
Minden Village Community Improvement Plan

June 2019



Table of Contents

1	GLOSSARY	2		
2	INTRODUCTION	4		
2.1	What is a CIP?	4		
2.2	Why Prepare a CIP?	6		
3	LEGISLATIVE CONTEXT	8		
3.1	The Planning Act	8		
3.2	The Municipal Act	9		
3.3	Development Charges Act	11		
3.4	The Heritage Act	12		
3.5	Minden Hills Official Plan	13		
3.6	Haliburton County CIP Policies	15		
3.7	Minden Village Development Master Plan 2014	15		
4	EXISTING CONDITIONS	16		
4.1	Official Plan Land Use	16		
4.2	Built Environment, Views, and Public Space	16		
4.3	Heritage Resources	17		
5	STAKEHOLDER ENGAGEMENT	19		
6	CIP GOALS AND OBJECTIVES	20		
7	COMMUNITY IMPROVEMENT PROJECT AREA	22		
8	FINANCIAL INCENTIVE PROGRAMS	24		
8.1	General Eligibility	24		
8.2	Priority Sites/Projects	25		
8.3	Financial Incentive Programs	26		
8.3.1	Design and Study Grant	27		
8.3.2	Township Fees Grant Program	29		
8.3.3	Façade Improvement Grant	30		
8.3.4	Sign Improvement Grant	32		
8.3.5	Building, Property, and Accessibility Improvement Grant	33		
8.3.6	Parking Optimization Grant	35		
8.3.7	Commercial Conversion/Rental Housing Grant	37		
8.3.8	Public Art Grant	39		
8.3.9	Multiple Properties Supplemental Grant	40		
8.3.10	Tax Increment Grant (TIG)	41		
8.4	Township and Provincial Brownfield Tax Assistance	44		
9	PROPOSED TOWNSHIP PROGRAMS	47		
9.1	Heritage Register	47		
9.2	Parking Initiatives	47		
9.3	Gateway and Wayfinding Signage Improvements	48		
10	DESIGN GUIDELINES	49		
10.1	Introduction	49		
10.2	How to Use the Guidelines	50		
10.3	Design Guidelines	51		
10.3.1	Façade Design	51		
10.3.2	Built Environment	55		
10.3.3	Streetscape and Public Realm	57		
10.3.4	Parking and Access	61		
11	IMPLEMENTATION PLAN	63		
11.1	Implementation Period	63		
11.2	Roles and Responsibilities	63		
11.3	CIP Administration and Evaluation of Application	64		
11.4	CIP Application Process	64		
11.5	CIP Application Requirements	67		
12	MARKETING PLAN	68		
12.1	Target Markets	68		
12.2	Marketing Tools	69		
13	MONITORING PLAN	70		
14	CONCLUSION	75		

1 Glossary

Affordable	In the case of rental housing, the least expensive of: a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate-income households; or a unit for which the rent is at or below the average market rent of a unit in the regional market area.	CIP Review Panel	The designated committee authorized by Council to review applications for financial incentives and make recommendations on financial incentives in accordance with the policies of this CIP.
Adaptive reuse	The <u>renovation</u> and reuse of pre-existing structures (such as warehouses) for new, higher density purposes.	Community Improvement Project Area	The currently designated Community Improvement Project Area, which is adopted by a by-law of Council, in accordance with Section 28 of the <i>Planning Act</i> .
Barrier-free access	Design for those with physical or other disabilities, involving the provision of alternative means of access to steps (i.e., ramps and elevators) for those with limited mobility.	County	The County of Haliburton.
Brownfield sites	Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.	Eligible costs	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.
		Heritage attributes	The principal features, characteristics, context and appearance that contribute to the cultural heritage significance of a heritage property.

Intensification

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

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

Mixed-use

Any combination of commercial uses (retail, personal services, restaurants, etc.), offices, institutional uses, and/or residential uses provided they are located above the ground floor of a commercial building).

Priority Site/Project

A specific property within the Community Improvement Project Area that may be identified by the Township of Minden Hills for increased grant values as it represents the Township’s priorities for reshaping and revitalizing Minden. This may also apply to a specific type of improvement project– parking

improvements, for example, which Council may identify as a Priority Project in a given year.

For a more detailed description of the criteria used to identify Priority Sites/Projects, refer to Section 8.2 of this CIP.

Public Realm

The spaces around, between and within buildings that are publicly owned and accessible, including streets, squares, parks and open spaces.

Redevelopment

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

Tax Increment

An increase in taxes, which is calculated by the net change in Current Value Assessment (CVA) between current value and re-assessment value multiplied by the municipal portion of the municipal property tax rate.

Township

The Township of Minden Hills.

2 Introduction

Minden Hills is a haven of peaceful water bodies and stunning Canadian Shield landscapes. Minden Village represents an important population and service centre within the Haliburton Highlands. With a significantly growing population of retirees – a trend that is going to continue over the next few decades based on 2016 census population distribution – Minden is facing a set of unique challenges.

Challenges range from a demand for a range of housing options, improved accessibility and walkability, to demands for more specialized service establishments and other amenities. With these challenges, however, come great opportunities to take advantage of and build upon Minden's many community assets.

The Township has completed a number of other planning studies that have identified the need for improvements within the downtown core. Minden Village Community Improvement Plan (CIP) has been prepared to provide Council with a range of tools to facilitate and encourage physical improvements to the private and public realm within the Village.

2.1 What is a CIP?

A CIP is a strategic municipal planning and economic development tool under the Ontario Planning Act that is used by municipalities across Ontario. Although there are hundreds of CIPs in effect, they are not a commonly

known planning tool, therefore it is useful to describe what a CIP is intended to achieve.

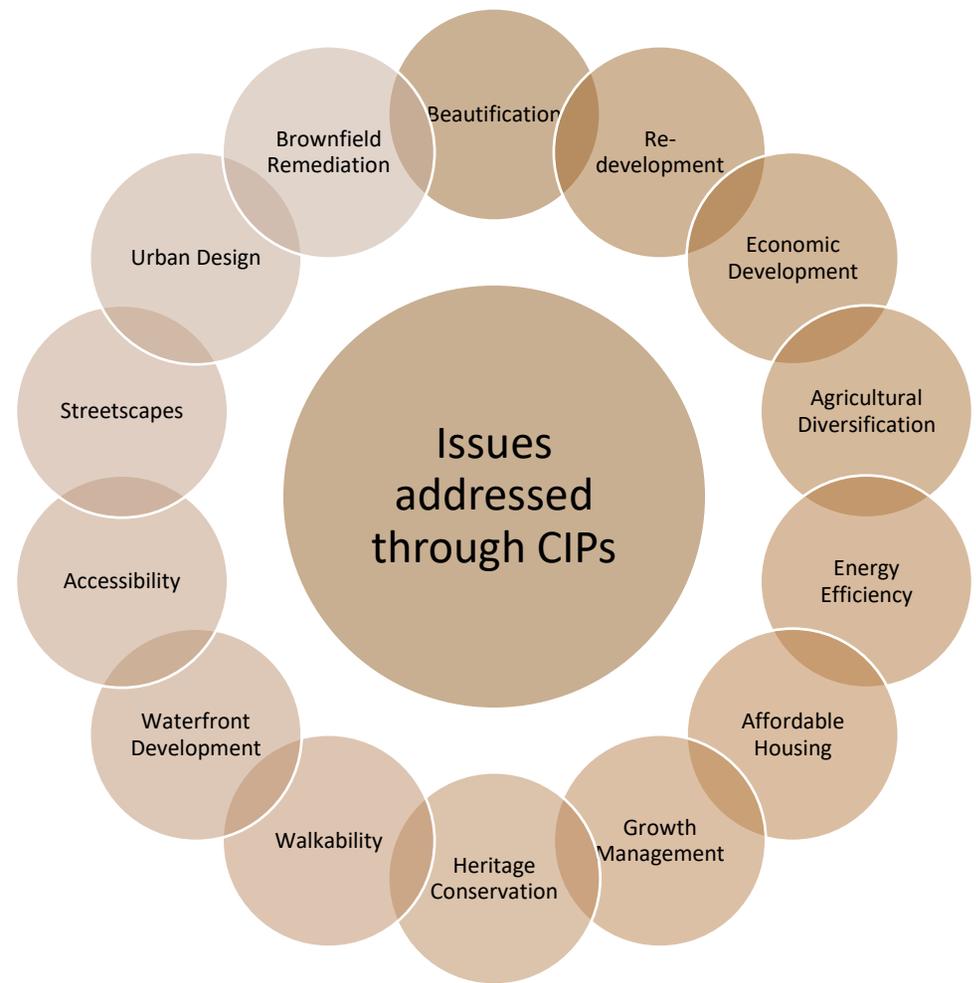
Similar to an Official Plan or a Zoning By-law, a CIP is primarily focused on the use of land and buildings within certain areas of a Municipality. A CIP is also like an Official Plan or Zoning By-law in that the Ontario Planning Act sets out how and when it can be used (as discussed later in this section of the report). However, a CIP is different than other municipal plans and planning tools because it is not intended to direct/regulate how land and buildings are used; rather, it has one or more of the following overarching goals:

- Facilitating change and transition in certain areas;
- Stimulating economic growth and development;
- Motivating rehabilitation and redevelopment of private buildings/properties; and
- Raising awareness to local needs and priorities.

Simply put, a CIP is a plan or framework that sets out tools and strategies for improving the built, economic, and social environment in a designated area of a municipality.

Normally, under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, having a CIP in place allows the municipality to assist financially with improvements to private properties. Financial assistance may be available through incentive-based programs, such as grants, rebates for certain fees required by the municipality; and tax assistance.

Traditionally, CIPs have been used in a very focused manner; for example: to improve downtown or 'core areas' in a municipality, or to encourage/facilitate the remediation and redevelopment of brownfield properties. However, over the past 10 years or so, CIPs have been used more innovatively and strategically to encourage municipal-wide goals related to: economic development; sustainable development (i.e., energy efficient buildings); the creation of affordable housing; intensification; and even the diversification of economic activity in agricultural areas.



2.2 Why Prepare a CIP?

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money (considered “bonusing”). However, under Section 28 of the Planning Act, having a CIP in place effectively cancels this prohibition against ‘bonusing’ and allows the municipality to assist financially with improvements to private properties.

These financial incentives (grants, tax relief) are intended to encourage and facilitate improvements that will ultimately result in spin-off benefits for the community:

- Physical improvements to existing buildings (structural, mechanical, aesthetic, etc.) will help improve the long-term sustainability of the buildings, and the viability for continued operations or new businesses – new commercial space, new rental housing units, etc.;
- Physical improvements can improve the overall accessibility of the community, reducing barriers for all members of the community;
- Aesthetic improvements, when coordinated or complementary, can help create an identity and a sense of place that draws people in, creating a quality pedestrian realm. This sense of place (or ‘placemaking’) promotes social interaction, and the overall social, physical and economic health of a community. This may include infrastructure works, property acquisition, land assembly, and sale of lands, construction of municipal facilities and rehabilitation of public space, parks and recreation

works signage, streetscape, and landscaping improvements.

- Elements of the CIP are also geared towards larger scale development/redevelopment projects (tax incentives, planning application fee grant, development charge rebates), which can facilitate significant change in the community, such as attracting new employment opportunities, or increasing the availability of housing units which in turn support local businesses; and
- Some sites have been contaminated through past land uses, through the placement of contaminated fill from other locations, or through the use of hazardous building materials. These sites can create significant health and safety risks, as well as impacts to surrounding areas and habitats. Rehabilitation of these areas can be very costly, and often make redevelopment nonviable. Encouraging brownfield development through CIP tools can provide long term benefit to the natural, social, and economic sustainability of the community.

Example Façade Improvement Grant Project - Haliburton



**Figure 2 Before
(Haliburton
Ontario)**



**Figure 1 After (Facade
Improvement Grant)
(Haliburton Ontario)**

3 Legislative Context

The CIP must operate within the applicable provincial, upper tier (County) and local Township plans and policies. This section provides an overview of the key legislation that enables the development of CIPs in Ontario and within the Township of Minden Hills.

3.1 The Planning Act

The Planning Act is the primary piece of legislation that provides for the preparation of CIPs and sets out:

- Types of projects/activities/works that are considered 'community improvement';
- A process by which a municipality can identify a 'community improvement project area' and prepare a 'community improvement plan';
- Tools that can be implemented once a 'community improvement plan' is prepared; and,
- Eligible costs for which a municipality can provide incentives.

Community Improvement: 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."

Section 28(2) states that where there is an official plan in effect in a local municipality or in a prescribed upper-tier municipality that contains provisions relating to 'community improvement', the Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a 'community improvement project area'.

Community Improvement Project Areas: Section 28(1) of the Planning Act 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".

Community Improvement Plan: Section 28(4) of the Planning Act states that once a 'community improvement project area' has been designated by By-law, "the Council may provide for the preparation of a plan suitable for adoption as a Community Improvement Plan for the Community Improvement Project Area".

Tools: The municipality may then prepare and 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));
- Make grants or loans to owners and tenants of land and buildings within the community improvement project area to pay for the whole or any part of ‘eligible costs’ related to community improvement (Section 28(7)).

Eligible Costs: ‘Eligible costs’ are specified in Section 28(7.1) of the Planning Act, and 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”.

The word rehabilitation is emphasized above because it is important in understanding the definition of eligible costs. While the term ‘rehabilitation’ is not defined in the Planning Act, it is generally understood to mean the restoration of something back to its former capacity. By this definition, ‘rehabilitation’ would therefore not apply to lands that have not previously been developed, or greenfield areas (i.e., lands located outside of the built-up area, as identified by the Province in 2006). Consequently, this section of the Planning Act does not generally allow for CIP tools to be applied to greenfield areas, unless for the provision of energy efficient uses, buildings, structures, etc.

Finally, Section 28(7.3) states that the total of the grants and loans that is provided in respect of the lands and buildings shall not exceed the eligible costs of the

community improvement project with respect to those lands and buildings.

Upper Tier Participation: An upper-tier municipality can contribute financially to CIP programs adopted by its local municipalities. Section 28(7.2.) of the Planning Act states:

“The council of an upper-tier municipality may make grants or loans to the council of a lower-tier municipality and the council of a lower-tier municipality may make grants or loans to the council of the upper-tier municipality, for the purpose of carrying out a community improvement plan that has come into effect, on such terms as to security and otherwise as the council considers appropriate, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans”.

This means that the County of Haliburton can participate financially in a CIP adopted and implemented by one or more of its local municipalities, including Minden Hills, subject to having required Official Plan policies in place.

