Areas Community Improvement Plan. As well, all proposed projects must be compatible with the goals and objectives for the County's Downtown Areas, as presented in the CIP.
4. The property owner must not have outstanding tax arrears and must be in good standing with regard to taxation at the time of application and throughout the duration of the incentive benefit period as identified within the Downtown Areas Community Improvement Plan.
5. In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the County.
6. Community improvement works associated with an incentive program application must be in accordance with all County by-laws, policies, procedures, standards, and guidelines in order to be approved, including but not limited to the County's Barrier Free Design Guide and Illustrations Document (January 2003), the Haldimand County Parking Study (December 2007), and any County Sign By-law.
7. Existing and proposed land uses must be in conformity with the policies and standards provided by the County's Official Plan, Zoning By-law, and all other planning documents.
8. Community improvement works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code and all applicable planning policies and standards.
9. The proposed exterior design of buildings, including signage, associated with an incentive program application must be considered by the County as consistent with the County's desired goals for and appearance/character of the downtown areas. The County's Downtown Areas CIP Review Panel will consider details of exterior design proposed by each application when determining eligibility for incentive programs of the CIP. Specifically, the CIP Review Panel will ensure that details of exterior design are in accordance with the policies of the Official Plan and generally accepted principles of community character and compatibility. Upon the implementation of Urban Design Guidelines, as proposed by the County Leadership Initiative, the Review Panel will ensure that the proposed exterior design of buildings, including signage, associated with an incentive program application will be consistent with the requirements of the guidelines.

10. Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the undertaken or completed works not be consistent with the original project description, to the satisfaction of the County, the County may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the County.
11. The incentive programs made available under the Downtown Areas Community Improvement Plan can be used individually or together (with the exception of the Tax Increase-based Equivalent Program, which cannot be used in combination with any other incentive program), in accordance with the specific program details as outlined within the CIP; however, the total of all incentive benefits (including grants and refunds) provided to each applicant for each community improvement proposal for a building or lands within the CIPA must not exceed the project's costs related to the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation associated with an application.

6.8 General Process and Submission Requirements of the Financial Incentive Programs

In order to be eligible for any of the incentive programs, applicants must submit a complete application in accordance with the General Process and Submission Requirements outlined below.

A complete application will include:

- a) Completed application forms; and
- b) Supporting materials such as plans, cost estimates and contracts, applicable reports, and any additional information required by the County.

General Process and Submission Requirements include:

1. The County is not responsible for the costs associated with a CIP application, costs related to the anticipation of an incentive program, or any other costs incurred in relation to any of the programs, including pro-forma financial information, a third party financial review (contracted by the County), audits, etc.
2. An application must be submitted to the County prior to commencing any community improvement works. Should an application be submitted following the commencement of community improvement works, the application will be rejected upon receipt.
3. All sources of additional funding/incentives must be declared at the time of application submission. The Downtown Areas CIP Review Panel is entitled to make recommendations for incentive reductions based upon any declared funding/incentive.

4. The Downtown Areas CIP Review Panel will evaluate all applications and supporting materials. Based on the panel's evaluation, a recommendation will be made to Council.
5. Should the application be approved by Council, a Financial Incentive Program Agreement will be required, which will outline the terms, duration, default, and any other provisions of the incentive program. This agreement will also be subject to Council approval.
6. Should the Review Panel, County staff, or Council require additional information, plans, studies, or any additional works related to the proposed project and incentive program application, the requested information and/or works must be adequately provided and/or undertaken prior to approval of the application.
7. Upon approval and/or completion of community improvement works, the County reserves the right to audit the costs associated with any of the works described by the approved CIP application. Audits will be undertaken at the expense of the applicant.
8. Upon approval and/or completion of community improvement works, the County reserves the right to inspect any properties/buildings that are associated with an incentive program application offered within this CIP.
9. Should the applicant fall into default of any of the General Eligibility Requirements, or fail to meet the detailed requirements of each of the incentive programs or any other requirements of the County, the County may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the County.
10. All Downtown Areas CIP Incentive programs will be monitored for effectiveness on an annual basis with a detailed review in year 5 of the program to determine whether the program has effectively met the goals and objectives of the Downtown Areas CIP. Based upon the results of either the annual review or the 5-year detailed review, the County may decide to modify, continue, or discontinue any or all of the incentive programs at its discretion.
11. The County may discontinue any of the CIP incentive programs at any time; however, all applicants with approved incentive program benefits will continue to receive the benefits in accordance with the terms outlined in the CIP, subject to fulfilling any requirements and agreements and subject to available funding as approved by Council.
12. Any program commitments may be cancelled if work does not commence within six months of Council's approval of an application, or in accordance with an agreement with the County.

