

The Corporation of the Township of Woolwich

By-law No. 62-2019

A By-law to authorize the implementation of a Community Improvement Plan (Elmira BIA)

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WHEREAS the Council of the Corporation of the Township of Woolwich wishes to implement a Community Improvement Plan (Elmira BIA), prepared by Stempski Kelly.

WHEREAS on September 10, 2019, the Council of Woolwich passed a motion providing direction to enact the subject by-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WOOLWICH HEREBY ENACTS AS FOLLOWS:

1. That the Township of Woolwich implement the Elmira BIA Community Improvement Plan, prepared by Stempski Kelly, in the form attached hereto as Schedule A.

This by-law shall come into full force and effect on the date it is passed.

FINALLY PASSED AND ENACTED this 10<sup>th</sup> day of September, 2019.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
Deputy Clerk

SCHEDULE A

Elmira's

# COMMUNITY IMPROVEMENT PLAN

July 2019 - DRAFT FINAL

*Elmira***BIA**  
Business Improvement Area



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# Acknowledgement

## Township of Woolwich Community Members

Participants from the Township of Woolwich, for participating in the Community Improvement Plan 2019 process.

## Elmira Business Improvement Area Board

Jon Clay - (Chair) SOS Physiotherapy  
Steve Pond - Elmira Vacuum and Electrical  
Dana Costello - Property Owner  
Christine Aberle (Treasurer) - The Window Box

## Stempski Kelly Associates Inc.

Sean Kelly, Stasia Stempski, Melissa Barker,  
Amy Purvis, Katie Shkut, Megan Thomas, Kim Beech

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# Executive Summary

The Downtown Elmira BIA Community Improvement Plan intends to support and activate improvements, rehabilitation or renovation of lands, buildings or public spaces within the \Community Improvement Project Area, which is in effect, the Business Improvement Area for Elmira. This is the first Community Improvement Plan for the Township, commissioned and prepared for the BIA. The Community Improvement Project Area, six (6) Leadership Programs, and eight (8) Financial Incentive Programs were all informed through several public meetings, input and reviews.

This Plan is intended to be a flexible tool for change rather than a rigid document. It is also intended to be a proactive plan for community revitalization and renewal and economic improvements. Continual review and evaluation of the CIP and the programs will aid the Township and BIA to remain current with program use and needs of the community.



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# 1

Section 1.0:  
**Background Review & Inventory**



# 1.1 Introduction

## **Elmira**

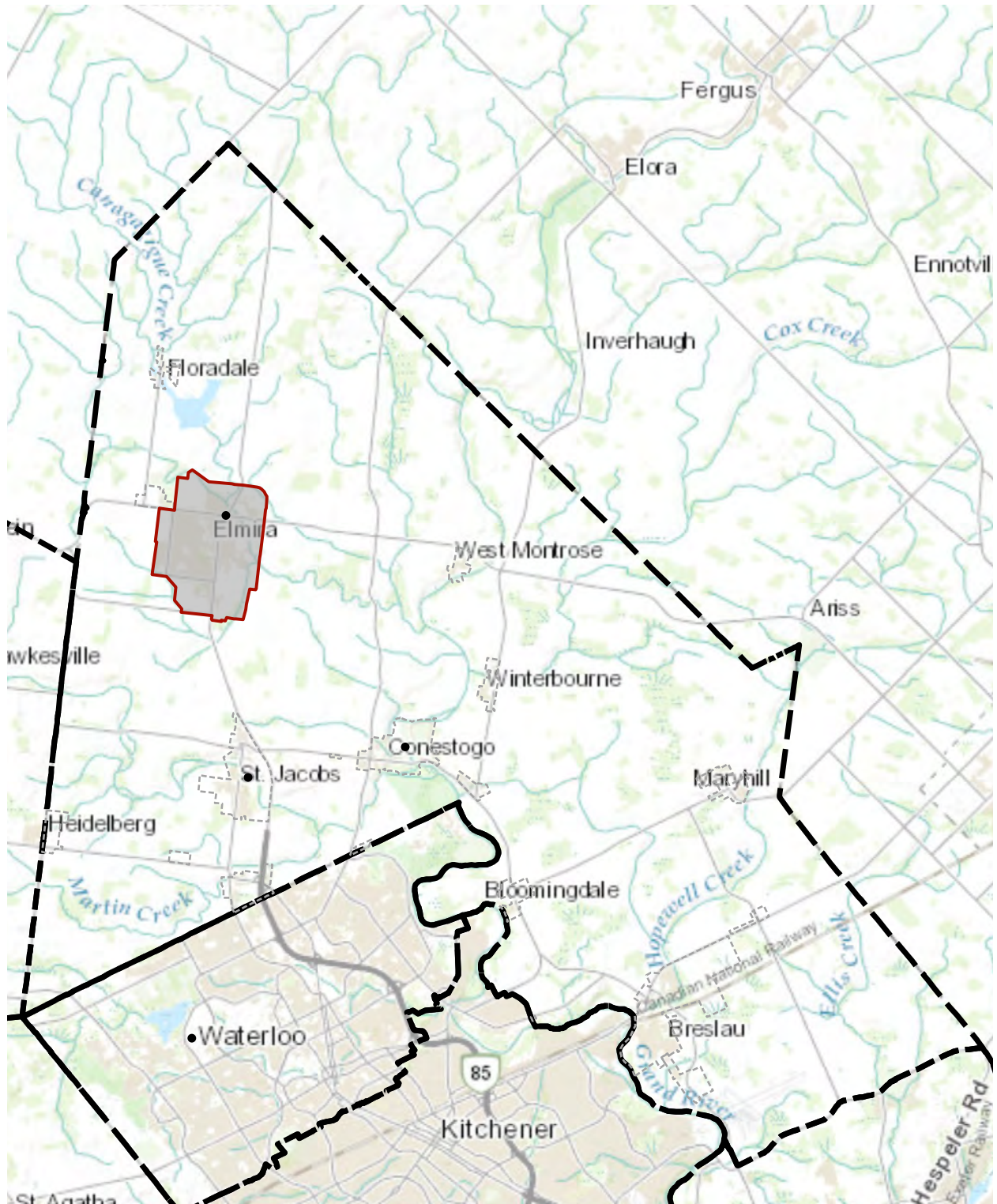
The community of Elmira is located within the Township of Woolwich, north of the City of Waterloo, within the Region of Waterloo. Elmira is the largest community within the township, and is one of two urban centres. The town has a population of 10,161 (2016).

## **Characteristics**

Elmira is located approximately 17 km northwest of Kitchener-Waterloo, in between the Conestoga River and the Grand River, just south of the Woolwich Reservoir. The town is easily accessible as it is intersected by Highway 86 and Highway 21. Highway 21 connects south to Highway 85 leading into St. Jacobs and further south into the City of Waterloo.

Elmira is known for their locally grown produce, and maple syrup. The surrounding landscape is characterized by agricultural land. Elmira is home to a large population of Old Order Mennonites, and traditional horse and buggy transportation is common on local roads. In the summer months local roads are lined with farm stands selling locally grown produce. Every year during the month of April Elmira hosts their Maple Syrup Festival. The event draws in visitors from across Ontario, each year creating the communities largest influx of population.