3.2 The Municipal Act

Brownfield Developments: Section 365.1 of the Municipal Act enables municipalities to implement the Brownfields Financial Tax Assistance Program, which is intended to bring brownfields back into productive use. Under this program, municipalities may pass by-laws providing for the cancellation of all or a portion of the taxes for municipal purposes levied on eligible properties for which a phase two environmental site assessment has been conducted, confirming that additional

remediation is required. The cancellation of taxes applies to the *remediation and redevelopment period*, as defined by the Municipal Act, Section 365.1 (1);

Rehabilitation period means, with respect to an eligible property, the period of time starting on the date on which the by-law under subsection (2) providing tax assistance for the property is passed and ending on the earliest of,

(a) the date that is 18 months after the date that the tax assistance begins to be provided,

(b) the date that a record of site condition for the property is filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and

(c) the date that the tax assistance provided for the property equals the sum of,

(i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and

(ii) the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act;

Development period means, with respect to an eligible property, the period of time starting on the date the rehabilitation period ends and ending on the earlier of,

(a) the date specified in the by-law made under subsection (2), or

(b) the date that the tax assistance provided for the property equals the sum of,

(i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and

(ii) the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act;

This program also includes provisions for participation by the Province, through cancellation of the education portion of the taxes by application to the Minister of Finance. Details of this program are included in Section 7.4 below. **Heritage Properties:** Section 365.2 of the *Municipal Act* enables municipalities to implement the Heritage Property Tax Relief Program. The program encourages the maintenance and conservation of locally designated heritage properties by allowing municipalities

to pass a by-law to provide tax relief (10 to 40 percent) to owners of eligible heritage properties, subject to agreement to protect the heritage features of their property. The Province also shares in the cost of the program by funding the education portion of the property tax relief. It is noted that a CIP is not required in order to implement this tax relief program; however, it is only available to heritage properties that are designated under the *Heritage Act*.

Grants for heritage restoration and improvement can also be provided to properties that are not designated by using Community Improvement tools within Section 28 of the Planning Act.

3.3 Development Charges Act

In addition to the range of community improvement tools established by the Planning Act, Section 5 of the Development Charges Act allows a municipality (through its development charge by-law) to provide for full or partial development charge exemptions for certain types of development. This tool is often incorporated into municipal CIPs; however, a CIP is not required in order to use it.

Summary

Normally, municipalities are prohibited from offering financial incentives to private land owners.

Section 28 of the Planning Act (supported by other Provincial legislation) provides municipalities a broad toolkit to facilitate private investments that will have spin-off benefits for the community through a Community Improvement Plan

3.4 The Heritage Act

Section 27 of the Ontario Heritage Act allows municipalities to develop a Heritage Register of property within the municipality that is of cultural heritage value or interest.

In addition to properties formally designated under Part V of the Heritage Act, the Register may also contain properties that are not designated but are of potential cultural heritage value. For these properties, a description of the property is required to be included on the Register (such as a street address). No formal research or evaluation is required, but a brief rationale should be provided as to why it may be of value to the community. Developing the Register of listed (not necessarily designated properties) has the following benefits:

1. The register recognizes properties of cultural heritage value in the community.
2. The register promotes knowledge and enhances an understanding of the community's cultural heritage.
3. The register is a planning document that should be consulted by municipal decision makers when reviewing development proposals or permit applications. The register provides easily accessible information about cultural heritage properties for land-use planners, property owners, developers, the tourism industry, educators and the general public.
4. The register provides interim protection for listed property (MTCS 2007).

The inclusion of properties on a municipal heritage register does not restrict a property owner when making alterations or additions to the property. However, when properties are included on a municipal register, an owner must provide Council 60 days' notice of their intent to demolish a building on the property. Typically, Council will use this time period to determine if they wish to pursue designation of the property, or whether they will grant the demolition permit.



Figure 3 Dominion Hotel circa 1875 (Kernohan, 2009)

3.5 Minden Hills Official Plan

In accordance with Section 28 of the Planning Act, the Township’s Official Plan (OP) must contain policies that support the creation of a Community Improvement Plan.

The Township OP has a number of policies relating to Community Improvement Planning.

Section 1.3.2 Community Character states that “The urban streetscape of the Minden Settlement Area will be improved through Community Improvement, partnerships with service groups, and stakeholders and enforced through property standards”.

It is identified as a goal within the OP to encourage **intensification** within the Minden Settlement Area, and to accommodate at least 250 new housing units over planning horizon to 2035 (OP Section 2.2.5.1 and 2.4.4.2.1).

Section 2.4.4.2.4 In order to encourage **residential intensification proposals within the Downtown**, the Township may provide incentives through a Community Improvement Plan. Council may also consider providing exemptions from the provision of on-site parking, local development charges and/or parkland dedication.

Section 2.4.5 states that the **Downtown** will be designated as a Community Improvement Area as a means of implementing the Vision for the downtown, as well as the recommendations within the Village Development Master Plan.

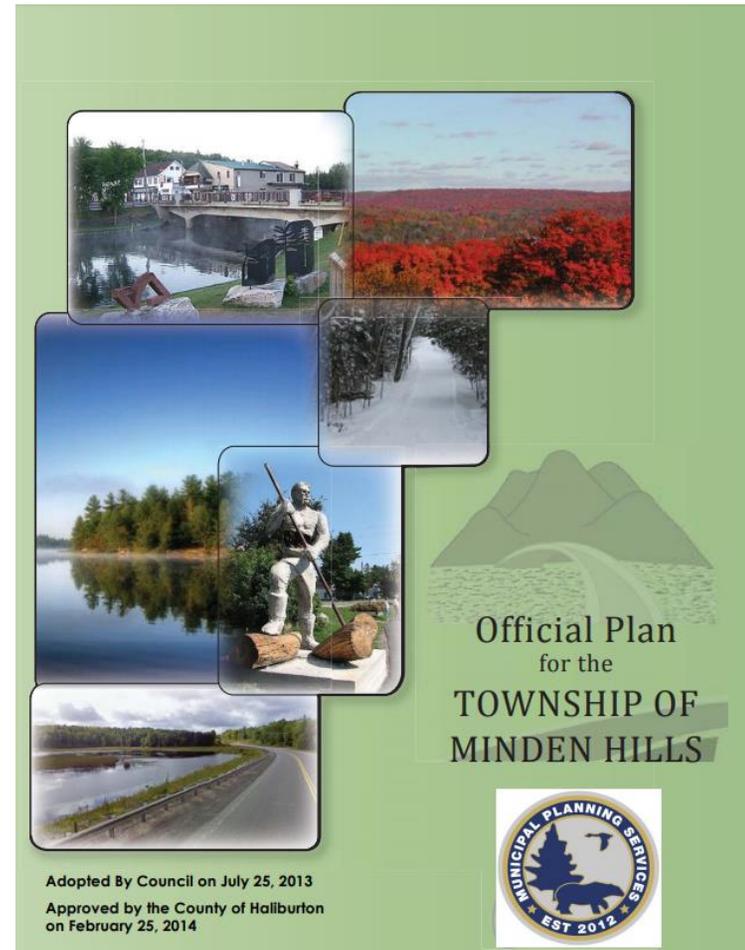


Figure 4 Township of Minden Hills Official Plan

Policies associated with the designation of Community Improvement Areas are included within Section 6.16 of the OP. It is noted that all areas designated **Residential, Downtown, and Downtown Transition** as designated as Community Improvement Project Areas (CIPAs), and other CIPAs may be designated by bylaw.

The following CIP Goals are identified in Section 6.16.2 of the Township's OP:

- To implement the approved recommendations from the Village Master Plan;
- To develop a more attractive, safe, accessible and efficient community for existing and future residents.
- To provide for the continued social and economic development of the Township;
- To provide an environment that is attractive to new investment in the Township;
- To encourage the ongoing maintenance, rehabilitation, redevelopment, upgrading and improvement of external public and private space.

The Official Plan also contains **Criteria for Delineating Community Improvement Project Areas** (Section 6.16.3). Criteria include:

- Areas that show deficiencies in public services;
- Areas that are deficient in social or recreational services including;
- Contaminated lands or brownfields which remain undeveloped, but which could provide significant opportunity for infill and intensification;

- Land, building and structures which possess barriers to accessibility and active forms of transportation;
- Areas having inappropriate uses in a particular area, including general aesthetics, underutilization, and building condition.

Summary:

The Minden Hills Official Plan contains a number of policies that promote the development of a Community Improvement Plan and identification of Community Improvement Project Areas for a broad range of physical, social, environmental, and overall economic development purposes.

3.6 Haliburton County CIP Policies

Section 28 (7.2) allows upper tier municipalities to make grant to the Council’s of lower tier municipalities for the purposes of carrying out a Community Improvement Plan, provided they contain applicable policies within their Official Plans.

The County OP contains a number of policies relating to CIPs, including 7.10.7 which states that “County Council shall encourage the preparation of Community Improvement Plans and associated policies and programs at the local level to encourage redevelopment.” The County supports a broad range of CIP initiatives, including construction, energy efficiency, accessibility, affordable housing and the cleanup of brownfield lands and/or buildings” (Section 7.10.9).

The County OP contains enabling policies that support the development of a CIP for a broad range of physical, social, environmental, and economic development purposes.

3.7 Minden Village Development Master Plan 2014

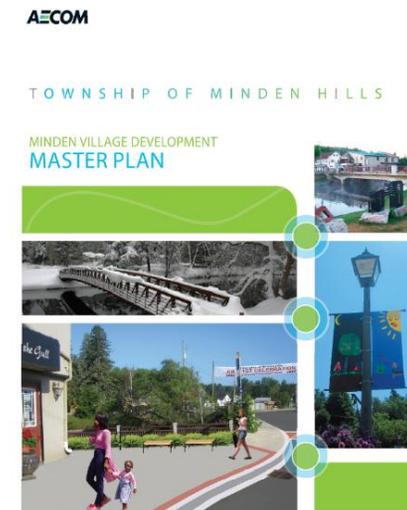
The Minden Village Development Master Plan (AECOM 2014) provides guidance on primarily public-realm improvements. Objectives of the Master Plan include:

- Improve traffic flow;
- Provide adequate parking;
- Improve and encourage pedestrian movement;
- Ease of movement for aging population;

- Provide access throughout the Village;
- Attract traffic from Highway 35 and new Canadian Tire to the Downtown Core and businesses;
- Revitalize the Downtown Core to provide year-round interest;
- Recommend the best location for seniors housing and/or affordable housing;
- Increase aesthetic and functionality of downtown to attract more residents and tourism;
- Generally, improve the appearance of the Village; and
- Strengthen the image of a “bustling community which strives to ignite the passions of art, music and the environment”.

The Minden Village CIP will be supportive of the public realm strategy included within the Minden Village Development Master Plan.

Figure 5 Minden Village Development Master Plan



4 Existing Conditions

4.1 Official Plan Land Use

Minden is identified as an Urban Settlement Area, with land uses designated on Schedule A-1 of the Township of Minden Official Plan (OP) (OP Section 2.1.1). The following provides a brief overview of land uses located within the Settlement Area:

Residential: The residential land use designation does not differentiate between low, medium, and high. Higher density residential uses will be located in proximity to commercial and institutional uses and the downtown core, along major streets, and in proximity to will be serviced by municipal water and wastewater services. Policy 2.2.3.4 provides more direction with respect to residential densities.

The OP encourages the intensification of residential areas and the establishment of a mix of housing types (in accordance with intensification policies in OP Section 2.2.5).

Downtown: The Downtown land use designation is intended to serve as the business, commerce, and hospitality destination servicing the Minden community and the County of Haliburton. The OP encourages the retention and/or recreation of cultural heritage attributes. Permitted uses include a wide range of commercial, business, hospitality establishments, residential, etc. It is also noted that mixed-use intensification projects are

encouraged in accordance with the policies in OP Section 2.4.4.2).

Downtown Transition: The Downtown Transition land use designation includes a range of residential, and services uses, and are intended to accommodate new medium density residential uses in close proximity to the downtown core.

Service and Business Areas: The Service and Business Area designation applies to lands along the Highway 35 corridor, and is intended to accommodate a range of highway service commercial, compatible industrial, and community uses.

Business Park: The Business Park land use is intended to accommodate future development of industrial or other similar land uses.

Official Plan Schedule A-1 is included in **Appendix A**.

4.2 Built Environment, Views, and Public Space

The downtown core is characterized by 1-2 storey commercial establishments with direct street frontage. Building facades are varied, with a mix of building treatments. When looking south from the Gull River down Bobcaygeon Road, the view through the downtown core terminates at the T-intersection at Bobcaygeon Road, and the downtown is framed on the north and south by the rolling hills of the Haliburton Highlands.

While areas south of the Gull River have a more traditional downtown aesthetic, with commercial buildings framing the street, areas north of the River has a more

interrupted streetscape with varied setbacks and street-facing parking.

4.3 Heritage Resources

Heritage is often a consideration in the CIP process, both in private investment incentives and Township-led initiatives. In many CIPs, heritage can influence the preparation of design guidelines that are used as part of the façade improvement grant financial incentive programs. In other CIPs a review of the community's cultural heritage resources can result in recommendations for Township-led initiatives such as heritage policies or recommendations for Heritage Conservation District Studies.

In many cases, potential heritage resources in Minden have been altered with varying degrees over time. Most have been covered with vinyl or aluminum siding and have had original windows and doors replaced with contemporary units. The integrity of these resources is not altogether lost; in many cases, the shape and scale of the historic building is evident even with contemporary changes. In some cases, cladding may simply be covering original wood cladding, or could be replaced with more historically compatible materials in the future, if property owners wish. Other buildings have had substantial alterations and additions that detract from the overall shape, scale or massing of the original structure.

Figure 6 Mainstreet circa 1920 (Bobcaygeon Road Looking South). Kernohan, 2009

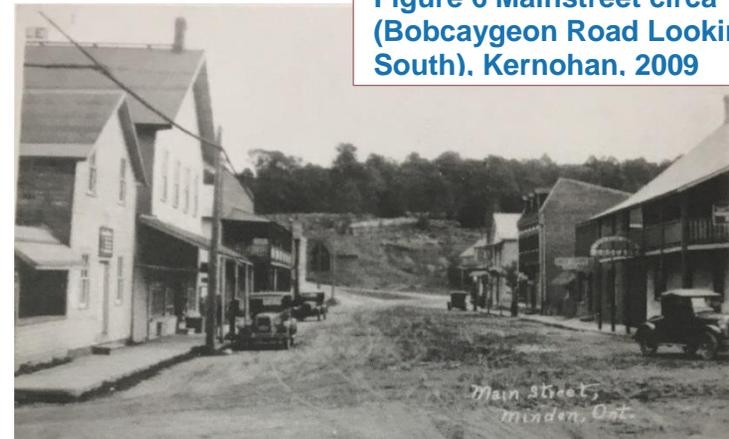
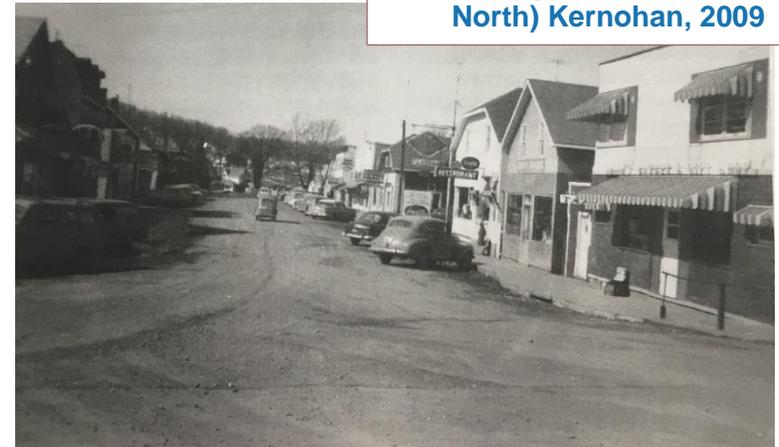


Figure 7 Mainstreet circa 1957 (Bobcaygeon Road Looking North) Kernohan, 2009



Heritage Opportunities and the CIP

Through the Minden CIP, Stantec undertook an inventory of potential heritage properties in Minden Village to understand the types of resources that existed in the community, and their locations. During community consultation at both the task force meetings and public meetings, our team asked what attendees to tell us what came to mind when they thought about Minden's heritage. The heritage inventory, background research, and public input were used to identify what options might be available through the CIP related to heritage conservation.