6.9 Application Process for the Financial Incentive Programs

Table 9 provides a detailed outline of the steps involved in the application process for the Financial Incentive Programs. The table must be read in association with the General Process and Submission Requirements of the Financial Incentive Programs, as presented in Section 6.8.

Table 9: Application Process for the Financial Incentive Programs

STEP 1: APPLICATION SUBMISSION	
a)	Applicants are required to arrange and participate in a pre-application consultation meeting with one or more members of the Downtown Areas Community Improvement Plan Review Panel, in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
b)	The applicant will be required to submit a complete application, which will include all of the required application forms, in addition to any supporting documentation, required by the Review Panel, which may include but is not limited to: <ul style="list-style-type: none">▪ photographs of the existing building condition;▪ historical photographs and/or drawings;▪ a site plan and/or professional design study/architectural drawings;▪ specification of the proposed works, including a work plan for the improvements and construction drawings; and▪ two cost estimate(s) for eligible work provided by licensed contractors.
c)	Once all of the required forms and supporting materials are received, the Review Panel will undertake a preliminary screen of the proposal and application.
d)	Based on the application and proposal, and the results of the preliminary screening, the Review Panel may perform an initial site visit and inspection of the building/property (as necessary).
e)	If the application clearly does not meet the program requirements, the application will not be accepted.
f)	If the application meets the program requirements, the application will be accepted.
g)	By accepting an application for any of the Financial Incentive Programs, the Review Panel does not guarantee program approval.
STEP 2: APPLICATION REVIEW & EVALUATION	
a)	Once an application has been accepted by the Review Panel, information related to the applicant, application, and proposal information will be entered into the County's database system in order to track the application details, progress and results. This will be an on-going task throughout the remainder of the application process.
b)	Applications and supporting documentation will be considered by the Review Panel against the incentive program eligibility requirements (including both general and specific requirements).
c)	Based on the proposal, application, and fulfillment of eligibility requirements, the Review Panel will determine if the proposal and application will be considered eligible.
d)	Based on eligibility, a Recommendation Report will be prepared by the Review Panel. The report may recommend approval of the application or refusal of the application.
e)	Should the Review Panel recommend approval of the application, a Financial Incentive Program Agreement will be prepared by the Review Panel.

- f) If applicable, the Financial Incentive Program Agreement will be forwarded to the applicant to be dated and signed.
- g) Once the Agreement has been signed and returned to the County, the application, Recommendation Report, and signed agreement will be forwarded to Council to initiate the approval process.
- h) Should an agreement be forwarded by the Review Panel to the applicant for signature, the Review Panel does not guarantee program approval.

**STEP 3:
APPLICATION APPROVAL**

- a) If the Review Panel has recommended that the application be refused, the Recommendation Report will be provided to Council for a final decision.
- b) If Council determines that the application should be approved, Step 2 d) applies.
- c) Alternatively, if the Review Panel has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to Council.
- d) If Council approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreement by City officials.
- e) A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

**STEP 4:
PAYMENT**

- a) Once an application has been approved by Council, and the agreement signed and dated, and once all of the required approvals and permits for the work are secured, the applicant may commence community improvement works.
- b) Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon successful completion of the approved work.
- c) Prior to issuance of the financial incentive, the applicant may be required to provide the Review Panel with final supporting documentation, which may include but is not limited to:
 - photographic evidence of the completed works satisfactory to the City;
 - other documentation proving completion of the project;
 - invoices for all eligible work done, indicating the total amount paid for eligible works; and
 - proof of payment to contractors in full.
- d) The Review Panel may perform final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
- e) Prior to issuance of the financial incentive payment, the Review Panel will ensure that all program requirements and details of the agreement have been met.
- f) The Review Panel will take appropriate remedies as specified in the agreement if the applicant defaults on the agreement.