Map 1: Township of Woolwich and Population Centres



# 1.2 CIP Foundations

## What is a CIP

A Community Improvement Plan (CIP) acts as a municipal planning tool, that outlines supporting programs and financial incentives to improve, rehabilitate, or renovate buildings, land, or public spaces that are in need of repair. Townships/Municipalities may designate one or more Community Improvement Plan Areas (CIPA's), pending they meet criteria as outlined in the Planning Act and The Corporation of the Township of Woolwich Official Plan. The CIP process described below takes into account legislative requirements prescribed under sections 17 and 28 of the Planning Act. Specifically, the purpose of the CIP is to:

Define an appropriate community improvement area;

- a) Develop financial incentives to promote private sector investment and redevelopment; and
- b) Plan physical improvements within the project area designed to lead and stimulate private sector investment and redevelopment.

Overall, an approved Community Improvement Plan adopts programs/grants that enable financial incentives to encourage improvements, upgrades, and/or redevelopment within the approved CIP areas. Financial incentives assist businesses with their property redevelopment and ensures properties meet Building Code and Fire Code requirements. Several CIP's across Ontario have been implemented, with the common goals to:

- Highlight and improve local needs and priorities;
- Facilitate change;
- Stimulate economic growth; and
- Assist property/building owners with repair, rehabilitation, and redevelopment projects.

## Town of Elmira's CIP & Community Improvement Project Area (CIPA)

The community of Elmira's initial step in developing a CIP begins with establishing a Community Improvement Project Area(CIPA). The establishment of the community of Elmira's CIP will be challenged by the ownership and implementation by the Township of Woolwich, in conjunction with support from the Elmira Business Improvement Area (BIA).

Through community consultation, the public indicated there was strong support to use the existing BIA boundary as the proposed CIPA, with limited desire to modify those boundaries. However, the Township has an existing core land use area which includes proposed boundaries by the public. Therefore, the CIPA will be a culmination of the existing Elmira BIA boundary and core land use area. Pending the outcome and success of the initial CIP and programs, the CIPA boundary could be expanded at a future Plan review. The CIPA for Elmira is on the following page, Map 2. The area subject to the CIP will include only those lands designated as Community Improvement Project Areas (CIPA) as defined by the boundary in Map 2.



Map 2:

# Downtown Elmira CIPA



Legend

— Community Improvement Project Area

## Legislation & Provincial Policy

### Section 28 – Planning Act

Section 28 of the *Planning Act* allows municipalities within provisions in their official plans, relating to community improvement, to designate a “community improvement project area” by-law and prepare and adopt a community improvement plan for the specified area. Once the community improvement plan has been adopted, subsequently enacting the plan, the Township may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* and Section 365.1 of the *Municipal Act, 2001*, with the exception provided in Section 106(3) of the *Municipal Act, 2001* applying.

According to Section 28(1), the *Planning Act* defines;

A “community improvement project area” is defined as: “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”, and

“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”.

Adoption and designation of CIP area(s) permits the Township of Woolwich to:

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

Section 28(7.1) of the *Planning Act* specifies that the eligible costs of a community improvement plan for the purposes of Subsection 28(7) may include costs related to environmental site

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

Section 28(7.3) of the *Planning Act* specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28(7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act*, 2001 in respect of the land and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings. The incentive programs contained in Section 4.0 of this Plan contain safeguards to ensure this legislative requirement is met.

#### Section 365.1 – Municipal Act, 2001

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

#### **Official Plan Policy**

Township of Woolwich's Official Plan (OP) outlines the enabling policies in Chapter 18.0, relating to community improvement areas. The Township Council may designate the whole or partial area(s) as a community improvement project area. Once the Community Improvement Plan is in effect, for the purpose of carrying out a Community Improvement Plan, the Township of Woolwich may provide grants or loans to registered owners and tenants of lands and buildings within the Community Improvement Project Area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the cost of rehabilitating such lands and buildings in conformity with the Community Improvement plan.

Chapter 12 of the OP outlines policies relating to heritage preservation. The Township will support the works and objectives of the Waterloo Regional Heritage Foundation, will consider supporting the efforts of public or private agencies in acquisition, restoration, or conservation of significant heritage resources, will consider passing by-laws under the Provincial legislation to prevent the demolition or alteration of building and structures of historical or architectural value, and all development within the Township must conform to the Heritage Conservation policies of Chapter 6 of the Regional Official Policies Plan.

The former Elmira Post Office at 69 Arthur Street South and the Band Stand within Gore Park are located within the Elmira BIA CIP boundary and are designated under part 1V of the Ontario Heritage Act under the Region. There are no heritage designated properties within the Elmira BIA or CIPA boundary under the Township of Woolwich Municipal Heritage Register.



## Interpretation

**“Applicant”** is an individual who seeks assistance through the incentive programs.

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

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

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

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

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

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

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

**“Proponent”** means the owner or their heirs, successors or assignees of a property located in the Community Improvement Project Area.