The majority of cultural heritage resources inventoried are residential property types and many still appear to be in (private) residential use. Some have been converted to bed and breakfasts or commercial use. Private residences are unlikely to be considered for inclusion in CIP area/for CIP funding. However, there may be possibility for some of the older residential areas to be candidates for conversion to rental housing (as a lack of rental housing was identified as a key issue in the Township during consultation).

Design Guidelines (see Section 10) that reflect the unique heritage characteristics of the Minden Village have been prepared and included in the CIP. Applications for financial incentives (façade and signage improvements in particular), shall be consistent with these guidelines.



Figure 8 Sample Façade Restoration along Bobcaygeon Road

5 Stakeholder Engagement

A CIP Task Force was established, made up of eight (8) local business/property owners, and a Council representative. The following provides an overview of the engagement events held throughout the development of the CIP:

- CIP Task Force Workshops/Meetings: August 2018, February 2019, and May 2019
- Public Meetings: August 2018, June 2019
- Public Survey: May 2019

These engagement events provided vital input on local economic development, planning needs, and options that were incorporated into the CIP Programs.

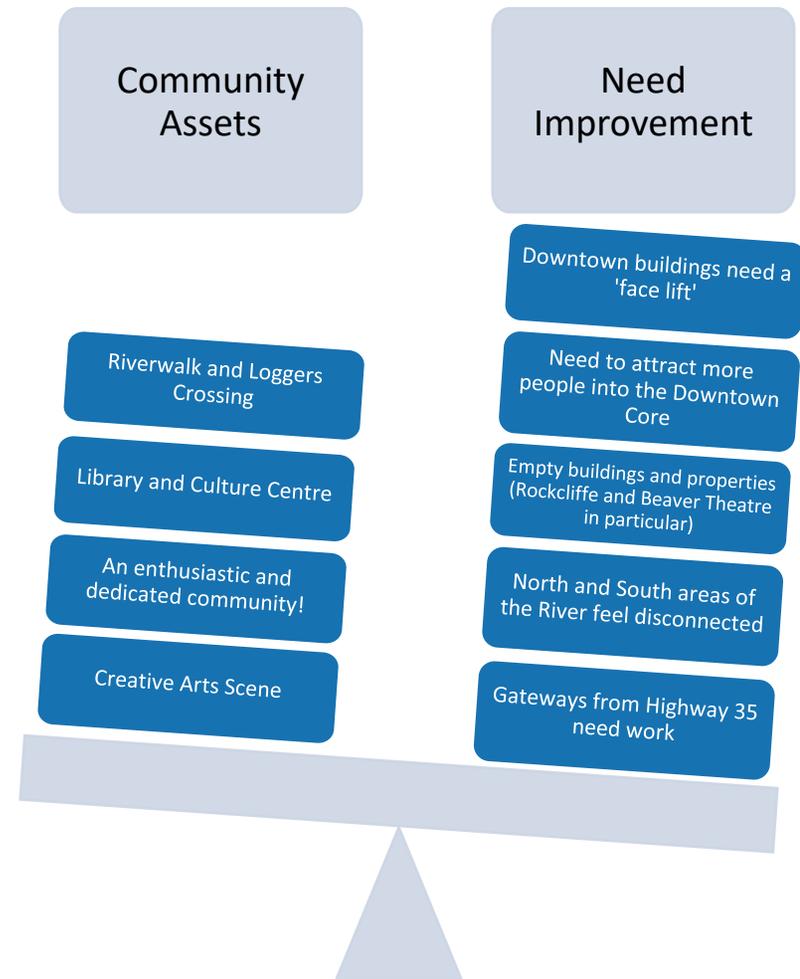


Figure 9 Input Received through Engagement Events

6 CIP Goals and Objectives

Through the review of the existing policy framework, existing physical conditions, and stakeholder engagement activities, the following goals and objectives have been identified for the CIP.

The goals identify what we want to achieve through the CIP, and objectives are identified for each which provide strategies for achieving these goals. The Goals and Objectives will also be used to monitor and measure the success of the CIP, discussed in the Monitoring Plan in Section 13.

1. Physical Revitalization and Beautification

- a. Implement aesthetic improvements to private property such as improvements to façades, signage, landscapes, with emphasis on the enhancement and restoration of heritage features;
- b. Implement functional improvements to public and private property, such as structural repairs to buildings and improvements to parking, infrastructure and accessibility in order to improve the existing building stock and viability for the long term;
- c. Apply dedicated Township funds and resources for improvements to community

facilities, streetscapes, and public spaces/the public realm.

- d. Create animated and exciting public and private places that enhance and celebrate the uniqueness, history, and 21st Century experience of Minden;

2. To Support the Growth of Existing Businesses and Economic Development Opportunities within Minden

- a. Reduce the number of vacant, under-utilized, or non-performing buildings and properties;
- b. Adaptively reuse and enhance existing buildings, landmarks, and property fabric;
- c. Plan for, take advantage of, and prioritize key redevelopment sites and opportunities.
- d. Provide safe and accessible opportunities for social interaction, public events, and civic life
- e. Attract a wider range and mix of uses and diversity of businesses;

3. To Attract More Visitors and Permanent Residents into the Downtown Core:

- a. Implement community improvement projects in a manner that is consistent with the Township's vision and goals for urban design, as articulated in the Village Development Master Plan

- b. Facilitate the development of a wider range of housing options within the Settlement Area, including rental housing
- 4. Support Minden as a vibrant, diverse, and accessible community;
 - a. Promote Minden’s natural and culture heritage resources and attractions as part of a network of community assets;
 - b. Implement improved signage and wayfinding to promote Minden, its businesses and contribute to an enhanced visitor experience

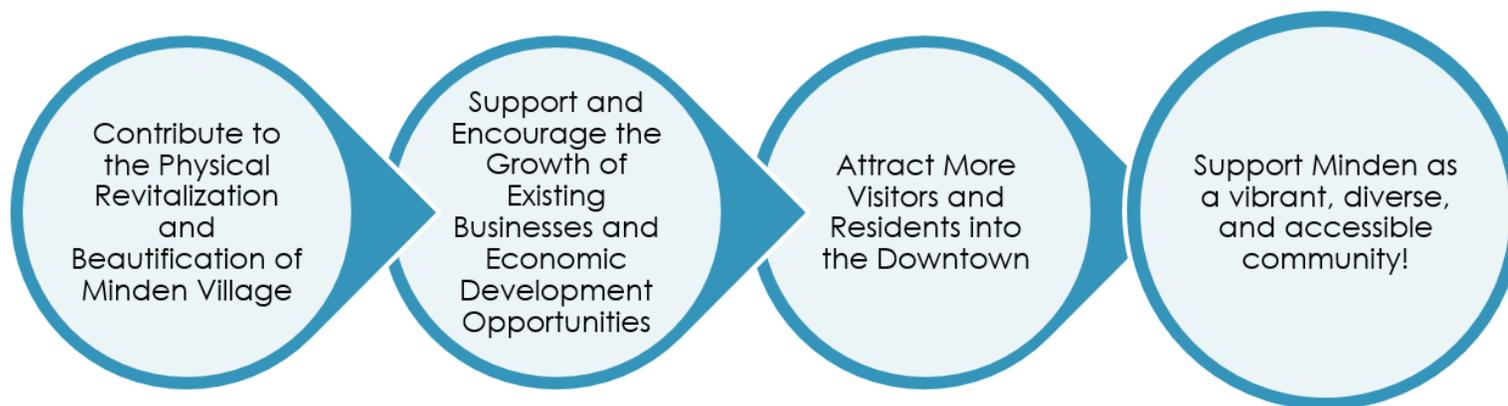


Figure 10 Minden Village CIP Goals

7 Community Improvement Project Area

The Community Improvement Project Area (CIPA) is the area in which programs within the CIP will apply. The Township of Minden Official Plan contains a number of policies associated with Community Improvement Planning, and general criteria for the identification of Community Improvement Project Areas (CIPAs).

Considering the goals and objectives for the CIP, and policy guidance provided by the Official Plan, the CIPA is proposed to include the existing 'built-up area.' While this built-up area contains a range of land uses, only the following land uses will be eligible for financial incentives:

- Downtown;
- Downtown Transition; and
- Residential (multi-unit uses).

The CIPA is identified on the following page, and in accordance with Section 28 of the Planning Act, shall be identified through By-law.



Figure 11 Mapping Exercise from Task Force Workshop

Legend

- Minden Settlement Boundary Community
- Improvement Project Areas
- Parcel
- Point of Interest
- Gateway
- Official Plan Land Use Designation**
- Downtown Transition
- Downtown
- Service & Business Area

0 200 400 metres
1:15,000 (At original document size of 11x17)

Notes

1. Coordinate System: NAD 1983 UTM Zone 17N
2. Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2017.
3. Orthoimagery © Bing, 2017.

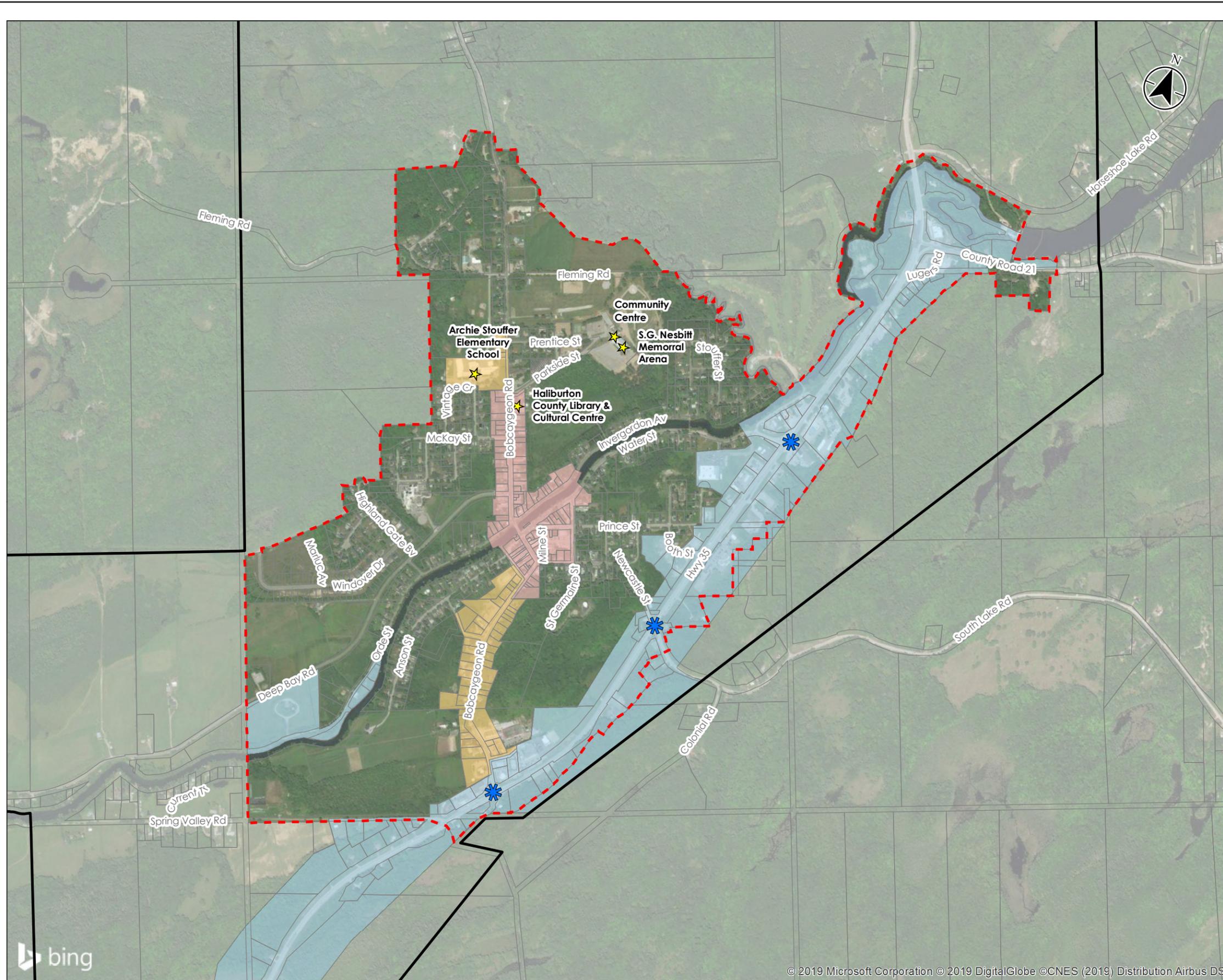


Project Location: Township of Minden Hills
 161413721 REVA
 Prepared by AB on 2019-04-11
 Independent Review by SB on 2019-04-11

Client/Project:
 TOWNSHIP OF MINDEN HILLS
 COMMUNITY IMPROVEMENT PLAN
 MINDEN, ONTARIO

Figure No.

Title:
Community Improvement Project Area



8 Financial Incentive Programs

A number of financial incentive programs have been identified that will contribute to the goals and objectives of the CIP. These programs will form part of the Township's toolkit; Council will have the ability to identify particular programs to offer in a given year in order to target certain sectors or priorities, and to respond to available resources and funding.

8.1 General Eligibility

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

- a) The lands and buildings subject to an application must be located within a CIPA where Financial programs have been made available for that year.
- b) Only certain types of existing or proposed uses in the CIPA will be eligible for financial incentives. Unless otherwise stated in the Program Specific Eligibility Criteria, **Downtown; Downtown Transition; and Residential (multi-unit)**, where permitted by the Township Official Plan and Zoning Bylaw, will be eligible for incentives.