- g) If all program requirements and Financial Incentive Program Agreement requirements have been met to the Review Panel's satisfaction, the Review Panel will issue payment of the approved grant in accordance with the general and specific program eligibility requirements, and the agreement.

6.10 Marketing Strategy and Communications

In order to achieve the goals and objectives identified by this CIP, the County must successfully communicate the possible incentive options available under the CIP to property owners and other interested parties.

Section 8, Part I, 1(4) of the County's adopted Official Plan provides a starting point for the marketing of the Downtown Areas CIP by identifying activities as potential elements of a Marketing Strategy. The following builds upon the provisions of the Official Plan and identified specific activities that will be undertaken by the County, as appropriate, upon adoption of the CIP in order to market the opportunities available through this Plan.

Information/Communication:

- The County may prepare brochures that will provide an overview of the Downtown Areas CIP, and the possible incentive options available.
- Brochures may be delivered to all property owners, tenants, and other interested parties within the designated Community Improvement Project Areas.
- Brochures may also be displayed by the County at all municipal offices, and on the County's website.
- Information obtained as a result of the monitoring program, including progress on implementation and the statistical results of the Financial Incentive Programs may also be made available through newsletters and information sheets to promote the successes of the CIP.
- The Haldimand County Business Network, Business Improvement Areas (BIAs), and Chamber of Commerce organizations, for example, may also play a role in ensuring that information related to the Downtown Areas CIP is displayed and shared with property owners, tenants, and other interested parties.
- The County may also wish to create a promotional display, which advertises the opportunities available through the Downtown Areas CIP.

7.0

Conclusion

The Haldimand County Downtown Areas Community Improvement Plan provides a framework that guides community improvement in the County, and is based upon community improvement strategy that was developed as part of the Downtown Improvement Strategy (April 2008).

In order to implement the strategy, this CIP provides a set of goals and objectives for community improvement of the County's downtown areas, County Leadership Initiatives and a set of incentive programs available to eligible property owners in order to stimulate and leverage private sector investment. Implementation and monitoring of the program will be undertaken by the County and its CIP Review Panel.

It is anticipated that the CIP will be implemented over a 10-year period. Implementation of this Plan will:

- a) Motivate, stimulate, and leverage private sector investment to promote the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation of property within the designated Community Improvement Project Areas;
- b) Promote the economic development and competitiveness of the County's downtown areas and historical crossroads or cores;
- c) Increase tax assessment and revenues for the County and the Province of Ontario;
- d) Improve the physical and visual qualities of each of the County's downtown areas and historical crossroads or cores;
- e) Protect and enhance the unique attributes, nature, and character of each of the County's downtown areas and historical crossroads or cores; and
- f) Retain and increase employment, shopping, tourist, and living opportunities within the County.

**Appendix A:
Cost Scenario Tables
(Financial Incentive Programs)**



This Appendix does not constitute an operative part of the Community Improvement Plan.