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

**“Zoning”** a designated area of land use.

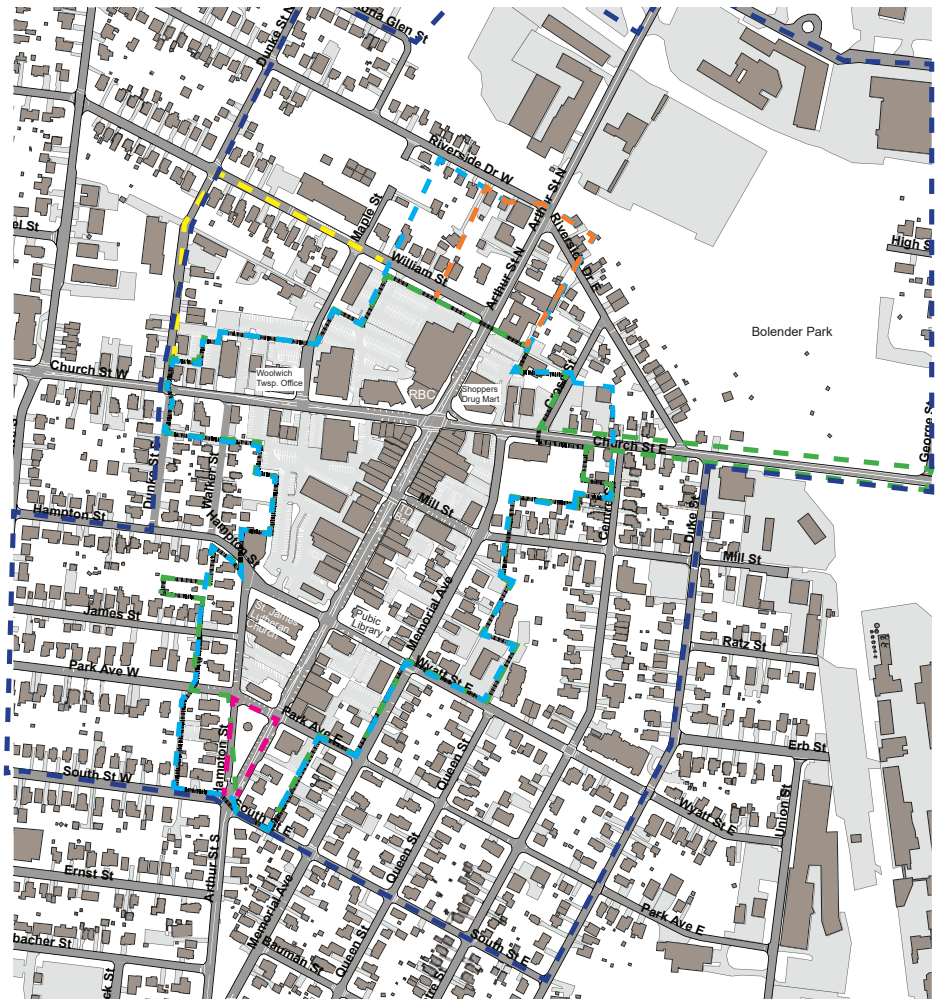
# 1.3 Public Consultation

## Initial Public Consultation Session - March 4<sup>th</sup>, 2019

### Overview

The first public consultation session occurred on March 4th, 2019 at the Township of Woolwich Administrative Office. There were 12 participants, plus a few councilors. The goal of the initial meeting was to reveal the value of a CIP to the participants and how they can contribute to the overall community. Additionally, the session was designed to gather input about downtown Elmira’s community strengths, weaknesses, opportunities and threats (SWOT), where participants envision the CIPA boundary to be, CIP programs, and to gather data to inform plausible guidelines related to style, themes, and vision for the Elmira community.

### CIPA Boundary Exercise



### Results

Participants comments and input have been summarized and consolidated into the following map above. Six participants provided a boundary, where seven other participants agreed the existing Elmira BIA boundary should be the CIPA.

## SWOT Analysis (Strength, Weakness, Opportunity & Threat)

The SWOT analysis revealed positive and negative aspects of the downtown core; many comments surrounded safety, economic potential or loss, and the lack of street trees and vegetation. The following charts provide an overall summary of the strengths, weaknesses, opportunities, and threats.

Table 1: S.W.O.T. Results

Strength	Weakness
<ul style="list-style-type: none"> <li>- Wall art</li> <li>- Public library is easily accessible</li> <li>- Free public parking</li> <li>- Memorial fountain and bandstand</li> <li>- LCBO and Beer Store in the downtown core</li> <li>- Park land, green space, and programming</li> <li>- Old KFC lot vacant land opportunity</li> </ul>	<ul style="list-style-type: none"> <li>- Not enough on Church St. to draw foot traffic to businesses</li> <li>- Not enough outdoor public space with seats and tables to spend time at</li> <li>- Difficult for pedestrians to cross streets</li> <li>- Sidewalks are too narrow</li> <li>- No snazzy places to dine in town</li> <li>- Too many bargain and second hand stores</li> <li>- No grocery stores in the north end</li> <li>- Freiburger parking lot is wasted use</li> <li>- Access to off street parking</li> <li>- Consistent look across all downtown</li> <li>- View of brick wall on arrival to downtown</li> <li>- Poor sidewalk conditions on both sides of Arthur Street</li> <li>- Parking maps for individuals</li> <li>- Streetscape is not attractive, lacking mix of businesses</li> <li>- Easy access to parking lots with cars and buggies</li> <li>- Sidewalks/walkways needs inviting walkways up and down both side of the street (Church Street and Park Street)</li> <li>- Not enough trees and greenery downtown, planters are not enough</li> <li>- Cycling route- unclear how/where to cycle safely through or around town</li> <li>- Not enough parkland in the core area</li> </ul>

Oppurtunities	Threats
<ul style="list-style-type: none"> <li>- Murals on the side of KK Cafe, Horse Barn, and Sip &amp; Bite building</li> <li>- Streets Eats and Drinks</li> <li>- Smaller scale wayfinding for small sites and business's off the main streets</li> <li>- Expand and invest in farmers market</li> <li>- Need Molok bins for waste</li> <li>- Green roofs and solar roofs</li> <li>- Trees/shrubs/grasses to indicate neighbourhood</li> <li>- Hampton Street needs to have a wider sidewalk and buggy safe</li> <li>- Lots of room for farmers market, art fairs, and flea markets etc.</li> <li>- Beautification of parking lots/decrease amount of hardscape</li> <li>- Extend Wyatt Street sidewalk to Walker Street</li> <li>- Add a short crossing on Hampton Street</li> <li>- Add recycling oppurtunites, benches, and places to rest by expanding sidewalks</li> <li>- Brass plaques on old trees (Library, Walker &amp; Hampton, etc. )</li> <li>- Natural and built features</li> <li>- Second story window boxes with flowers in business stores</li> <li>- Alley ways: pedestrian walkway, overhead sign, cafe, bicycle parking</li> <li>- Limit Arthur Street Parking to customers</li> </ul>	<ul style="list-style-type: none"> <li>- Bird poop</li> <li>- Deteriorating Brick/Paint</li> <li>- Sidewalks and crosswalks: interlocking brick condition</li> <li>- Unsafe crossing for pedestrians around the library</li> <li>- Parking lots: heat sink and run-off</li> <li>- High speed traffic through the downtown (trucks)</li> <li>- LCBO and Beer Store leaving the downtown core</li> <li>- Relocating convience stores downtown and on the outskirts of town</li> </ul>

**Visual Preference Survey Exercise**

As part of the 'opportunities' exploration exercises, participants were shown 97 slides related to community improvement, which included three main categories with subcategories:

1. Streetscape Elements (Greening, Banners, Site Furnishing, Public Art, Seating, Receptacles, Bike Parking);
2. Façades (Front & Side, Awnings, Signage, Store Front Greening); and
3. Themes

Participants ranked each image on a scale of one to four (one less favourable to four most favourable). Images deemed most favourable by community participants were captured and are to be used to aid the preparation of community design guidelines informing both streetscape and facade improvements for Elmira.

## CIP Program Highlight Exercise

The CIP Program Highlight exercise outlined potential program descriptions in three categories, aesthetic/design, development/construction, and study/plan development. Participants were then asked to indicate what programs they felt would 1) be good for Elmira, 2) not good for Elmira, and 3) good, but in the future. The last section of the chart also asked if the participant would benefit by the program, not benefit, or they knew someone who would benefit. Many of the program descriptions were voted as being favourable (1), and very few were a tied vote or unfavourable (2). Table 3 outlines the results for the program highlight exercise. The green outline highlights the highest vote for 1) be good for Elmira, the red outline highlights 2) not good for Elmira, and the yellow outline highlights tied votes between 1 and 2. The category 3) good, but in the future received few votes and was never the highest vote.