- c) All projects must contribute to achieving one or more community improvement goals and objectives as identified in (Section 6).
- d) All project must generally comply with the applicable Design Guidelines (Section 10) and be designed to complement the surrounding architectural styles and natural settings, and do not overshadow the existing character of the area.
- e) All proposed projects must result in some level of improvement or rehabilitation over the existing conditions and will not simply represent a life-cycle replacement.
- f) Unless otherwise specified, registered owners, assessed owners, and tenants (with written consent from the owner) of private land and buildings may be eligible for financial incentives.
- g) The total value of all grants, loans and tax assistance provided to an owner/tenant shall in no case exceed the total value of eligible costs associated with the community improvement project.
- h) Unless otherwise specified in the Program Specific Eligibility Criteria, an applicant may be eligible to receive multiple grants, in accordance with the following:

- a. The total combined value of grants provided to the applicant by the Township per year shall not exceed **\$15,000 per project/property, or the total value of eligible costs, whichever is less.**
- b. Subsection a. shall not apply to properties that have been identified as Priority Sites by Council, and shall not include grants or tax assistance issued under the Tax Increment Equivalent Grant or Brownfield Tax Assistance Programs.
- i) Financial incentives will not be applied retroactively to works started prior to approval of applications and any application for costs incurred prior to the adoption of this CIP will not be considered eligible.
- j) The property owner must have no outstanding property tax arrears or any other outstanding Township obligations on the subject property at the time of application or during the term of the grant.
- k) Applicants will be required to disclose all other funding sources, including governmental, private, or not-for-profit funding to support the project. These shall be taken into consideration in the review of applications and the value of incentives

provided by the Township may be reduced at the sole discretion of Council (or Council-delegated authority).

- l) The proposed works will confirm with all applicable policies, standards, and procedures, including but not limited to the Official Plan and Zoning Bylaw, in addition to being subject to a review and the issuance of necessary planning and development approvals and building permits pursuant to the Ontario Building Code and other such authorities.

In addition to these General Eligibility Criteria, Program Specific Eligibility Criteria must also be met, which are outlined in the description for each program.

8.2 Priority Sites/Projects

In order to provide flexibility to respond to unique or exceptional opportunities or needs, the CIP can provide the ability for Council to identify Priority Sites and/or Projects. Priority Sites/Projects should represent a significant contribution to the goals and objectives of the CIP. Criteria for delineating Priority Sites/Projects may include:

- The property has significant cultural heritage value to the Community;
- The project will increase the supply of affordable/attainable housing options in proximity to the Downtown Core;

- The Site has river frontage, multiple street facades, or a significant view from a public corridor; and;
- The project represents a significant economic development opportunity for the Township.

For Priority Sites/Project identified through Council Resolution, the maximum value of grants may be increased based on the availability of funding.

8.3 Financial Incentive Programs

The following financial incentives are proposed to be included in the CIP. Once again, these tools are intended to provide the Township with a flexible toolkit, and all incentives may not be available in a given year.

The following Financial Incentive Programs have been identified and outlined below:

- Design and Study Grant
- Township Fees Grant
- Façade Improvement Grant
- Signage Grant
- Building, Property, and Accessibility Grant
- Parking Optimization Grant
- Commercial Conversion Grant
- Rental Housing Grant
- Public Art Grant
- Multiple Properties Supplemental Grant
- Tax Increment Grant (TIG)



8.3.1 Design and Study Grant

Purpose

This grant is proposed to support pre-development projects, through the completion of professional studies or reports to determine the feasibility of adaptively reusing, rehabilitating, retrofitting, converting, redeveloping, or developing commercial, residential, or other mixed-used buildings.

This Grant promotes high-quality proposals and developments through the completion of professional studies. The Township will also be able to retain a copy of any study/report for future reference.

Value of Grant

The proposed value of the Design and Study Grant is up to 50% of eligible costs up to a maximum of \$2,500 per project/property.

Program Specific Eligibility

- Properties will be eligible for the Design and Study Grant if the proposed or potential use being investigated is in accordance with the eligible uses identified in Section 7.
- The studies, plans, or designs must provide new site-specific information in support of a potential improvement project.
- Eligible studies must be completed by a licensed and/or qualified professional as confirmed by the Township.

Eligible Costs

The cost to complete any of the following types of studies, plans, or designs may be eligible for the Design and Study Grant:

- Conceptual plans;
- Structural analysis;
- Traffic Impact Assessment;
- Site plan drawings;
- Environmental studies;
- Architectural drawings;
- Interior design plans for a commercial development;
- Engineering plans;
- Market analyses;
- Other site-specific studies or plans which may be required or recommended by the Township at the time of pre-consultation or site plan application.

Applicants will be required to meet with the CIP Administrator prior to submitting an application to confirm the eligibility of the proposed plan/study.

Payment of Grant

All completed studies, plans, or designs must comply with the description of the project provided in the grant application form.

The grant will be provided upon successful completion of the approved study, plan, or design. The grant will be paid in a lump sum as a reimbursement of up to 50% of eligible costs incurred, or the maximum value of the grant, whichever is less.

One electronic and one hard copy of the completed studies, plans, or designs shall be submitted to the Township. All completed studies will become the shared property of the Township and applicant.



8.3.2 Township Fees Grant Program

Purpose

This grant is intended to facilitate and encourage adaptive-reuse, infill, intensification, and redevelopment by providing assistance in the form of a cancellation or reduction of fees required by the Township through the planning and development process.

Value of Grant

The Township Fees Grant provides a rebate of up to 100% of eligible fees required by the Township as part of the development process to a maximum of \$5,000 per project/property.

Eligible Costs

Eligible costs include fees levied by the Township associated with the development or redevelopment of eligible properties. Applicable Township fees may include applications/permits associated with:

- Official Plan and Zoning Bylaw amendments;
- Minor variances;
- Site plan control
- Plan of subdivision/condominium;
- Building permits;
- Cash-in-lieu of parkland dedication;
- Cash-in-lieu of parking requirements.

Other required development fees as identified through the Township's current fee schedule/bylaw.

Payment of Grant

Regular fees are paid at the time of the development application, and the rebate in the amount of the fees paid is provided to the applicant following substantial completion of the project/development. This is done to ensure that projects are completed in accordance with the approved CIP application.

With respect to the cash-in-lieu of parking, the grant would reduce the amount of cash-in-lieu as calculated by the Township for developments within the downtown core that may not be able to provide the amount of parking required by the Zoning Bylaw. While this would reduce the amount within the Township's parking reserve for improvements to municipally owned parking areas (or the provision of new parking areas), through this grant program, CIP funds could be redirected to the reserve.

See Section 9.2 below on Township Initiatives.

While the Township does not currently have a Development Charges Bylaw in force, a Development Charge Grant can also be included in the CIP, should the City wish to establish a Development Charge Bylaw.

Sample Application

A property owner plans to convert an existing single family home into multiple rental units, and must apply for a Minor Variance.

Total Minor Variance Fee: \$700
Approved grant: up to \$700

8.3.3 Façade Improvement Grant

Purpose

This grant program encourages improvements to existing building facades to promote an attractive, active, and pedestrian-friendly streetscape. It is also intended to encourage the restoration, rehabilitation, and maintenance of heritage attributes, and the development of an urban design structure that complements the Village's historical context. Proposed projects are expected to be consistent with the Design Guidelines set out in Section 10.

Value of Grant

The proposed value of the Façade Grant is up to 50% of eligible costs to complete the project up to a maximum of \$5,000 per project/property. This may be increased to the maximum total grant value of \$15,000 at the sole discretion of Council if the project meets one or more of the following:

- The building has multiple street frontages (e.g. corner lots), river frontage, or multiple street addresses, where façade improvements are proposed on both frontages;
- The building has a secondary access or a prominent view from a laneway, or parking lot; and/or
- The restoration of original heritage features is being proposed, or other exceptional urban design elements consistent with the Urban Design Guidelines in Section 10.

- A property has been identified as a Priority Project/Site in accordance with Section 8.2.

Eligible Project and Costs

- Improvements to the main building façade, and side and/or rear wall may also be eligible where the subject building or property is located adjacent to or is visible from a view corridor or waterbody, or otherwise has a significant public view in the opinion of Township staff.
- For a Façade Improvement Project, eligible costs include the following:
 - Restoration or replacement of exterior building treatments, such as brickwork/cladding/siding;
 - Restoration or replacement of cornices, eaves, and parapets;
 - Restoration or replacement of windows doors, and awnings;
 - Restoration or replacement of exterior lighting;
 - Exterior painting;
 - Chemical or another façade cleaning;
 - Redesign of storefront or entrance modifications;

- Such other similar improvements and repairs that may be necessary to improve the appearance of a building façade.

Project Specific Eligibility Criteria

The proposed project must be consistent with the Design Guidelines in Section 10.

Payment

All completed projects must comply with the description as provided in the grant application form. The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of up to 50% of costs incurred, or the maximum value of the grant, whichever is less.

Sample Application:

A downtown commercial property owner plans to replace existing aluminum siding with a more sustainable option, which also reflects the historical character of wood siding.

Total project cost: \$6,500
Approved grant: up to \$3,250

8.3.4 Sign Improvement Grant

Purpose

This program encourages the improvement of commercial signage to promote an attractive, active and pedestrian-friendly streetscape, and one that reflects a cohesive vision for the Village.

Value of Grant

The Grant may cover 50% of eligible costs to a maximum of \$2,500. The maximum grant value may be increased to \$5,000 at the sole discretion of Council if the proposed signage project meets one or more of the following:

- The building has multiple street frontages (e.g. corner lots), river frontage, or multiple street addresses, where signage improvements are proposed on both frontages; and/or
- The building has a secondary access or a prominent view from a laneway, or parking lot; and signage improvements are proposed at each access.
- A property has been identified as a Priority Project/Site in accordance with Section 8.2.

Eligible Project and Costs

- Improvements to or replacement of the storefront signs of buildings are eligible, including material and construction costs.
- Where a side and/or rear wall sign is visible from a public street or public space, or fronts onto a

laneway or parking lot, improvements to these signs may also be eligible.

Payment

All completed projects must comply with the description as provided in the grant application form. The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of up to 50% of costs incurred, or the maximum value of the grant, whichever is less.

Sample Application:

A Downtown business owner proposes to replace an existing backlit sign with a front-lit engraved sign.

Total Project Cost: \$4,000
Approved grant: up to \$2,000

8.3.5 Building, Property, and Accessibility Improvement Grant

Purpose

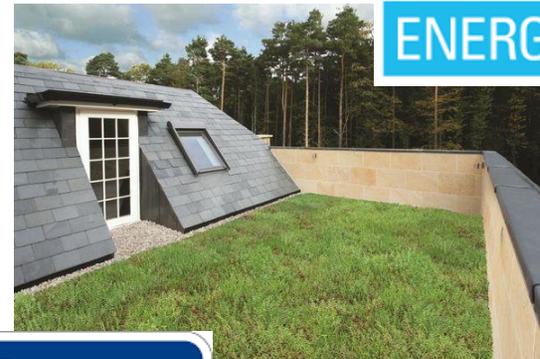
The Building, Property, and Accessibility Improvement Grant is intended to extend the useful life and viability of the existing building stock in Minden. It is intended to provide for safe, usable, and more energy efficient, sustainable, and accessible spaces. Whereas the Façade and Signage Programs apply to exterior building improvements, this grant is focused more on interior, or functional building improvements.

It may apply to structural repairs, interior restoration and design, improvements to building infrastructure such as roofing, windows, and doors, and weather and floodproofing. It also encourages the installation of **energy efficient building systems** (Energy Star™ rated windows and doors, renewable energy or energy savings technology such as motion sensor lighting, smart heating/cooling systems, etc.). This may also apply to climate change adaptation/mitigation projects, including floodproofing.

It also applies to the construction of ramps, automatic door systems or entrance modifications to improve overall property accessibility.

Value of Grant

The proposed value of the Building, Property, and Accessibility Grant is up to 50% of eligible costs to complete the project up to a maximum of \$6,500 per project/property.



Eligible Project and Costs

For a Building Improvement Grant, eligible costs may include the following:

- Structural repairs to walls, ceilings, floors, and foundations;
- Interior restoration and design;
- Repair/replacement/installation of building infrastructure such as roofing, windows, and doors;
- Repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems;
- Weather and floodproofing;
- Improvements to energy efficiency through insulation upgrades, Energy Star™ windows and doors, etc.
- Installation of renewable energy technology, or energy saving technology (motion sensor lighting, smart heating/cooling systems).
- The construction of ramps, automatic door systems or similar measures to improve overall accessibility;
- Other improvements that may bring a building up to code or address health and safety concerns, as approved by the Township.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred, or the maximum value of the grant, whichever is less.

Sample Application:

A downtown commercial property owner plans to replace the building's old, drafty windows and doors with Energy Star™ rated products, as well as install an automatic door opener to improve property accessibility.

Total project cost: \$15,000
Approved grant: up to \$6,500

8.3.6 Parking Optimization Grant

Purpose

This grant is intended to encourage improvements to privately-owned parking areas and to encourage the creation of additional parking spaces within the Downtown Core.

Applicants interested in the Parking Optimization Grant are encouraged to review the Multiple Properties Supplemental Grant (Section 8.3.9) program description, and explore options for coordination with neighbouring property owners.

Value of Grant

The Parking Optimization Grant may provide up to 50% of eligible costs to a maximum of \$5,000 per project/property. An additional \$250 may also be identified for each additional defined parking spot created (to a maximum of 2 spots).

Program-Specific Eligibility Criteria

- Only lands designated as Downtown, or Downtown Transition will be eligible for this grant.
- For applications involving multiple property owners, a parking plan may be required as part of the CIP Application.
- All other General Eligibility Criteria in Section 8.2 must be met.
- The Township may require the preparation of a Parking Plan to ensure the viability and efficiency of the proposed parking improvement project.



Figure 12 Sample Parking Improvement Projects

Eligible Projects and Costs

For a Parking Optimization Grant, the following costs may be eligible:

- Paving or repaving of an existing parking area;
- Consolidation and/or improvement of driveway access and egress points;
- Delineation of parking areas through curbing or pavement markings;
- Modifications to create accessible parking spots;
- Addition of appropriate lighting systems to improve parking lot safety;
- Landscaping to improve parking area screening and overall aesthetics;
- Other improvements to existing parking areas as approved by Township staff that will result in improvements to parking access and safety.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred, or the maximum value of the grant, whichever is less.

Sample Application

A property owner plans to pave an existing parking lot located behind their commercial downtown business. They delineate spaces with pavement markings, and install a paving stone walkway to the rear entrance.

Total project cost: \$8,000
Approved grant: up to \$4,000

8.3.7 Commercial Conversion/Rental Housing Grant

Purpose

This grant is intended to assist with small-scale conversion of existing vacant or underused space into new commercial, mixed-use, or rental housing units, reducing the number of vacant buildings.