Table A-1: Project Example #1

- Commercial storefront façade improvement to heritage building located at the crossroads.
- Implementation of new signage and rehabilitation of 2 upper-floor rental housing units.
- Approximately 20% of the gross floor area is affected.
- Total investment of \$47,000 by property owner.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County's Total CIP Budget
A: Tax Increase-based Equivalent Rebate Program	<ul style="list-style-type: none"> ▪ Application considered small scale project and therefore not eligible. 	<ul style="list-style-type: none"> ▪ Not Applicable. 	<ul style="list-style-type: none"> ▪ Not Applicable.
B: Application and Permit Fees Refund Program	<ul style="list-style-type: none"> ▪ Applicant requires building permit. 	<ul style="list-style-type: none"> ▪ Estimated County Building Permit Fee refund of \$529. 	<ul style="list-style-type: none"> ▪ Represents 0.35% of County's total CIP budget.
C: Downtown Housing Grant Program	<ul style="list-style-type: none"> ▪ Rehabilitation of 2 upper- floor rental housing units. ▪ Applicant invests \$27,000. 	<ul style="list-style-type: none"> ▪ Applicant eligible for 15% of \$27,000. ▪ Estimated grant value of \$4,050. 	<ul style="list-style-type: none"> ▪ Represents 2.7% of County's total CIP budget.
D: Heritage Improvement Grant Program	<ul style="list-style-type: none"> ▪ Applicant invests \$13,500 to remove modern building materials on façade and to replace those materials with documented original building materials. 	<ul style="list-style-type: none"> ▪ Applicant eligible for 50% of \$13,500. ▪ Estimated grant value of \$6,750. 	<ul style="list-style-type: none"> ▪ Represents 4.5% of County's total CIP budget.
E: Façade Improvement Grant Program	<ul style="list-style-type: none"> ▪ Applicant invests \$6,500 in new signage. ▪ In order to avoid “double-dipping”, applicant is not eligible for façade improvement incentive. 	<ul style="list-style-type: none"> ▪ Applicant eligible for 50% of \$6,500. ▪ Estimated grant value of \$3,250. 	<ul style="list-style-type: none"> ▪ Represents 2.2% of County's total CIP budget.
Combination: Programs B,C,D,E	<ul style="list-style-type: none"> ▪ Applicant invests a total of \$47,000 and applies for all four possible grant programs. 	<ul style="list-style-type: none"> ▪ Total anticipated grant value of \$14,579. 	<ul style="list-style-type: none"> ▪ Represents 9.7% of County's total CIP budget.

Table A-2: Project Example #2

- Conversion of a waterfront building into a 6-unit rental apartment building.
- Painting and cleaning of front and rear façade, and addition/upgrading of lighting. Replacement of awnings and canopies, and landscaping work.
- Approximately 90% of the gross floor area is affected.
- Total investment of \$256,000 by property owner.
- Property owner anticipates significant increase in County taxes, and applies for Tax Increase-based Equivalent Rebate Program. Property owner is therefore not eligible to apply for any additional CIP Financial Incentive Programs.
- The County has, at its discretion, chosen to provide the applicant with the one-time lump sum rebate option in year two.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County's Total CIP Budget
A: Tax Increase-based Equivalent Rebate Program	<ul style="list-style-type: none"> ▪ Application considered large scale project. ▪ Estimated property taxes equal to \$1,764.36 prior to improvements. ▪ Total investment represents \$256,000. ▪ Property tax increase estimated to equal \$13,402.47. ▪ Total estimated tax increase of \$11,638.11. 	<ul style="list-style-type: none"> ▪ Total yearly anticipated rebate amount equal to: <ul style="list-style-type: none"> - Year 1: \$5,819.05 - Year 2: \$52,371.45 ▪ Total rebate equal to \$58,190.50. 	<ul style="list-style-type: none"> ▪ Not Applicable. ▪ Tax increase-based rebate not taken from County CIP annual budget.
B: Application and Permit Fees Refund Program	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
C: Downtown Housing Grant Program	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
D: Heritage Improvement Grant Program	<ul style="list-style-type: none"> ▪ Building not recognized as Heritage Building by County. ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
E: Façade Improvement Grant Program	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.