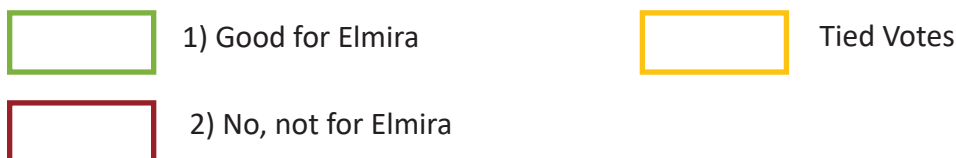


Table 2: CIP Program Highlight Results  
Aesthetic/Design Programs

Program Description	Would this be a good initiative for Elmira?			Would this be a good initiative for you personally?			
	Yes	No	Yes, but in future	Yes	No	No, but someone I know would benefit	Not Applicable
• Financial assistance towards rehabilitation, restoration and improvement of the front, rear, and/or side façades of commercial, institutional, and mixed-use buildings.	12	1	1	9	0	1	3
• Various facade funding categories, depending on façade size.	10	1	2	8	0	1	4
• Financial assistance towards landscaping around the front of buildings and overall improvement of the street edge. Can include delineation of space, plant material, planters, driveway ingress/egress, plant bed strips, etc.)	13	0	1	8	1	0	3
• Financial assistance to improve, upgrade, or replace signage. Can include ground signs and/or building façade signs.	11	1	1	10	0	1	2
• Financial assistance to improve, upgrade, develop or replace parking lots.	9	3	2	6	0	1	5

## Development/Construction Programs

Program Description	Would this be a good initiative for Elmira?			Would this be a good initiative for you, personally?			
	Yes	No	Yes, but in future	Yes	No	No, but someone I know would benefit	Not Applicable
• Financial assistance to retrofit, improve, or convert existing buildings. The intention is to spur adaptive re-use, intensification, or redevelopment.	12	1	1	7	1	1	3
• Financial assistance to improve the energy efficiency of existing buildings. Can include energy use, water use, or waste production.	10	2	1	3	4	1	3
• Financial assistance to improve the accessibility of an existing building.	12	2	0	4	1	4	4

## Study/Plan Development Programs

Program Description	Would this be a good initiative for Elmira?			Would this be a good initiative for you, personally?			
	Yes	No	Yes, but in future	Yes	No	No, but someone I know would benefit	Not Applicable
• Financial assistance to off costs to prepare professional design studies and/or drawings that are required by the Township.							
○ Architectural Drawings	10	1	3	2	0	2	5
○ Engineer Drawings (civil, electrical, etc.)	10	2	1	2	0	2	5
○ Environmental Studies	8	3	2	2	1	1	5
○ Building Code or Fire Code Retrofit Drawings	8	3	2	1	1	2	5
○ Site Plan Drawings	9	1	4	3	0	1	5
○ Design Studies	9	1	4	3	0	1	5

## Themeing Exercise

Participants were given seven themes with images and key words that could potentially embody downtown Elmira during the VPS survey. They included: 1) Progressive, Agriculture, Contemporary, Harvest, 2) Rustic, Heritage, Farming, Family, Local, 3) Family Friendly, Community, Gathering, Playful, 4) Urban, Business, Fast-paced, Modern, 5) Locally Produced, Farmers Market, Street Life, Festive, 6) Rustic, Festive, Syrup, Orchard, Harvest Time, Togetherness, and 7) Artisans, Wood, Locally Made, Home Grown, Pride.

Based on a ranking system scale of one to four (one less favourable to four most favourable), the most preferred theme was #5, then #3, and #2.

Most Preferred



Second Preferred



Third Preferred



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# 2

Section 2.0:  
**Goals & Objectives**





# 2.1 Goals & Objectives

## Goals

Downtown Elmira's Improving the Public Realm Plan goals include:

1. To provide incentives for businesses to enhance their building's presentation to the public;
2. To stimulate pride in Elmira's downtown;
3. To contribute to the overall enhancement of Elmira as a place for family friendly businesses;
4. To encourage the revitalization of vacant, underutilized and/or inaccessible properties and buildings;
5. To inspire, support, and encourage new businesses and economic development; and
6. To provide a commitment to the applicants.

## Objectives

Downtown Elmira's Improving the Public Realm Plan objectives include:

1. To provide an incentive for private investment through the use of Township assisted programs, (eg. tax incentives, grants, loans) and funding sources.
2. To provide for rehabilitation or improvement of commercial, institutional and industrial façades & buildings, through the use of Township assisted programs and funding sources.
3. To improve the physical, functional and aesthetic amenities of buildings in downtown Elmira, while stimulating private investment and revitalization.

# 3

Section 3.0:  
**Community Improvement Plan**



# 3.1 Leadership Programs

## What are Leadership Programs

Leadership programs are one element of a CIP and are Council initiated/undertaken by the Township and are not typically completed by the community members due to size and complexity of the potential projects. The following six (6) programs provide benefit to the community members.

## Elmira Leadership Programs

### 1. Community Improvement Advisory Panel/Committee

A Community Improvement Advisory Panel/Committee (CIAP) is intended to consult with applicants, offering advice in preparing applications for the financial incentive programs, priority initiatives, and funding opportunities.

#### Initiation/Performance

Generally, the Community Improvement Advisory Panel/Committee (CIAP) is responsible for reviewing the communities' applications under the CIP financial initiative programs and for making recommendations to the Township Economic Development Officer (EDO). The Township EDO will then forward recommendations to the Township of Woolwich's Council. The Township EDO is also charged with reviewing the parameters and overall results of the CIP program and to make an annual report to Council. Applicants will be afforded an opportunity to appeal to council regarding recommendations and decisions made.

#### Resources and Guidelines

When reviewing applications, the Community Improvement Advisory Panel/Committee (CIAP) and Township EDO should seek guidance from the Township's senior managers related to finance and taxes, public works, building code compliance, fire code compliance, and recreation.

**Priority/Timing:** Immediate (2019-2020)

### 2. Marketing Communications and Promotion Strategy

The Marketing and Communications Promotion Strategy is intended to support the Township in considering the development of a CIP page on the Township website, newsletter, brochures or other promotional materials to educate landowners about the programs.

#### Initiation/Performance

The assigned Township staff member(s) may create a committee to engage this program. The assigned Township staff member(s) will forward its recommendations to the Township of Woolwich Council.

**Priority/Timing:** Immediate (2019-2020)

### **3. Urban Design Guidelines**

Design Guidelines can be used to design a coordinated public realm, consistent with an overall community theme, and help the Township champion for compatible 'new development' and facade improvements at time of development agreement/site plan.

#### **Initiation/Performance**

The assigned Township staff member(s) will undertake investigation into the feasibility of design guideline development for the Township of Woolwich. The assigned Township staff member(s) will then forward its recommendations to the Township of Woolwich Council.

**Priority/Timing:** Short (1-2 yrs)

### **4. Streetscape, Pedestrian Crossing and Roadway Improvements**

This program supports the Township undertaking capital improvements to the streetscapes, roadways and crossings as part of revitalization efforts in the Township CIPAs.

#### **Initiation/Performance**

The assigned Township staff member(s) will identify and review opportunities for projects under this program and for making recommendations. The assigned Township staff member(s) will then forward its recommendations to the Township of Woolwich Council.

**Priority/Timing:** Ongoing to short (1-2 yrs)

### **5. Open Space Improvement**

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

#### **Initiation/Performance**

The assigned Township staff member(s) will identify and review opportunities for projects under this program and make recommendations. The assigned Township staff member(s) will then forward its recommendations to the Township of Woolwich Council.

**Priority/Timing:** Ongoing

### **6. Gateway Signage and Signage Improvement**

The intent for the Gateway Signage and Signage Improvement leadership program is to champion the development of gateway signage/features into the downtown(s); including Township wayfinding signage and interpretive signage for the core areas.

#### **Initiation/Performance**

The assigned Township staff member(s) will identify and review opportunities for projects under this program and make recommendations. The assigned Township staff member(s) will then forward its recommendations to the Township of Woolwich Council.