It will help support the establishment of new, and the growth of existing businesses within the settlement area, thereby increasing consumer options, employment opportunities, and commercial tax assessment.

It is also intended to support the significant improvement to existing rental units, introduce more housing options, and increase the available supply of rental housing.

Value of Grant

For Commercial Conversions, a grant may be provided for \$20 per square foot of converted or expanded commercial floor space up to a maximum of \$5,000.

For Rental Housing projects, a grant may be provided for 50% of eligible costs for each unit, up to a total of \$5,000 per unit (to a maximum of 2 units).

These maximums may be increased to \$7,500 for those identified as Priority Projects/Sites by Council.

Eligible Costs

For the Commercial Conversion Grant, the following may be eligible costs:

- Conversion of non-commercial or vacant building space into new commercial, mixed use, secondary use, and other eligible uses;
- Conversion of existing ground floor commercial space to better suit a new commercial use (i.e. retail to restaurant); and
- Expansion of existing eligible uses to increase the gross floor area.

Sample Application

A downtown commercial property owner plans to convert vacant storage space into expanded retail space to showcase and sell local art pieces.

Total project cost: \$15,000
Approved grant: up to \$5,000

Eligible Costs Continued

For the Rental Housing Grant, the following may be eligible:

- Construction services for the creation of new residential units in the upper storey(s) of a mixed-use building OR significant improvement in the quality of one or more existing residential units in the upper storey(s) of a mixed-use building, which achieve one of the following:
 - Improve the quality of life for the occupants;
 - Increase the value of the units;
 - Make previously inhabitable units habitable;
 - Make the unit attractive to a wider range of income groups;

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 50% of costs incurred, or the maximum value of the grant, whichever is less.

Sample Application

A downtown commercial property owner plans to convert second floor storage space into a 1 bedroom rental apartment.

Total project cost: \$20,000
Approved grant: up to \$5,000

8.3.8 Public Art Grant

Purpose

The Public Art Grant is intended to encourage the installation of public art programming to improve overall aesthetics, promote local art and culture, and contribute to a sense of community pride throughout the Village.

Value of Grant

For the Public Art projects, a grant may be provided for 75% of eligible costs up to a total of \$1,000.

Eligible Project and Costs

Eligible costs for the Public Art Grant may include the following:

- Material, fees for the services of an artist, installation costs, and lighting which highlights the art piece for projects such as:
 - murals, sculptures, paintings, local heritage-based art pieces and displays and commemorations, and other public art projects deemed appropriate by Council.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 75% of costs incurred, or the maximum value of the grant, whichever is less.



Figure 13 Sample Wall Mural, Ann Arbor Michigan

Sample Application:

A property owner proposes the installation of a tile mosaic on a cement walkway to a commercial building which commemorates the original commercial establishment.

OR

The installation of a painted mural on the sidewall of a building visible from a public street.

Total project cost: \$2,000
Approved grant: up to \$1,500

8.3.9 Multiple Properties Supplemental Grant

Purpose

The Multiple Properties Supplemental Grant is designed to encourage a coordinated, community approach to improvement projects. Where multiple owners or tenants (with consent of the owner) of eligible properties and uses implement a coordinated approach to improvement projects that are eligible under the financial incentive programs of this CIP, each **owner or tenant will be eligible for a 'Supplemental Grant'**. The 'Supplemental Grant' is offered in addition to the grant(s) that have been approved for a project.

Value of Grant

Where a proposed project satisfies the eligibility requirements, a Multiple Properties Supplemental Grant may be provided on approved applications to each owner or tenant involved in an eligible improvement project, in addition to the sum of the grant applied for. The value of the Supplemental Grant will be equal to 25% of the total value of the grant provided to each owner or tenant, to a maximum of \$1,000 per owner or tenant.

Program-Specific Eligibility Criteria

To be eligible, the following criteria must be met:

- Owners or tenants (with consent of the owner) of properties that are located in proximity to each other must prepare and submit applications for

financial incentives at the same time, and show that the proposed projects are being coordinated.

- Applicants need to be approved for at least one of the following financial incentives:
 - a. Design and Study Grant
 - b. Façade Improvement Grant
 - c. Sign Improvement Grant
 - d. Building, Property, and Accessibility Grant;
 - e. Parking Optimization Grant
 - f. Commercial Conversion/Rental Housing Grant
 - g. Public Art Grant

Sample Application

Neighbouring property owners propose coordinated improvements to parking areas within the rear of the two properties. A Parking Plan is prepared, they each submit applications under the Parking Optimization Grant.

Total Project Cost: 8,000 per property (\$16,000 total)
Approved Grant: \$4,000 per applicant, plus \$1,000 Supplemental Grant (\$10,000 total)

8.3.10 Tax Increment Grant (TIG)

Purpose

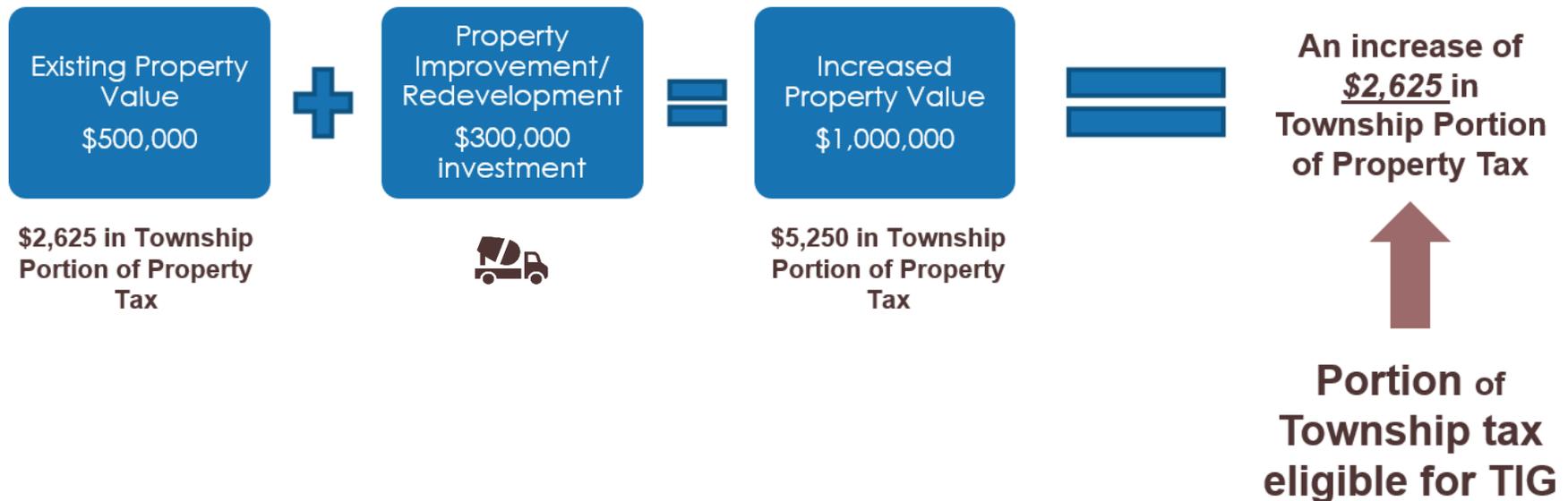
The TIG is intended for larger-scale development and redevelopment projects and Brownfield development to facilitate the property rehabilitation, retrofit, or adaptive reuse projects that will result in new commercial, mixed-use, or multi-unit residential properties. It effectively defers the tax increase that results from a significant property improvement or redevelopment.

Here's how it works:

Value of Grant

The grant is provided over a period of 5 years, and starts at a grant of up to 100% of the increase in the Township portion of the taxes paid in Year 1 of the grant (following completion of the redevelopment project), 80% in Year 2, 60% in Year 3, 40% in Year 4, and 20% in Year 5.

While the Township can only provide a grant for the Township portion of the taxes levied on a property, the County does have the opportunity to contribute County portion of taxes through this CIP.

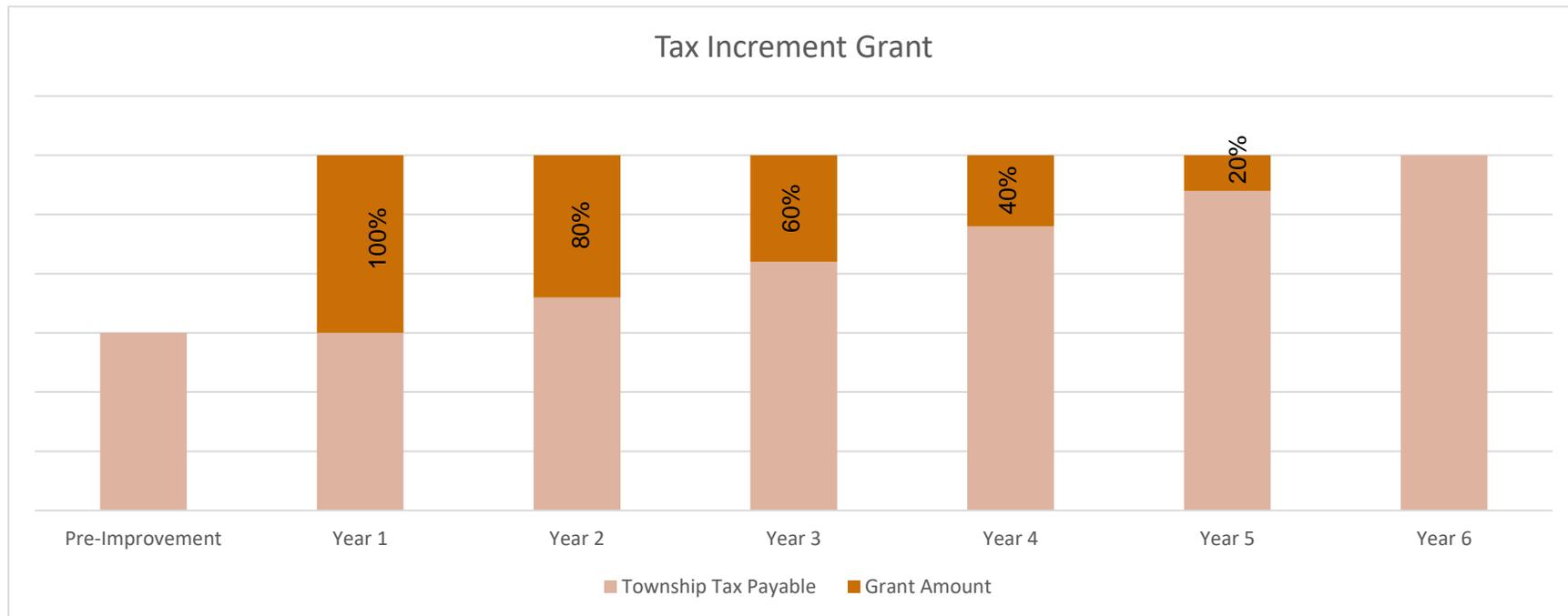


TIG Continued...

For projects identified as Priority Sites/Projects in accordance with Section 8.2, the maximum value of the grant may be increased to up to 100% of the Township portion of the increase in property taxes in year 1 through year 5.

The amount of the grant will be estimated by the applicant and Township staff prior to submitting an application. The estimate will consider current property assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works.

The TIG may be used in conjunction with the Brownfield Financial Tax Assistance Program. If approved for the TIG, the grant would apply to any remaining eligible costs following the period of the Brownfield Financial Tax Assistance Program, following site development and reassessment. In no way shall the value of the grant exceed the eligible project costs.



TIG Continued...

Eligible Projects and Costs

Eligible projects and costs for the TIG include the following:

- Costs associated with the redevelopment of a property for the purpose of a new eligible uses;
- Costs associated with the restoration or improvement of an existing building to accommodate an eligible use;
- The conversion or adaptive reuse of an existing building to accommodate an eligible use;
- The expansion of a building that results in an increase to the gross floor area of an eligible use;
- Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewer); and
- The services of a professional engineer, architect or planner to design and implement the project;
- Any remaining costs associated with Brownfield remediation and redevelopment that were not provided through the Brownfield Tax Assistance Program (see Section 8.4).
- Other types of projects may also be considered eligible, at the discretion of Council.

Payment

All completed projects must comply with the description as provided in the grant application.

The owner will be required to enter into a TIG Agreement with the Township, and may be registered on title in accordance with the Planning Act Section 28(11). Following the completion of the project/redevelopment, the full reassessed value of the municipal taxes must be paid, and the grant will be paid in a lump sum in accordance with the approved application.

If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments. If a grant agreement is registered on the title of the subject property (per Section 28(11) of the Planning Act), the new owner may be entitled to receive the remaining grant payments, following payment of the full assessed value of property taxes.

The County of Haliburton may, in accordance with Section 28(7.2) of the Planning Act, contribute the County tax portion of the municipal taxes.

8.4 Township and Provincial Brownfield Tax Assistance

Brownfield Tax Assistance

The Brownfield Tax Assistance Program provides tax assistance to eligible applicants whose properties require environmental remediation and/or risk assessment/management prior to redevelopment, in accordance with Municipal Act 365(1).

Through this program, the Township property tax assistance is provided by the Township of Minden Hills during the remediation/redevelopment period. This grant also provides the opportunity for education tax assistance through the Brownfield Tax Assistance Program, a program administered by the Province, which requires a separate application and is subject to approval by the Minister of Finance on a case-by-case basis.

The purpose of the program is to encourage the remediation and rehabilitation of brownfield sites (where actual contamination has been demonstrated by providing tax assistance at the beginning of the cleanup process and also during the redevelopment stage. The program will also promote improvement of the physical and environmental condition of the property, and increase the supply of serviced residential and commercial land.

Value of Program

The Brownfield Tax Assistance Program will provide a cancellation of all or part of the Township and education taxes on a brownfield site during the rehabilitation and redevelopment period, as defined by the Municipal Act.

The value of the Township portion of the tax cancellation will be determined by the Township upon approval of the CIP application. Through this program, the Township may also apply to the Minister of Finance to match property tax assistance through a cancellation or reduction in the Provincial education portion of taxes for a maximum of 3 years. The municipality may extend the cancellation beyond 3 years by submitting an application to the Minister of Finance.

The total value of tax assistance may not exceed the total eligible costs.

Eligible Properties

To be eligible for the Brownfield Tax Assistance Program, the subject property must comply with the definitions provided in Section 365(1) of the Municipal Act:

- The property must be located within a Community Improvement Project Area for which a Community Improvement Plan is in effect containing provisions in respect of tax assistance; and
- A Phase 2 Environmental Site Assessment has been completed which shows that the subject property does not meet environmental standards within the Environmental Protection Act.
- Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the Brownfield Financial Tax Assistance Program.