Table A-3: Project Example #3

- Project example is the same as example #2, however, the property owner demonstrates to County that the incentive is integral to the financial success of the initiative.
- As a result, an annual rebate of 90% of the County’s portion of the property tax increase is negotiated.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County’s Total CIP Budget
<p>A: Tax Increase-based Equivalent Rebate Program</p>	<ul style="list-style-type: none"> ▪ Application considered large scale project. ▪ Estimated property taxes equal to \$1,764.36 prior to improvements. ▪ Total investment represents \$256,000. ▪ Property tax increase estimated to equal \$13,402.47. ▪ Total estimated tax increase of \$11,638.11. 	<ul style="list-style-type: none"> ▪ Total yearly anticipated rebate amount equal to: <ul style="list-style-type: none"> - Year 1: \$10,474.30 - Year 2: \$10,474.30 - Year 3: \$10,474.30 - Year 4: \$10,474.30 - Year 5: \$10,474.30 - Year 6: \$10,474.30 - Year 7: \$10,474.30 - Year 8: \$10,474.30 - Year 9: \$10,474.30 - Year 10: \$10,474.30 ▪ Total rebate equal to \$104,742.99. 	<ul style="list-style-type: none"> ▪ Not Applicable. ▪ Tax increase-based rebate not taken from County CIP annual budget.
<p>B: Application and Permit Fees Refund Program</p>	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
<p>C: Downtown Housing Grant Program</p>	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
<p>D: Heritage Improvement Grant Program</p>	<ul style="list-style-type: none"> ▪ Building not recognized as Heritage Building by County. ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County's Total CIP Budget
E: Façade Improvement Grant Program	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.

Table A-4: Project Example #4

- Project example is the same as example #2; however, the property owner does not anticipate a significant increase in County taxes, and therefore applies for combination of Financial Incentive Programs.
- Property owner is therefore not eligible to apply for Tax Increase-based Equivalent Rebate Program.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County's Total CIP Budget
A: Tax Increase-based Equivalent Rebate Program	<ul style="list-style-type: none"> ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
B: Application and Permit Fees Refund Program	<ul style="list-style-type: none"> ▪ Applicant requires minor variance, site plan, building permit, and development charges. 	<ul style="list-style-type: none"> ▪ Estimated County Minor Variance application fee refund of \$500. ▪ Estimated County Site Plan application fee refund of \$1,000. ▪ Estimated County Building Permit Fee refund of \$2,828. ▪ Estimated Development Charge refund of \$3,880. ▪ Total Grant equal to \$8,208. 	<ul style="list-style-type: none"> ▪ Represents 5.5% of County's total CIP budget.
C: Downtown Housing Grant Program	<ul style="list-style-type: none"> ▪ Conversion of heritage building to 6-unit rental apartment building. ▪ Applicant invests \$210,000. 	<ul style="list-style-type: none"> ▪ Applicant eligible for 15% of \$210,000. ▪ Estimated grant value of \$31,560. 	<ul style="list-style-type: none"> ▪ Represents 21.0% of County's total CIP budget.
D: Heritage Improvement Grant Program	<ul style="list-style-type: none"> ▪ Building not recognized as Heritage Building by County. ▪ Not eligible. 	<ul style="list-style-type: none"> ▪ Not applicable. 	<ul style="list-style-type: none"> ▪ Not applicable.
E: Façade Improvement Grant Program	<ul style="list-style-type: none"> ▪ Applicant invests \$31,000 for façade improvement. ▪ Applicant invests \$15,000 in new signage. 	<ul style="list-style-type: none"> ▪ Applicant eligible for 50% of \$31,000 (façade) to a maximum of \$15,000 and 50% of \$15,000 (signage). ▪ Estimated grant value of \$15,000 (façade) and \$7,500 (signage). 	<ul style="list-style-type: none"> ▪ Represents 15% of County's total CIP budget.

Incentive Program	Application and Cost Details (Example)	Estimated Financial Impact to County	% of County's Total CIP Budget
Combination: Programs B,C, E	<ul style="list-style-type: none"> ▪ Applicant invests a total of \$256,000 and applies for all possible programs. 	<ul style="list-style-type: none"> ▪ Total anticipated grant value of \$62,268. 	<ul style="list-style-type: none"> ▪ Represents 41.5% of County's total CIP budget.