**Priority/Timing:** Short (1-2 yrs) to medium (2-5 yrs)

# 3.2 Financial Incentive Programs

## 3.2.1 Approach & General Requirements

### Approach

Financial Incentive Programs offer individual landowners and tenants assistance with improvements to buildings and properties, which also aim to stimulate private sector investment and development. Each of the following incentive programs outline the intent and function of the grants or loans. Additionally, the programs aim to support the goals and objectives outlined in the Plan as a means of stimulating the economy and investment.

Program funding is to be provided through the annual budget and approved by Council. The amount of available funding may be different annually, informed by demand (the number of applicants the year prior) and the annual dedicated amount. Applicants are expected to read and understand program details and contact the Township to receive funding availability. Monitoring and evaluating the programs will also inform funding allocation as the CIP is active for a few consecutive fiscal cycles.

### General Requirements

The general requirements are applied to the financial incentive programs found within this CIP. The following list is not a complete and final list of requirements, rather the Township reserves the rights to request, include, or apply additional conditions as necessary per property or application basis.

#### General

- A. Incentive programs contained in this Plan are applicable to properties within the designated Community Improvement Plan Areas.
- B. Programs are only deemed active once Council has approved this Plan and approved budget allocation per program.

#### For Applicants

- C. Applicants are to complete a program application form and submit to the Township.
- D. The applicant is responsible to ensure they are in compliance with all zoning, by-laws, building standards, etc.
- E. The applicant is responsible for obtaining all building permits and any other required permits for the work to be done (this may require drawings to be prepared by appropriate architectural/engineering professionals).
- F. The applicant is responsible for conformance with all applicable health and safety standards.
- G. Applicants who are not the property owner, must receive written approval from the landowner/property owner and provide the approval to the Township.
- H. The applicant agrees to maintain the project to which grants/loans supports.

- I. The applicant also agrees to maintain the improvement.
- J. The purchase of local products and services is encouraged where possible, local businesses should be given first opportunity to supply goods and services for this program.
- K. Work initiated or completed prior to adoption of this CIP or program applications are not eligible. Applications must be submitted and approved prior to commencing work.
- L. The applicant must include plans, estimates (minimum 2), contracts, reports, costs, and additional details to the Township. The Township may require additional information, depending on the program and scale of work proposed.
- M. If additional financial funding sources (federal, provincial grants, etc.) are contributing to proposed works, the applicant must declare the additional funding available on their CIP program application. CIP grants or loans may be reduced.
- N. Applicants are eligible to apply to one or more programs under this Plan, unless otherwise stated, but two programs may not be used to assist with the same costs/ proposed works.
- O. Costs more than the maximum grant and loan shall be the responsibility of the applicant.

#### **Township Role**

- P. The process will be managed by the assigned Township staff (eg. Chief Building Official, planner, economic development, etc.) as well as recommendation from the Community Improvement Advisory Panel/Committee.
- Q. The Community Improvement Advisory Panel/Committee will review the application and make a recommendation to the assigned Township staff within sixty (60) days.
- R. If applicants default on the general terms or program requirements, the Township may delay, reduce, or cancel the approved grant/loan, and require repayment of the grant/ loan.
- S. Township contributions will be issued only after the project is completed and approved
- T. Before a Township cheque is issued for either the grant or loan, the applicant must submit proof of payment for approved eligible completed work.

#### **Once Approved**

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

### 3.2.2 Façade Improvement Grant/Loan

#### Purpose

This program provides financial incentives to promote the rehabilitation, restoration, and improvement of the front, rear, and/or side façades of commercial, industrial, or institutional buildings.

#### Description & General Terms

The Façade Improvement Loan and Grant Program is available in the Community Improvement Area as shown in Map 2 through the provision of financial assistance to eligible owners/applicants. Applicants may choose to apply for either the Grant or Loan Program, or both simultaneously.

#### What Can be Done

Applicants are eligible to apply for program funding, pending compliance with the general requirements and funding availability as approved by Council. The following building façade restoration and improvements are eligible for a grant or loan under this program:

1. Redesign of the store front.
2. Restoration of original façade appearance.
3. Repainting or cleaning of the façade and those parts of the building visible from adjacent streets or public areas.
4. Restoration of façade masonry, brickwork or wood and metal cladding.
5. Replacement or repair of cornices, eaves, parapets and other architectural features.
6. Replacement or repair of windows & doors.
7. Replacement or repair of canopies and awnings.
8. Entrance-way modifications including provisions to improve/provide barrier-free accessibility, improvements should be in line with AODA standards.
9. Replacement or repair of signage and/or installation of appropriate new or refurbished signage. This includes signage that is fixed to the buildings face. Signage replacement and/or installation is only permitted through Township approval.
10. Installation, repair or conversion of exterior lighting on the façade.
11. Such other similar improvements to the building exterior as may be approved by the CIAP, assigned Township staff and Township's Chief Building Official (as needed).

#### Loan:

- To qualify for an interest free loan the total costs of the improvements must exceed \$5,000.
- The applicant is eligible for an interest free loan of 1/3 (33%) of the improvement costs to a maximum of \$5,000. The interest free loan is repayable, non-interest bearing loan with a maximum amortization of five (5) years commencing immediately upon issuance of a completion notice of the approved project.
- The loan will be secured through a lien placed against the title of the property.
- Loan payments will be deferred for 6 months after the advancement of the funds. Full

payment may be made at any time with no penalty. The loan is also transferable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan.

- Demolition permits may not be issued for the building unless the loan has been paid in full.

**Grant:**

- The Township will cover 1/3 (33%) of eligible costs up to a maximum grant of \$3,000.
- Before a Township cheque is issued for either the grant or loan, the applicant must submit proof of payment for approved eligible completed work.
- Costs more than the maximum grant and loan shall be the responsibility of the applicant.
- Successful applicants will enter into an agreement with the Township which will outline the specific terms of the loan/grant program.

**Who is Eligible**

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Only commercial, industrial, or institutional properties are eligible for Façade Improvement Loan and Grant funding.
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the loan and grant.
- Applicants are permitted to apply for both the Loan and Grant Programs simultaneously.
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval.

**Applying is Easy**

**Township Role**

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



### **3.2.3 Signage Grant**

#### **Purpose**

This program applies to the rehabilitation, upgrades, replacement or new commercial permanent ground signage.

#### **Description & General Terms**

The Signage Grant Program is available in the Community Improvement Area as shown in Map 2 through the provision of financial assistance to eligible owners/applicants.

#### **What Can be Done**

Applicants are eligible to apply for program funding, pending compliance with the general requirements and funding availability as approved by Council. The following signage improvements are eligible for a grant under this program:

1. Upgrades or replacement of existing ground signage.
2. Installation of new ground signage.
3. Signage lighting.

All improvements and new signage should follow the design guidelines.

The program only applies to permanent ground signs. Signs attached or supported by a building or structure are not eligible.

#### **Grant:**

- The Township will cover 50% of eligible costs up to a maximum grant of \$1,500.
- Before a Township cheque is issued, the applicant must submit proof of payment for approved eligible completed work.
- Costs exceeding the maximum grant value shall be the responsibility of the applicant.
- Successful applicants will enter into an agreement with the Township which will outline the specific terms of the grant program.

#### **Who is Eligible**

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Only commercial properties are eligible for signage grant funding.
- Township staff will review the property tax record. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant.
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval.