Eligible Costs

Eligible costs for the Brownfield Financial Tax Assistance Program include:

- Costs associated with the completion of Environmental Site Assessments;
- Environmental remediation activities;
- Costs associated with preparing a Record of Site Condition (RSC), including subsequent subsurface characterization work required to support the RSC;
- Placing clean fill and grading;
- Installing environmental and/or engineering controls/works as specified in a Risk Assessment completed for the property;
- Monitoring, maintaining, and operating environmental and engineering controls/works; and
- Environmental insurance premiums

Eligible costs for the education component of property tax assistance are determined by the Province, and may differ from those eligibility requirements outlined for the Township Property Tax Assistance Program.

Tax Assistance Period

Property Tax Assistance may be provided during the rehabilitation period, meaning the earliest of:

- 18 months after the date that the tax assistance begins to be provided;

- The date that a RSC for the property is filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; or
- The date the tax assistance provided for the property equals the remediation costs.

Property Tax Assistance may be provided for the development period, meaning the earliest of:

- Three years after the date that the tax assistance begins to be provided, or a longer period of time as may be specified in the site specific enabling by-law; or
- The date that the tax assistance provided for the property equals the remediation costs.

Application Information

Applications to the Township for Tax Assistance may include the following:

- Name and address of the property owner and agent;
- Legal description of property and assessment roll number;
- Information on proposed development;
- Environmental studies completed for the property identifying the degree of contamination and remediation requirements;
- A description, workplan, and cost estimates for site remediation work;

- Name and qualifications of contractor/agent conducting remediation work;
- Other information deemed useful in assessing the feasibility and overall benefit of the proposed remediation and redevelopment project.

Upon acceptance of the application, the Township is required to adopt a bylaw providing for the cancellation of all or a portion of the taxes for the Township portion of the taxes in accordance with Municipal Act Section 365(1).1.

For matching Provincial education tax assistance, the Township shall forward an application to the Ministry of Municipal Affairs and Housing for review, and the application will then be submitted on behalf of the property owner to the Minister of Finance. The application will be reviewed by the Minister on a case-by-case basis.



9 Proposed Township Programs

While financial incentive programs are dependent on private sector participation and investment, there are a number of ways in which the Township may use municipal resources, such as staff time and funds and legislative powers to provide proactive leadership in achieving the CIP objectives. The Township may initiate the following Initiatives as part of implementation of the CIP, subject to the Township's capital budget and the availability of resources.

9.1 Heritage Register

In accordance with the provisions of the Heritage Act (Section 27), and Minden Hills Official Plan Section 5.2, it is recommended that the Township develop and maintain a Municipal Heritage Register. In addition to properties formally designated under Part V of the Heritage Act, the heritage register should also contain properties that are not designated but are of potential cultural heritage value. For these properties, a description of the property is required to be included on the heritage register.

The inclusion of properties on a municipal heritage register does not restrict a property owner when making alterations or additions to the property. However, when properties are included on a municipal heritage register, an owner must provide Council 60 days' notice of their intent to demolish a building on the property. Typically,

Council will use this time period to determine if they wish to pursue designation of the property, or whether they will grant the demolition permit.

The municipal heritage register may be consulted during the review of CIP applications in order to identify potential heritage restoration and conservation opportunities.

9.2 Parking Initiatives

The availability and accessibility of parking has traditionally been a concern within historic downtown cores in communities of all sizes. Despite the availability of parking in close proximity to downtown commercial locations, these areas are often perceived as inconvenient or difficult to navigate. Minden is no exception.

While the provision of significantly sized parcels of land for parking to service the downtown core is neither feasible nor desirable from an urban design perspective, there are significant opportunities to improve upon existing parking areas in order to improve accessibility and connectivity with commercial areas. There are approximately 150 publicly owned parking spots located within the general downtown core, and additional parking areas in private ownership.

A Parking Improvement Grant has been identified for improvements to parking areas within private ownership. With respect to publicly owned parking areas, it is recommended that CIP funds be made available to offset the reduction in cash-in-lieu of parking requirements offered through the Township Fees Grant Program. This would alleviate the burden placed on redevelopment

projects for the provision of parking, while contributing to the Township's parking reserves. These reserves can then be applied to improvements to existing parking areas in public ownership, such as improved signage, paving surface, pavement markings, and connections to commercial areas.

9.3 Gateway and Wayfinding Signage Improvements

It has been identified through the CIP process as well as the Village Development Master Plan that gateway and signage improvements are needed to help encourage more through-travelers to visit the downtown commercial areas.

Coordinated signage, wayfinding, and local mapping could be developed as part of this initiative to highlight Minden's many cultural and natural community assets and public spaces to seasonal visitors and those traveling to vacation destinations further north. While a number of the recommendations within the Village Development Master Plan have been implemented, significant opportunities exist for gateway improvements from Highway 35, as well as coordination with wayfinding signing within the Village. The Village Development Master Plan provides significant guidance with respect to public realm improvements and should be consulted during the development of gateway and signage improvements.



Figure 14 Conceptual Parking Signage



Figure 15 Consistent Village Signage Rendering (Village Development Master Plan)

10 Design Guidelines

10.1 Introduction

The Township of Minden Hills is located within the Haliburton Highlands, nestled within the rocky landscape of the Canadian Shield. Since the settlement was established in the mid-1800's, the Township has developed into a picturesque community on the Gull River with a variety of recreational and commercial amenities serving both the seasonal and year-round populations. Building on these assets, the Design Guidelines have been prepared to support the goals of the Minden Village CIP to guide the design of enhancements to the existing building stock, new developments or major developments, and overall built environment. Though primarily directed towards private lands and buildings, these guidelines should also be considered and/or adopted for public realm improvements, and especially the coordination within the public-private interface areas.

It should be noted that design improvements to private properties will have a significant positive impact on the look and feel of the public realm, therefore enhancing the pedestrian experience and overall attractiveness of the community. These Design Guidelines have been prepared to encourage private physical improvements that are consistent with the shared vision for the community.

The Design Guidelines are intended to complement and assist the Financial Incentive Programs enabled by this

CIP as a flexible guide for design and development. The purpose of these guidelines is to help support well-designed projects that are small in scale, pedestrian oriented, and contribute to a vibrant and memorable semi-urban environment. Specifically, Design Guidelines are:

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

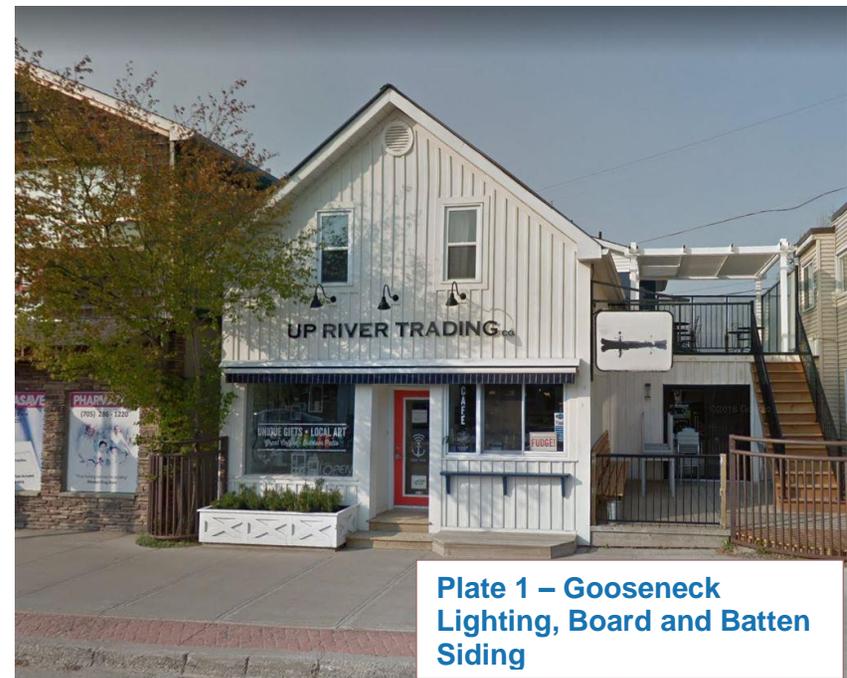


Plate 1 – Gooseneck Lighting, Board and Batten Siding

10.2 How to Use the Guidelines

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

- Property owners and developers when planning and designing their projects and developments;
- Property and business owners when preparing applications for Financial Incentive Programs available under the CIP;
- The Township of Minden Hills when:
 - Reviewing applications for planning and development approvals within the CIPA;
 - Evaluating applications for Financial Incentive Programs; and
 - Undertaking streetscape improvement projects and other public realm improvement projects throughout the CIPA.

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

and design process and will be applied in a flexible fashion so as not to restrict creativity in design.

The following **Design Principles** form the foundation for these Design Guidelines. The Principles offer general, higher-level guidance for new developments and property and building improvements within the CIPA, while providing a framework for the more specific design guidelines.

- An Attractive, Vibrant, and Welcoming Streetscape;
- Character and Sense of Place; complement the surrounding natural landscapes – river, surrounding hills, etc.
- A Well-connected and Pedestrian Friendly Environment;
- A Green Community; Both in terms of sustainability and with appropriate landscaping
- An Accessible Community (all kinds of access – pedestrian, mobility challenged, parking, etc.).

10.3 Design Guidelines

10.3.1 Façade Design

Objective – To celebrate the unique local history and character while encouraging innovative design within the Village, and to create a lively, vibrant, and friendly atmosphere for residents and visitors.

Façade Restoration

- Encourage the restoration of original façades that may have been covered up. This includes original facing material (e.g. wood siding or equivalent composite material), doors, windows, cornices, parapets, or other historic architectural features.
- Existing façades should be repaired, restored to original condition where appropriate, and maintained.
- A combination of building signage, awnings, trees (natural shading), sandwich board signage, window-painted signage, etc. is encouraged to create interest and vibrancy along the downtown streetscape. (Plate 8)
- Creative exterior lighting is encouraged to promote a lively and vibrant streetscape at night that promotes pedestrian traffic and safety.



Façade Materials

- Building materials should reflect and compliment the existing materials in the area and should be high quality, durable, and easily maintained. Materials should be consistent for a building's façade and any walls that are publicly visible.
- Recommended building materials include brick, stone, wood (board and batten – see Plate 1), and glass.
- One or two of these materials should be selected as base materials and may be complimented by a wider range of accent materials.

Façade Colours

- The colours selected should be consistent for a building's façade and any walls that are publicly visible.
- Colours which display the individuality of a building and business while complimenting the traditional building character are encouraged. A variety of facade and building colours are encouraged, while avoiding overly brash or bold colours.
- Façades should incorporate base colours which may be complimented by a wider range of accent colours that highlight architectural features and signage.



Shopfront Awnings and Canopies

- Awnings and canopies are encouraged above shopfronts to add to the pedestrian experience and comfort of the streetscape. These should span the façade's windows and doors rather than the entire shopfront. Awnings and canopies provide weather protection (i.e., shelter) opportunities for additional signage, and add aesthetic appeal to a façade. (Plate 7-8)
- The design, style, colour, and material selected for awnings and canopies should be complimentary to the design of the building's façade and should reflect the character and surrounding context.
- Signage, when placed on an awning, should be located on the valence. (Plate 4-5)
- Retractable awnings should be used to provide for seasonal use as needed.
- Awnings should not obscure windows, entrances or architectural elements on a façade, or impede views down a street.

Shopfront Lighting

- Shopfront lighting should reflect the character and style of the building (see Plate 1).
- Creative exterior lighting is encouraged to promote vibrant streetscapes at night, promote pedestrian traffic and enhance the safety of the public realm.



Shopfront Signage

- Digital, backlit, neon, or otherwise highly reflective signs should be strongly discouraged;
- Signage should not cover storefront windows, and should not overlap window openings, door frames, columns, or other architectural features, and should be contained within the shopfront cornice/fascia areas as appropriate (Plate 9).
- Non-rectangular signs are encouraged (e.g. circular, oval) to create visual interest;
- Signs with a crafted appearance, including three dimensional signs including embossed or engraved signs are encouraged;
- Signs hanging perpendicular to the building façades are encouraged
- Ornamental metal brackets for sign support are encourage.
- Sandwich boards/A-frame, or other similar sidewalk signage is encouraged, where it does not impede sidewalk accessibility. Sidewalk signs should be of a high quality material, such as wood, metal, or composite. Plastic signs are discouraged.

Infill Design

- New building styles should compliment the character of original architecture within the surrounding streetscape either by mimicry or by using more contemporary styles that definitively

contrast with original architecture to emphasize heritage buildings.

New buildings should reflect the scale and massing of existing buildings. New façades should fit-in rhythmically to the existing façade edge in building proportions and materials. Diversity for interest is encouraged so long as



Plate 6
Non-rectangular Signage on Building Fascia

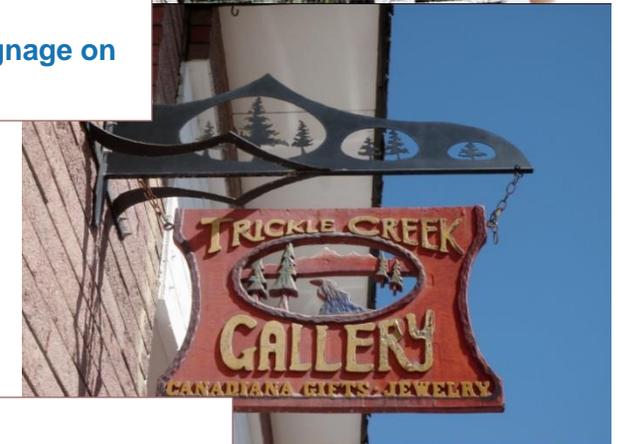


Plate 7
Ornamental Metal Bracket on Hanging Sign

10.3.2 Built Environment

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

Building Heights

- Building heights should be compatible with neighbouring building heights to ensure a smooth visual transition and an aesthetically pleasing street edge.
- Building heights should exhibit a hierarchy (i.e., taller buildings on select corner sites, landmarks, or gateway sites) to enhance pedestrian orientation and wayfinding.
- Building Heights will be established through the appropriate Zoning Bylaw.

Building Orientation

- Buildings should face directly into public streets and other public spaces. Building orientation should frame the street creating a continuous street edge. This will clearly define the public realm and create an attractive and safe pedestrian environment. Proposed projects should not create disruptions in the existing streetscape (Plate 1).
- Buildings on corner sites should address both street frontages and provide enhanced visibility. Corner site buildings should be visually compatible with other site buildings in the intersection (Plate 2).



Plate 8 – Continuous Street

Addresses Both
Street Frontages



Plate 9 – Corner Building
Facade Improvement

Building Setbacks

- Buildings should be located as close to the street as possible, and when necessary, setback to align with the existing street edge. This creates a legible, comfortable pedestrian environment through definition of the public realm.
- Where more generous setbacks are appropriate or required, additional space should be used for landscaping, enhanced street tree planting, amenity areas, display areas, or sidewalk cafés.