### **3.2.4 Landscape Improvement Grant**

#### **Purpose**

This program applies to hard and soft landscaping on commercial, institutional, and mixed-use properties, with emphasis on the public street edge. Eligible improvements can include plant material, improved parking areas, driveway ingress/egress, decorative walls, and planting strips/beds.

#### **Description & General Terms**

The Landscape Improvement Grant Program is available in the Community Improvement Area as shown in Map 2 through the provision of financial assistance to eligible owners/applicants.

#### **What Can be Done**

Applicants are eligible to apply for program funding, pending compliance with the general requirements and funding availability as approved by Council. The following landscape improvements are eligible for a grant under this program:

1. Plant & vegetation removals or clean up.
2. Plant material and planting strips.
3. Curbing or decorative walls.
4. New or upgrades to existing lighting. Lighting must not be attached to the building.
5. Construction of a new outdoor patio or the expansion/upgrades to an existing outdoor patio.
6. Improvements or alterations to parking areas and property ingress/egress points.

#### **Grant:**

- The Township will cover 50% of eligible costs up to a maximum grant of \$2,500.
- Before a Township cheque is issued for the grant, the applicant must submit proof of payment for approved eligible completed work.
- Costs exceeding the maximum grant value shall be the responsibility of the applicant.
- Successful applicants will enter into an agreement with the Township which will outline the specific terms of the grant program.

#### **Who is Eligible**

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Only commercial or institutional properties are eligible for landscape grant funding.
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant.
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval.

### 3.2.5 Building Improvement Grant/Loan

#### **Purpose**

The intent of the Building Improvement Grant/Loan is to assist with existing building improvements, to meet the current Building Code, improve accessibility, and to provide for safe and usable eligible spaces. These improvement projects can include structural repairs to walls, ceilings, floors, and foundations, repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems, interior restoration and design, improvements to accessibility for people with disabilities, as approved by the Township.

#### **Description & General Terms**

The Building Improvement Grant/Loan Program is available in the Community Improvement Area as shown in Map 2 through the provision of financial assistance to eligible owners/applicants. Applicants may choose to apply for either the Grant or Loan Program, or both simultaneously.

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

#### **What Can be Done**

Applicants are eligible to apply for program funding, pending compliance with the general requirements and funding availability as approved by Council. The following building restoration and improvements are eligible, but not limited to, for a grant or loan under this program:

- Repair/replacement of roof.
- Structural repairs to walls, ceilings, floors and foundations.
- Repair/replacement of windows and doors.
- Installation/upgrading of fire protection systems.
- Water/flood/weatherproofing.
- Extension/upgrading of plumbing and electrical services.
- Required improvements to heating and ventilation systems.
- Other similar repairs/improvements related to health and safety issues, may be approved by the CIAP, Economic Development and Township's Chief Building Official (as needed).

#### **Loan:**

- The program loans up to 50% of the eligible, costs up to a maximum grant of \$3,500. The interest free loan is repayable, non-interest bearing loan with a maximum amortization of three (3) years commencing immediately upon issuance of a completion notice of the approved project.
- The loan will be secured through a lien placed against the title of the property.
- Loan payments will be deferred for 6 months after the advancement of the funds. Full payment may be made at any time with no penalty. The loan is also transferable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan.
- Demolition permits may not be issued for the building unless the loan has been paid in full.

**Grant:**

- The Township will cover 50% of eligible costs up to a maximum grant of \$2,000. The grant will be processed upon receipt of additional permit fees and issuance/approval of permits, variances or development charges.
- Proposed works must comply with all applicable By-Laws, codes and guidelines.
- Township contributions will be issued only after the project is completed and approved.

**Who is Eligible**

- Only commercial properties are eligible for grant funding.
- Applicants for the Building Improvement Grant/Loan may be the registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive the grant/loan.
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to grant approval.

**3.2.6 Energy Efficiency Retrofit Grant/Loan****Purpose**

This program is intended to promote and encourage existing property owners to upgrade structural, electrical or other utilities with the intended purpose of improving the energy efficiency of commercial, mixed-use, or institutional buildings.

**Description & General Terms**

The Energy Efficiency Retrofit Grant Program is available in the Community Improvement Areas as shown in Map 2 through the provision of financial assistance to eligible owners/applicants.

**What Can be Done**

Applicants are eligible to apply for program funding, pending compliance with the general requirements and funding availability as approved by Council. The following energy efficiency improvements are eligible for a grant and loan under this program:

1. Replacement of existing heating or central air-conditioning systems with Energy Star systems.
2. Replacement of doors, windows, and skylights with Energy Star units.
3. Replacement of existing hot water systems with energy efficient systems.
4. Upgrades to insulation in attics, exterior walls, basements, and crawl spaces.
5. Installation of small-scale renewable energy generation systems.
6. Similar improvements maybe approved, but applicant must demonstrate how proposed works improve building energy efficiency. Approval is at the discretion of the Township and CIAP.

Applicants who have applied for a façade improvement grants/loan and/or the building improvement loan, will not be eligible for the energy efficiency grant/loan, where there is an overlap or duplication of proposed work and improvements.

Applicants will need to demonstrate the efficiency improvements or potential results from the proposed works (ie. current energy bills, comparison of old vs. new units/ systems, etc.).

Grants and loans will be provided on a one-time basis to each applicant and approved project.

**Loan:**

- The program loans up to 50% of the eligible, costs up to a maximum grant of \$3,000. The interest free loan is repayable, non-interest bearing loan with a maximum amortization of three (3) years commencing immediately upon issuance of completion notice of the approved project.
- The loan will be secured through a lien placed against the title of the property.
- Loan payments will be deferred for 6 months after the advancement of the funds. Full payment may be made at any time with no penalty. The loan is also transferable to successors in title provided the new owner meets the eligibility criteria and agrees to the terms and conditions of the loan.
- Demolition permits may not be issued for the building unless the loan has been paid in full.

**Grant:**

- The Township will cover 50% of eligible costs up to a maximum grant of \$1,500. The grant will be processed immediately upon receipt of the fees by the Township. Permit fees are payable at the time of issuance of permits, variances or development charges with the Community improvement Area.
- Proposed works must comply with all applicable By-Laws, codes and guidelines.
- Township contributions will be issued only after the project is completed and approved.

**Who is Eligible**

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Only commercial, industrial, or residential properties are eligible for Energy Efficiency Retrofit Grant/Loan funding.

### **3.2.7 Design & Environmental Study Grant**

#### **Purpose**

This program provides financial assistance to prepare professional architectural/engineering drawings, site plan control drawings, and design studies.

#### **Description & General Terms**

The Design Study Grant Program is available in the Community Improvement Areas as shown in Map 2 through the provision of financial assistance to eligible owners/applicants.

- The Township will cover 50% of eligible costs up to a maximum grant of \$2,500.
- Studies and drawings must comply with all applicable By-Laws, policies, codes and guidelines.
- Electronic and hard copy of all studies and drawings must be submitted to the Township for review and official records.

#### **What Can be Done**

The following studies are eligible for a grant under this program:

- Architectural/engineering drawings;
- Site plan drawings;
- Design studies;
- Environmental plans/studies; and,
- Structural analyses.

#### **Who is Eligible**

- Registered owners, assessed owners and tenants of lands and buildings, and any person to whom such an owner or tenant has assigned the rights for the subject property.
- Only commercial, industrial or institutional properties are eligible for funding.
- Township staff will review property tax records. Property owners who are in arrears of property taxes, local improvement charges or any other municipal accounts receivable on the subject property are not eligible to receive funding.
- Outstanding work orders (building, fire, zoning, etc.) must be satisfied prior to funding approval.