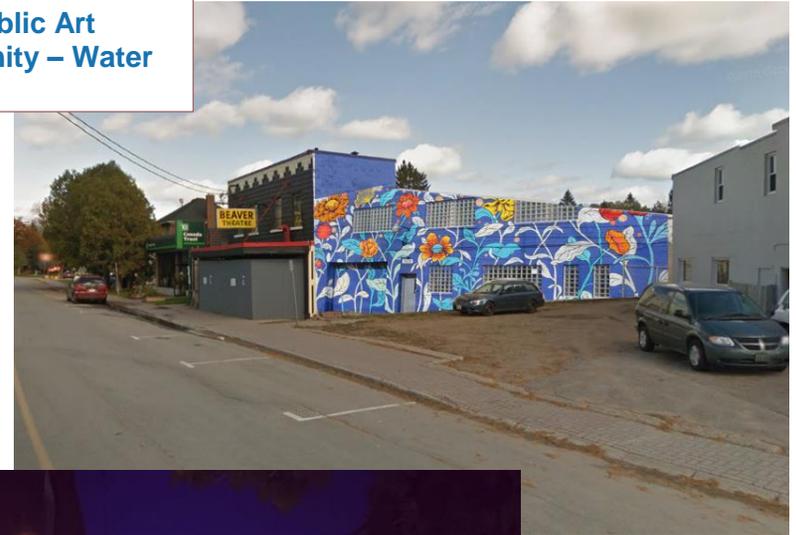
Building Frontages

- Main building entrances should be street-facing, easily identifiable, and clearly, visually defined with open sightlines to and from the public realm. This will promote a safe and welcoming pedestrian environment (per Crime Prevention Through Environmental Design principles).
- Front entrances of stores, offices, etc. should allow for barrier-free access and universal accessibility that extends to both physical and visual accessibility.
- Ground floor façades should be visually engaging and welcoming, with transparent windows, thus contributing to a safe and vibrant pedestrian realm.

Building Sides

- Spaces between buildings (such as alleyways) should be clearly defined with purpose using lighting, decorative signage and paving, and public art (Plates 3 and 4).

**Plate 10 –
Mural/Public Art
Opportunity – Water
Street**



**Plate 11 – Overhead
Alleyway Lights
(Kansas City)**

- Building sides should be used as signage and mural locations. (Place 3)
- Aesthetically, building sides can be animated with creative lighting, well-designed finishes, materials, and colour selections that contribute to the Township’s sense of place.

10.3.3 Streetscape and Public Realm

Objectives – To create accessible, safe, active, aesthetically pleasing, vibrant and pedestrian friendly streets and a public realm that is welcoming, livable, and encourages community gathering.

The Minden Village Development Master Plan provides significant guidance for public realm improvements. These guidelines and concepts have been designed to complement the Master Plan. Consideration for public realm improvements should be incorporated into capital projects (e.g. infrastructure upgrades).

Walkability

- Building entrances, sidewalks and crosswalks should be barrier-free and accessible.
- Courtesy crossings have been installed at the intersections of Bobcaygeon Road and Newcastle Street, and Bobcaygeon Road and Water Street. Decorative paving should be used to clearly distinguish the pedestrian priority zone, and would complement the existing curbside strips (Plate 9).

- A uniform walking surface should be maintained on pedestrian sidewalks for accessibility and safety. Variations in pavement material and texture should be complimentary to the architecture, uniformly level in surface to the sidewalk and may be used to differentiate building entrances from the public right-of-way. Examples in include coloured or stamped concrete, and interlocking concrete pavers.
- All sidewalks should be designed to a minimum width of 1.5 metres, where 2.0 metres is preferable.



Plate 12
Decorative Paving at
Courtesy Crossings

Street Furniture

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

Street Landscaping

- Existing street trees and plantings beds should be retained and maintained where possible. The Minden Horticultural Society has been active in maintaining hanging planters and planting beds throughout the Village, and should be actively involved in the planning of public realm improvements.
- Street trees should be provided within existing boulevards to develop a strong, mature canopy over time and create a healthy and attractive streetscape environment. Care should be taken to provide adequate soil volumes per tree to enable this healthy growth.
- Tree and shrub species should be native where possible (or otherwise non-invasive, non-natives) and should be salt tolerant, low-maintenance, and should provide seasonal interest. Species that are fruit-producing or weak-wooded should be set back from walkways.

- Hanging baskets, seasonal planters, barrel planting and other landscape features which add warmth and visual interest to the streetscape should be installed and well-maintained. (Plate 10)
- Trees and landscaping should not obscure views and sightlines or be placed in a main path of travel.



Plate 13
Barrel Planting

Lighting

- Existing lighting features should be upgraded and maintained.
- Decorative and pedestrian-scale lighting should be used to enhance the streetscape experience, to animate the public realm at night, and for safety and pedestrian comfort.
- Spotighting and decorative lighting should be used to highlight landscape and architectural features, select buildings (i.e. landmark), and signage.
- Lighting should be designed using energy efficient sources and to avoid light pollution, spillover and glare.

Signage and Wayfinding

- Refer to the Minden Village Development Master Plan, Section 3. Signage and Wayfinding.
- Signage should not be blocked by vegetation.
- Signage placement should anticipate snow pile-up in the winter months and be located for year-round legibility.

Public Art

- Public art should be featured in permanent or temporary installations.
- Murals should be provided on publicly visible side or rear building walls for visual interest and to enhance the sense of community.

- Existing banners attached to hydro poles and lampposts in the Downtown Core should be extended along major gateways (Bobcaygeon Road and Newcastle Street (Plate 11)).

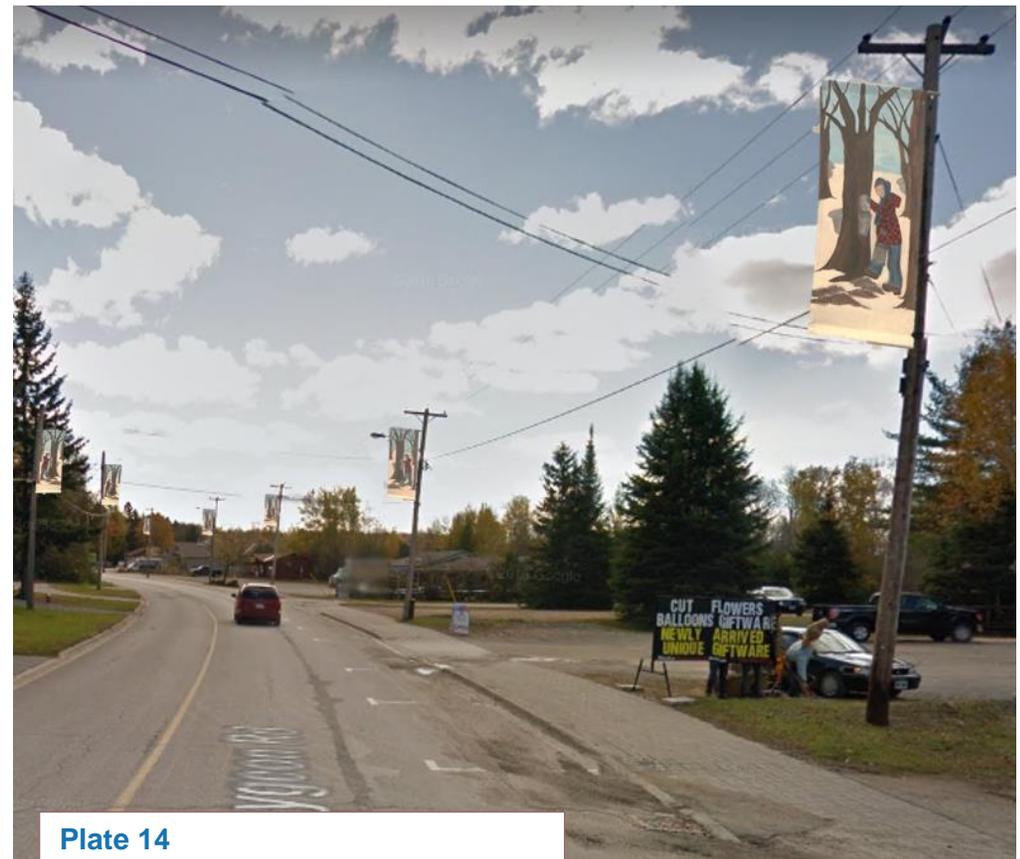


Plate 14
Existing Banners continuing on
Bobcaygeon Road toward

Outdoor Amenity Space

There is an abundance of outdoor amenity space within steps of Minden's downtown core, from the Gull River, River Walk, Loggers' Crossing, the Boardwalk, and the Village Green.

- While the existing sidewalk widths within the core, particularly along Bobcaygeon Road represent a constraint to 'spill-out' space from businesses, opportunities for small spill-out uses are encouraged as they help to animate the street (Plate 12)
- Spill-out spaces should be located along the street sidewalk edge or within the spaces between buildings. These spaces should relate to the street and be clearly visible and open to public view.
- Cafés and patios should be designed and located so as to not impede pedestrian movement along sidewalks.
- Decorative fencing and patio furniture are encouraged, and should compliment the design and character of the associated building and/or surrounding buildings.

Parks and Open Space

- Parks should be designed to cater to all age groups.
- Parks and open spaces should be highly visible and easily accessible from streets.

- Parks should be flexible to accommodate day-to-day use as well as spontaneous activity such as markets.
- Parks and open spaces should be enhanced through decorative street furniture and paving, places to sit, hard and soft landscaping, tree planting, and public art.
- Pedestrian-scale lighting should be provided to create a comfortable and safe environment.
- Where possible, parks and open spaces should be framed by development and active ground floor uses to create a safe environment and animate the space.

Plate 15
Small Patio located along a narrow sidewalk.



10.3.4 Parking and Access

Objectives – To provide suitable parking and driveway options while reducing impacts to traffic patterns, pedestrian walkways, and aesthetic impacts.

Parking Lot Locations

- New front street parking and driveways are discouraged. Parking should not be permitted between the public realm and the building face or within front yard setback areas
- Side yard parking may be considered where site constraints are significant but is generally discouraged.
- Rear yard parking, or encouraging patrons to park in designated parking lots, is preferred.
- Where possible, parking areas should be coordinated between multiple properties to maximize connectivity, improve traffic flow and increase the efficiency of parking.
- Parking spaces should not be located in the front yard setback space, or within the exterior side yard space on corner lots.

Parking Lot Design

- Surface parking lots should be designed for pedestrian safety, convenience, and comfort. Examples include providing pedestrian-scaled lighting, walkways, trees and landscaping, and wayfinding signage.

- Parking lots should be designed according to the principles of Crime Prevention Through Environmental Design (CPTED).
- Pedestrian routes through parking areas should be wide enough to accommodate comfortable travel and should be clearly differentiated from the remainder of the parking area with texture, material, colour changes or markings. (Plate 13)
- Planting strips and landscaped traffic islands should also be provided within parking lots to break up the expanse of hard surface.

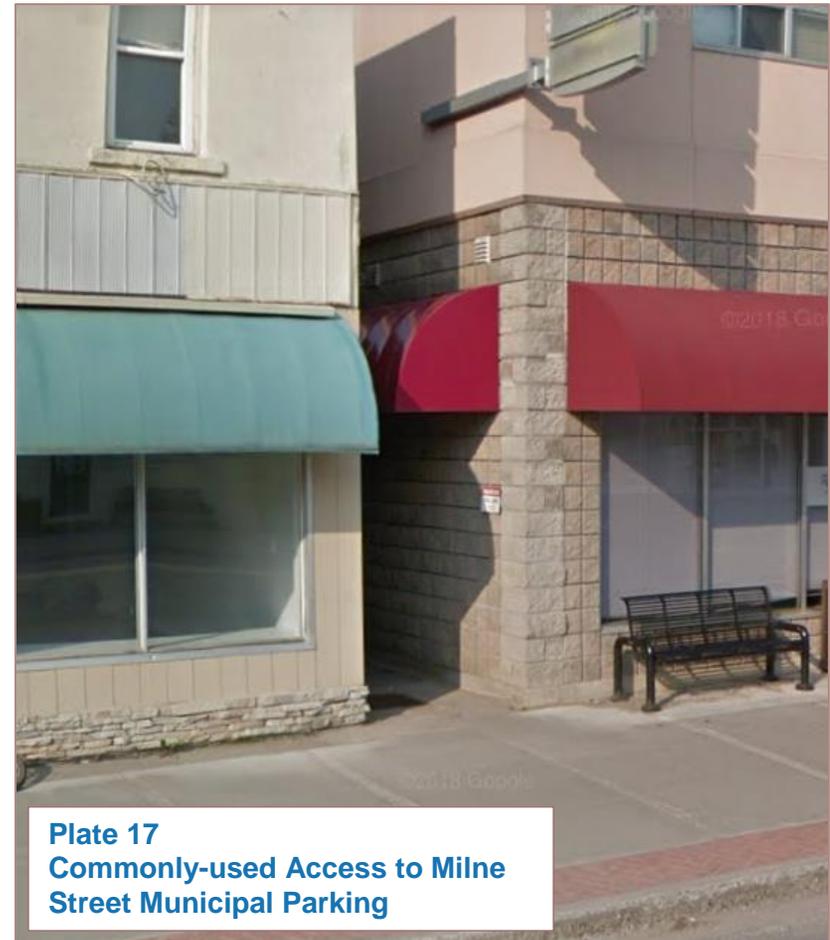
Plate 16
Pedestrian walkway and planted buffers within parking lot



- Where existing parking areas are adjacent to the sidewalk, a landscaped buffer should be located between parked vehicles and the sidewalk to enhance pedestrian safety and to screen the visual impact of surface parking. Landscape screening design should adhere to CPTED principles.
- There is a lack of bicycle parking within the downtown core. Bicycle parking and racks should be provided in locations that are close to building entrances but situated to avoid any conflicts for movement along pedestrian corridors.

Access

- There is a significant opportunity to improve the commonly used passageway between the municipal parking lot on Milne Street and the Bobcaygeon Street shops. This could be done through signage, or overhead lighting (see Plate 4 above). And by clearly defining passageways by pavement markings, etc.



11 Implementation Plan

The Implementation Plan is an important component of the CIP, as it outlines a number of administrative details.

11.1 Implementation Period

The CIP is expected to be implemented over a period of 10 years. The implementation period may be extended as deemed appropriate, subject to an amendment to the CIP.