### **3.2.8 Accessibility Grant**

#### **Purpose**

To assist with the removal of barriers and increase accessibility for people with disabilities in Elmira.

#### **Description & General Terms**

This Accessibility Grant Program supports improvements to private property in order to meet the Ontario's accessibility laws and standards.

- The Township will cover 50% of eligible costs of improvements up to a maximum grant of \$2,500 per project and/ or property.

#### **What Can be Done**

The following examples are eligible for a grant under this program:

- Ramps
- Elevators

- Lifts
- Automatic door openers
- Any other improvements that improve accessibility and remove barriers, as approved by the Township of Woolwich.

#### **Who is Eligible**

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

### **3.2.8 Public Art Grant**

#### **Purpose**

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

#### **Description & General Terms**

The Public Art Grant Program is available in the Community Improvement Area as shown in Map 2 through the provision of financial assistance to eligible owners/applicants.

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

#### **What Can be Done**

The following eligible costs associated with the public art projects include:

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

#### **Who is Eligible**

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

## 3.3 CIP Budget & Financing

### **BUDGET & FINANCING**

Through the power of partnerships between private owners, and the Township, these programs offer potential to create change. Generally, the goal of these programs is to breathe new life into rural communities, make more opportunities to develop skills, and improve access to healthful lifestyles.

The Township will establish an annual budget for the related grants, loans and leadership projects. The annual budget amount and distribution among the programs is at the discretion of the Elmira CIP advisory committee. The programs should be reviewed annually on an as-required basis, and may be subject to fund replenishment through repayment of the loan portion of the loan and grant program(s). Availability of funding will also fluctuate, depending on annual budgets and program participation. There may be potential additional funding from OMAFRA's Rural Economic Development (RED) program and the Ministry of Tourism and Culture.



# 3.4 Wellington Waterloo Community Futures

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

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

Terms:

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

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

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# 4

Section 4.0:  
**Implementation**



# 4.1 Implementation

## **Authority**

This Community Improvement Plan will be implemented through the provisions of Section 28 of the Planning Act, Section 365.1 of the Municipal Act 2001 and Section 10.B.6-10.B.8 of the Region of Waterloo Official Plan.

Council of the Township of Woolwich passed By-Law \_\_\_\_\_ being a By-Law to designate the Community Improvement Project Area respecting the redevelopment, revitalization, prosperity and beautification of downtown Elmira.

## **Delegation**

The overall implementation of the grant and loan programs, including liaison with the Ministry of Municipal Affairs and Housing, shall be the responsibility of the assigned Township staff member(s) of the Township of Woolwich.

## **Administration**

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

# 4.2 Monitoring & Evaluation

## Purpose

Monitoring and evaluation of the CIP is equally critical as the programs themselves. Community Improvement Plans are not intended to be rigid documents, rather they are intended to be a proactive plan for community revitalization and renewal and economic improvements. Continual review and evaluation of the CIP and the associated programs will aid the Township to remain current with program use and needs of the community.

## Collect & Review Data

The financial incentive program participation, performance and changes within the public realm should be collected, documented and reviewed on a regular basis. Program participant feedback is another component to be considered in the review process. All participation and performance results should be reported back to Council annually, prior to the upcoming annual budget cycle.

Certain criteria should be recorded to ensure programs are consistently monitored and evaluated. The annual recorded evaluation criteria, per program, can include the following:

- Annual program funding value.
- Annual amount of funding distributed to applicants.
- Number of applicants & funding per application.
- Participants assessed property value or property taxes, before and after improvements.
- Annual applicant defaults/non-compliance & funding amount.

Table 3 Monitoring & Evaluation Criteria outlines monitoring and evaluation criteria that should be considered for each specific programs.

Program	Monitoring & Evaluation Criteria
Façade Improvement Grant/Loan	<ul style="list-style-type: none"> <li>- Façade type receiving improvement (front, side, or rear) and type of proposed work;</li> <li>- Total value of completed work (construction costs); and</li> <li>- Photo documentation of improvements.</li> </ul>
Signage Grant	<ul style="list-style-type: none"> <li>- Type of proposed signage work (new or existing upgrade);</li> <li>- Total value of completed work (construction costs); and</li> <li>- Annual applicant defaults/non-compliance &amp; funding amount.</li> </ul>
Landscape Improvement Grant	<ul style="list-style-type: none"> <li>- Type of proposed landscape improvement work (vegetation, ingress/egress, parking lot, etc.); and</li> <li>- Total value of work (construction costs).</li> </ul>

Program	Monitoring & Evaluation Criteria
Building Improvement Grant/ Loan	<ul style="list-style-type: none"> <li>- Type of proposed work (interior &amp; exterior, structural or system related); and</li> <li>- Total value of completed work (construction costs).</li> </ul>
Energy Efficiency Retrofit Grant/ Loan	<ul style="list-style-type: none"> <li>- Type of proposed work (windows, systems, etc.);</li> <li>- Efficiency improvements; and</li> <li>- Total value of completed work (construction costs).</li> </ul>
Design & Environmental Study Grant	<ul style="list-style-type: none"> <li>- Type of proposed study &amp; cost for professional services; and</li> <li>- Record of studies that could segue into the use of another CIP program.</li> </ul>
Accessibility Grant	<ul style="list-style-type: none"> <li>- Type of proposed work (ramp, elevator, lifts, etc.); and</li> <li>- Total value of completed work (construction costs).</li> </ul>
Public Art Grant	<ul style="list-style-type: none"> <li>- Type of proposed work &amp; costs (application fee, preparation, services, etc.); and</li> <li>- Total value of completed work (construction costs).</li> </ul>

**Program Adjustments & Future Revisions**

The financial incentive programs within this Plan can be activated or deactivated by the Township of Woolwich Council without an official amendment to this CIP. The Township may review and conduct minor changes to incentive terms and requirements within this Plan, without official amendment to this CIP. Any minor changes or discontinuation of incentives must be provided to the Minister of Municipal Affairs for information purposes.

In accordance with Section 28 of the Planning Act, any funding increases through financial incentives, new incentives, or alteration of the CIPA requires a formal amendment to this Plan.

# 4.3 Marketing

## Primary Objective

A successful CIP requires the host Township to initiate and deliver actions, improvements, and outreach to the public. Effective communication is required to attract, deliver, and perpetuate incentive program participation and activity within the CIPA. Without communication, Township lead action, or improvements, CIP's often have limited participation from the public. The intent of this marketing chapter is to provide guidance how the Township can start advertising and outreach.

Under the leadership program Marketing Communications and Promotion Strategy, it is recommended the Township allocate budget that supports:

1. Outreach that provides the public direction how to gather information about the available programs, guidelines, application forms, and available Township assistance in regards to application submission and eligibility.
2. Promotion of the available programs, including programs with limited applications or activity.
3. Information distribution to property and business owners and the public about the Township's planned improvements to the public space.
4. Publication of success stories within the CIPA and how people have used the available programs.