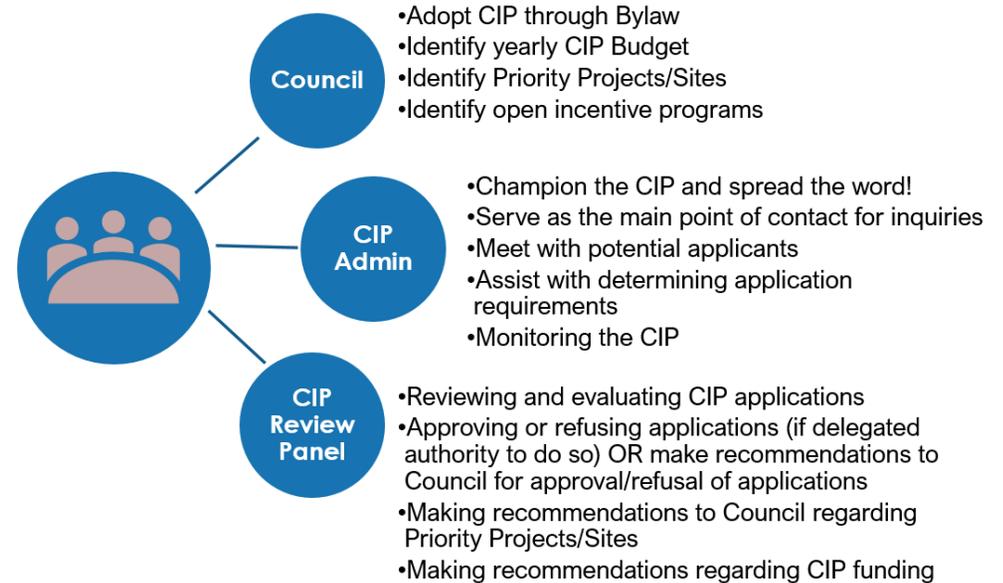
11.2 Roles and Responsibilities

It is recommended that Council appoint a CIP Administrator, which in many cases is the Economic Development Officer (where the position exists). The Economic Development Officer has direct communications with local business owners, and therefore can incorporate marketing efforts and support applicants through their daily responsibilities.

In addition to the CIP Administrator, it is also recommended that Council appoint a CIP Review Panel which may include several staff representatives (typically the Planner, Chief Building Official, Economic Development Officer). Depending on preference, Council has the ability to **delegate the authority to approve CIP**

applications by motion. Alternatively, the CIP Review Panel can make recommendations regarding applications, while Council remains the approval authority.

The following graphic shows the roles and responsibilities between the CIP Administrator, Council, and the CIP Review Panel.



11.3 CIP Administration and Evaluation of Application

Council and/or the CIP Review Panel will identify grants available in a given year.

Council may delegate authority to approve/deny applications to the CIP Review Panel through a motion. Council may also determine if it is appropriate to maintain authority to approve certain financial incentive program applications, while delegating authority to the CIP Review Panel to approve applications for other financial incentive programs.

Applications may be received on a first come first serve basis up to the available funding limit; alternatively, a single or multiple intake periods may be identified by the CIP Review Panel and/or CIP Administrator.

The evaluation of applications will be based on the general eligibility requirements specified within the CIP, along with how the proposed project meets the goals and objectives of the CIP.

In cases where the CIP Review Panel refuses an application for financial incentives, all applicants will have the right to appeal the decision to Council. If a decision is appealed, a staff report will be prepared for Council detailing the Panel's decision. The applicant can appear at Council to detail their appeal, and Council will then make a decision regarding CIP Application.

11.4 CIP Application Process

The following is a summary of the process for the submission, evaluation, and approval of applications for CIP Financial Incentives:

- Applicants must discuss their application with the CIP Administrator prior to submitting their application. This is to discuss eligibility, identify application requirements, and to ensure that applicants make use of all available funding opportunities.
- The CIP Review Panel will evaluate all applications and supporting materials in a timely manner. Applicants will be notified if their submission is incomplete.
- Based on the evaluation of complete applications, the CIP Review Panel will make a recommendation to Council. Council may delegate authority to the CIP Review Panel to approve or deny applications.
- For applications that are approved, a Financial Assistance Agreement will be prepared and executed by the CIP Review Panel or CIP Administrator and signed by the property owner or tenant (with consent of the owner);
- If an application is not approved by the CIP Review Panel, the applicant will be provided an opportunity to appeal the decision to the Council. In such cases, Council will reconsider the application. If Council approves the application, the CIP Review Panel will execute the financial incentive program agreement. An applicant shall

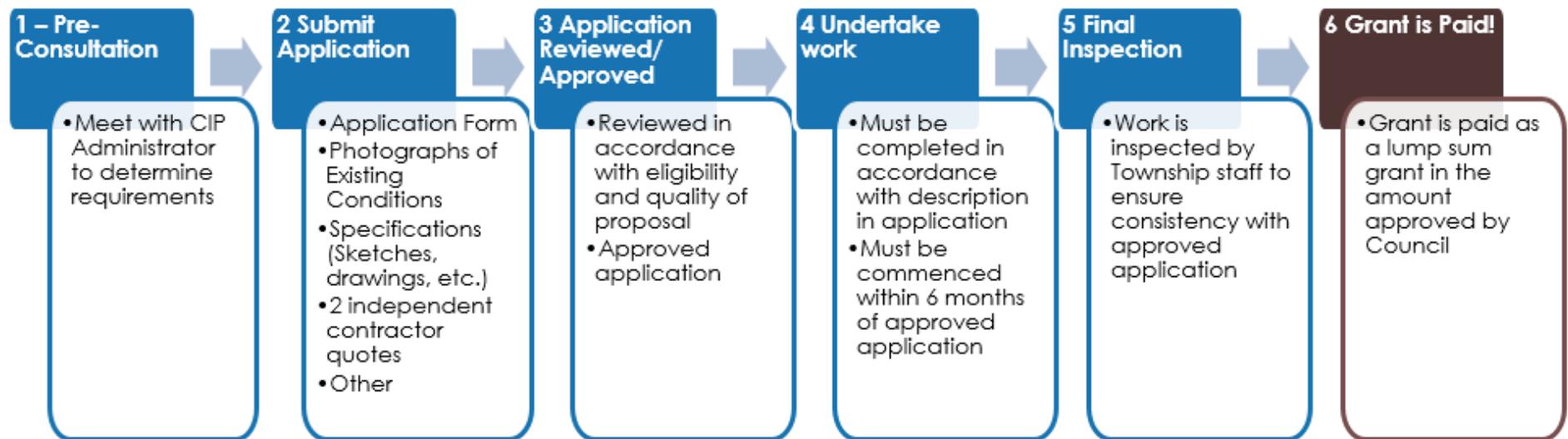
not have the option to appeal their application to Council if the reason for refusal related to lack of funding availability. In the event that an application is refused due to lack of funding availability, the applicant may resubmit their application once funding becomes available. However, in no case shall funding be provided retroactively for a completed project;

- Any program commitments may be cancelled if work does not commence within six months of approval of an application, or if a project is not undertaken or completed in accordance with the Financial Assistance Agreement;
- When projects are completed, a statement with supporting invoices shall be submitted to the CIP Review Panel or CIP Administrator. Following this, the work will be inspected by the Review Panel or CIP Administrator and, if approved, notice of completion will be issued and the financial assistance will be initiated;
- Upon completion of a community improvement project, the Review Panel or CIP Administrator reserves the right to inspect any properties/buildings, or to audit final costs at the owner's expense;
- Funding approval will lapse if a notice of completion is not issued within twelve months of the date of execution of the Financial Assistance Agreement;

- The Review Panel or CIP Administrator may grant an extension for community improvement works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion; and
- Should the applicant fall into default of any of the requirements of the incentive program or other requirements established by the 'Elgincentives Implementation Committee', incentives may be delayed, reduced, or cancelled. Applicants may be required to repay benefits.

The Figure provide on the following page summarizes the key steps in the application and review process.

CIP Application Process



11.5 CIP Application Requirements

Applications for financial incentives offered through this Plan must include:

- One (1) copy of the completed application form;
- One (1) copy of all supporting documentation, as determined by the CIP Review Panel or CIP Administrator, which may include (but is not limited to):
 - A completed application form;
 - Specifications of the proposed project, including good quality plans, drawing, and studies;
 - Good quality photographs of the existing building condition;
 - Past/historical photographs and/or drawings;
 - Two (2) cost estimates for eligible work provided by licensed contractors;
 - All sources of additional funding/incentives for eligible work;
 - A statement with respect to how the proposed project meets the goals and objectives of the CIP; and
 - Any additional requirements as determined by the Committee.

Additional application requirements may be identified for certain financial incentive program application. Requirements should be confirmed during initial discussions with the CIP Administrator.

12 Marketing Plan

Active marketing of the CIP is crucial. The success of the CIP in affecting physical improvements within the Village requires participation and investment by private landowners.

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

12.1 Target Markets

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

- Property owners and operating businesses located within the Minden CIPA;
- Potential investors in the community;
- Local realtors;
- Business associations, which can serve as an information source about the CIP and its programs;
- The public; and
- Township Council, who will receive annual reports on program take-up and results.

The messages to be conveyed to each of these markets are outlined in the following table.

Target Market	Marketing / Communication Messages
Property Owners and Operating Businesses in the CIPA	<ul style="list-style-type: none"> • The CIP can help finance improvement projects to private property; • The CIP can multiply the value of private investment by up to 50%; • There is an efficient CIP application and approvals process; and • The CIP can contribute to personal business development goals, and is also intended to attract more potential customers into the downtown core through a range of physical improvements to the public and private realm.
Potential Investors	<ul style="list-style-type: none"> • The CIP is just one more way in which the Township of Minden Hills is actively encouraging local investment and job growth – Minden is ‘Open for Business!’
Realtors	<ul style="list-style-type: none"> • The CIP enhances the attractiveness of properties in the CIPA; and • Realtors should help spread the word about the opportunities of the CIP.
Business Associations	<ul style="list-style-type: none"> • Business associations can help spread the word about the opportunities of the CIP, which will benefit their members.
The Public	<ul style="list-style-type: none"> • The Township is actively encouraging investment and job growth through the CIP, in alignment with its overall economic development goals and strategies.
Council	<ul style="list-style-type: none"> • The extent to which the CIP is achieving the goals and objectives identified in Section 6; and • The need for changes/revisions to the CIP programs.

12.2 Marketing Tools

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

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

- Periodic radio-announcements and newspaper articles highlighting available funding programs and success stories.

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

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

13 Monitoring Plan

The purpose of the following monitoring strategy is to:

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

Baseline Information and On-Going Data Collection

In order to accurately track the progress and success of the CIP, the Township should begin by establishing baseline conditions, which may include but are not limited to:

- an inventory of vacant, underutilized, or derelict buildings; and
- an inventory of existing businesses in the CIPA.

The Township of Minden Hills should monitor the following on an on-going basis for applications not approved:

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

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

- Project details as proposed in application;
- Approved value of grants, in total and by program;
- Total private sector investment/total value of construction;
- Number of building permits issued (if applicable);
- Timing of completion of the project and payment of the grant;
- Property tax assessment after the completion of the project, if relevant;
- Total value of tax incentives, planning application/building permit and/or development charges waived if applicable; and
- Project details of the completed project ("after" photos).

Monitoring Measures

Table 2.1 provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified has different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported. Additional measures may be identified during the implementation of the CIP.

Goals and Objectives	Measures
Goal 1: Physical Revitalization and Beautification	
Implement aesthetic improvements to private property such as improvements to façades, signage, landscapes, with emphasis on the enhancement and restoration of heritage features;	<p>Visualization of building, property and streetscape improvements with 'before' and 'after' documentation for private and public properties.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p> <p>Number of CIP-supported projects that involve the restoration of heritage attributes.</p> <p>Number of properties, both private or public, that are listed or designated as heritage within the CIPA.</p>
Implement functional improvements to public and private property, such as structural repairs to buildings and improvements to parking, infrastructure and accessibility;	<p>Number of functional improvements to properties in the CIPA.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p>
Apply dedicated Township funds and resources for improvements to	Identify target amounts to be allocated each year to Town initiated projects.

Goals and Objectives	Measures
community facilities, streetscapes, and public spaces/the public realm.	Demonstrate improvements visually through ‘before’ and ‘after’ documentation.
Create animated and exciting public and private places that enhance and celebrate the uniqueness, history, and 21st Century experience of Minden;	<p>Visualization of property, streetscape and public realm improvements with ‘before’ and ‘after’ documentation for private and public properties.</p> <p>Number of businesses, property owners, and tenants (where applicable) applying for funding through the CIP.</p>
Goal 2: Growth of Existing Businesses and Economic Development Opportunities	
Reduce the number of vacant, under-utilized, or non-performing buildings and properties;	<p>Number of vacant/under-utilized/non-performing buildings and those that have been redeveloped with CIP incentives;</p> <p>Number of design and study grants that lead to construction of projects if applicable;</p> <p>Total cost of remediation/risk management measures;</p> <p>Total area of land in hectares remediated/ redeveloped;</p> <p>Follow up with developers of vacant/under-utilized/non-performing buildings who have used CIP provisions to determine degree of influence of CIP and extent to which it influenced investment decision.</p>
Adaptively reuse and enhance existing buildings, landmarks, and property fabric;	Number of existing buildings and properties used more efficiently as a result of CIP.

Goals and Objectives	Measures
Plan for, take advantage of, and prioritize key redevelopment sites and opportunities.	Number of priority sites identified and redeveloped/improved as a result of CIP projects.
Attract a wider range and mix of uses and diversity of businesses;	<p>Number of new businesses in new sectors or providing new services.</p> <p>Number of new 'target businesses' established.</p>
Goal 3: Attract More Visitors and Residents into the Downtown Core	
Implement community improvement projects in a manner that is consistent with the Township's vision and goals for urban design as articulated in the Design Guidelines, and the Minden Village Development Master Plan	<p>Number of CIP-supported projects that are consistent with applicable design guidelines.</p> <p>Visualization of building, property and streetscape improvements with 'before' and 'after' documentation for private and public properties.</p>
Facilitate the development of a wider range of housing options within the Settlement Area, including rental housing	Number of new rental units constructed
Goal 4: Support Minden as a Vibrant, Diverse and Accessible Community	
Enhance and improve linkages within and to Downtown Minden, with a focus on the movement of pedestrians;	Number of trails, connections, walkways, paths, and laneways created, or enhanced.

Goals and Objectives	Measures
	Number and quality of improvements focused on the pedestrian environment, including improved signage, wayfinding, and accessibility.
Promote natural and cultural heritage resources and attractions as part of a network of community assets;	Number and quality of improvements associated with the promotion of cultural resources.
Implement improved signage and wayfinding to promote Minden, its businesses, and contribute to an enhanced visitor experience.	Number and quality of signage improvements.
Increase the number and type of affordable, alternative, and rental housing units within Downtown Minden.	Number of rental housing units created.

14 Conclusion

The CIP is a Township-wide planning document that is focused on implementing physical improvements within the Village to achieve a broad range of community and economic development goals. Through implementation of this Plan, the Township is demonstrating that it is highly committed to encouraging local investment, revitalization and beautification, and working with property owners and tenants to support existing businesses, promote the establishment of new businesses, and to attract more residents and visitors to the downtown core.

Property owners or tenants interested in any of the financial incentive programs identified within this CIP are encouraged to contact the Economic Development/Planning Staff at the Township for more information.



Appendix A – Township of Minden Hills Official Plan Schedule A1