## Marketing Tools

The marketing campaign for the CIP needs to include print and multi-media formats. Various marketing formats are necessary to capture a diverse range of generations and users. The tools used for marketing must ensure the information is easily accessible, clear, and consistent. Marketing tools can include;

1. The Township website where the public can find basic information; how to apply, application forms, and program information. It is key that information is easy to find on the website and in a clear location. A direct link from the Township website home page could be provided at minimum for the first year of the CIP.
2. Print information, brochures, and handouts that outline the basic information, how to apply, and program information. Print information can be sent out with other annual municipal publications to properties within the CIPA.
3. An initial publication mail out that outlines the CIP and how people are able to use the incentive programs.
4. Profile highlights and media releases that outline success stories that use the incentive programs. This can be posted on line, included in program brochures, or new letters.
5. Educational sessions, workshops and seminars, outlining the process. Input from successful applications would be beneficial from other applicants.

# Conclusion

Overall, Elmira's Community Improvement Plan includes CIPA for the downtown. Those private businesses located within the community improvement area are eligible for the outlined financial assistance programs, at the discretion of Council dedicated funding. The programs combined with the CIPA are intended to promote revitalization, redevelopment, new development and overall pride within the Elmira community. The success of the CIP will be dependent on the Township and BIA's activity and involvement with participation and advertising. The Township will also need to actively promote and participate with the leadership programs and activities that contribute to the overall improvement of the community.



# Appendix

**Draft Façade Application Form (example)**

**Public Meeting Ads**

**Downtown Elmira Map - Core Area vs BIA Boundary**

## Façade Improvement Loan and Grant Program Application Form

The purpose of this program is to encourage façade improvements for privately own commercial building in the Town of Elmira's Community Improvement Areas. Grant and/or loan assistance is provided in the form of an interest free loan, which is paid upon completion of the previously approved work(s). This program offers a grant or loan for eligible work to a maximum limit of \$ TBD per property. Please review the specific program terms and conditions found in the Community Improvement Plan.

Application Number (assigned by <b>staff</b> ):	
Date Application Received:	

PROPERTY INFORMATION			
Municipal Address	Street Num:	Street Name:	Unit Num:
Commercial Name (if applicable):			
Registered Plan Number:		Registered Plan Lot/ Block No.	

OWNER and APPLICATION FORM			
Property Owner Information (check one)		Person(s)	Company
Registered Land Owner:	Surname:	First Name:	
Name:	(if company)	Company Officer	
Address:	Street No:	Street Name:	Unit Num:
Municipality:	Province:	Postal Code:	
Telephone:	No: ( )	Fax: ( )	Email:
Applicant Information (if different than Owner):			
Registered Land Owner:	Surname:	First Name:	
Name:	(if company)	Company Officer	
Address:	Street No:	Street Name:	Unit Num:
Municipality:	Province:	Postal Code:	
Telephone:	No: ( )	Fax: ( )	Email:

I hereby make the above application for a Façade Improvement Loan and Grant, declaring all the information contained herein is true and correct, and acknowledging the Elmira BIA & Woolwich Township will process the application based on the information provided.	
Signature:	Title:
Printed Name of Signatory:	Date:

The personal information on this form is collected under the legal authority of the Planning Act, Section 2. The personal information will be used for determining your eligibility for a grant/loan. if you have any questions about the collection, **please contact the Clerk-Administrator** at \_\_\_\_\_.

## DESCRIPTION OF IMPROVEMENTS

- Please provide a detailed, written description of the proposed improvements. Attach one (1) copy of a prepared sketch showing the proposed improvements.


SAMPLE


DRAFT

## SUPPORTING MATERIALS, DRAWINGS & PHOTOGRAPHS

- Please attach a photograph of the existing facade/signage.
- Please provide sketches and drawings of proposed work.

## Public Meeting Ads

	<p align="center"><b>You're Invited!!</b> Downtown Elmira BIA Community Improvement Plan <b>Public Open House</b></p>
<p>Date: Monday March 4, 2019 Time: 7pm - 8:30pm Location: Second-floor Council Chambers of the Township Offices at 24 Church Street West, Elmira</p>	<p>The Downtown Elmira BIA is hosting a community open house for property owners, business owners, members of the public or other interested stakeholders to provide input towards the development of a strategic document to guide and stimulate beautification efforts and economic growth in the Downtown Elmira Business Improvement Area. The evening will be facilitated by Stempski Kelly Associates Inc. All welcome.</p>
<p align="center">All interested parties or members of the public can provide their comments in-person at the meeting or submit feedback in writing to <a href="mailto:sgoldrup@woolwich.ca">sgoldrup@woolwich.ca</a>. Please call 519-669-6004 for more information.</p>	

	<p align="center"><b>You're Invited!!</b> Downtown Elmira BIA Community Improvement Plan <b>Public Open House</b></p>
<p>Date: Thursday April 11, 2019 Time: 2:30pm - 4:00pm 6:30pm - 8:00pm Format: Drop-In Location: Elmira Library, 65 Arthur St S, Elmira, ON N3B 2M6</p>	<p>The Downtown Elmira BIA is hosting the second drop-in public meeting for property owners, business owners, members of the public and other interested stakeholders to review proposed draft guidelines and provide further input on the development of a strategic document to guide and stimulate future beautification efforts and economic growth in the Downtown Elmira Business Improvement Area. Stempski Kelly Associates Inc. will facilitate the evening. All welcome.</p>
<p align="center">All interested parties or members of the public can provide their comments in-person at the meeting or submit feedback in writing to <a href="mailto:elmirabia@gmail.com">elmirabia@gmail.com</a>. Please call 519-669-6004 for more information.</p>	



TOWNSHIP OF WOOLWICH  
**Notice Public Meeting  
Proposed Community  
Improvement Plan**

**TAKE NOTICE** that the Elmira BIA and the Township of Woolwich will hold a public meeting on **Tuesday, June 18th, 2019** starting at 7:00 p.m. at the Township of Woolwich Council Chambers, 2nd Floor (Township Office at 24 Church Street West, Elmira, ON) to consider a Community Improvement Plan (CIP) pursuant to the provisions of the Ontario Planning Act.

The proposed CIP will assist to maintain and rehabilitate the downtown Community Improvement Area for the Elmira Community. Maps showing the exact location of the Community Improvement Area are available at the Township of Woolwich's Office.

The proposed CIP allows for eight (8) financial assistance programs to registered owners, tenants of land and buildings within the Community Improvement Area that will assist with building façade & signage improvements, building improvements and efficiency, landscape improvements, and design & environmental studies.

**ANY PERSON** may attend the public meeting and/or make written or verbal representation either in support of or in opposition to the proposed CIP.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the Council of the Township of Woolwich before the proposed CIP is adopted, the person or public body is not entitled to appeal the decision of the Council of the Township of Woolwich to the Local Planning Appeal Tribunal.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the Council of the Township of Woolwich before the proposed CIP is adopted, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

If you wish to be notified of the adoption of the proposed CIP, you must make a written request to Micheal Marini, the Economic Development and Tourism Officer for The Township of Woolwich and such request must include the name and address to which such notice should be sent.

**ADDITIONAL INFORMATION** relating to the proposed CIP is available for inspection, during office hours 9:00 a.m. to 4:30 p.m. at the Township of Woolwich, 24 Church Street West, Elmira, ON, N3B 2Z6. Telephone: 519-669-1647.





# Downtown Elmira Map - Core Area vs BIA Boundary

