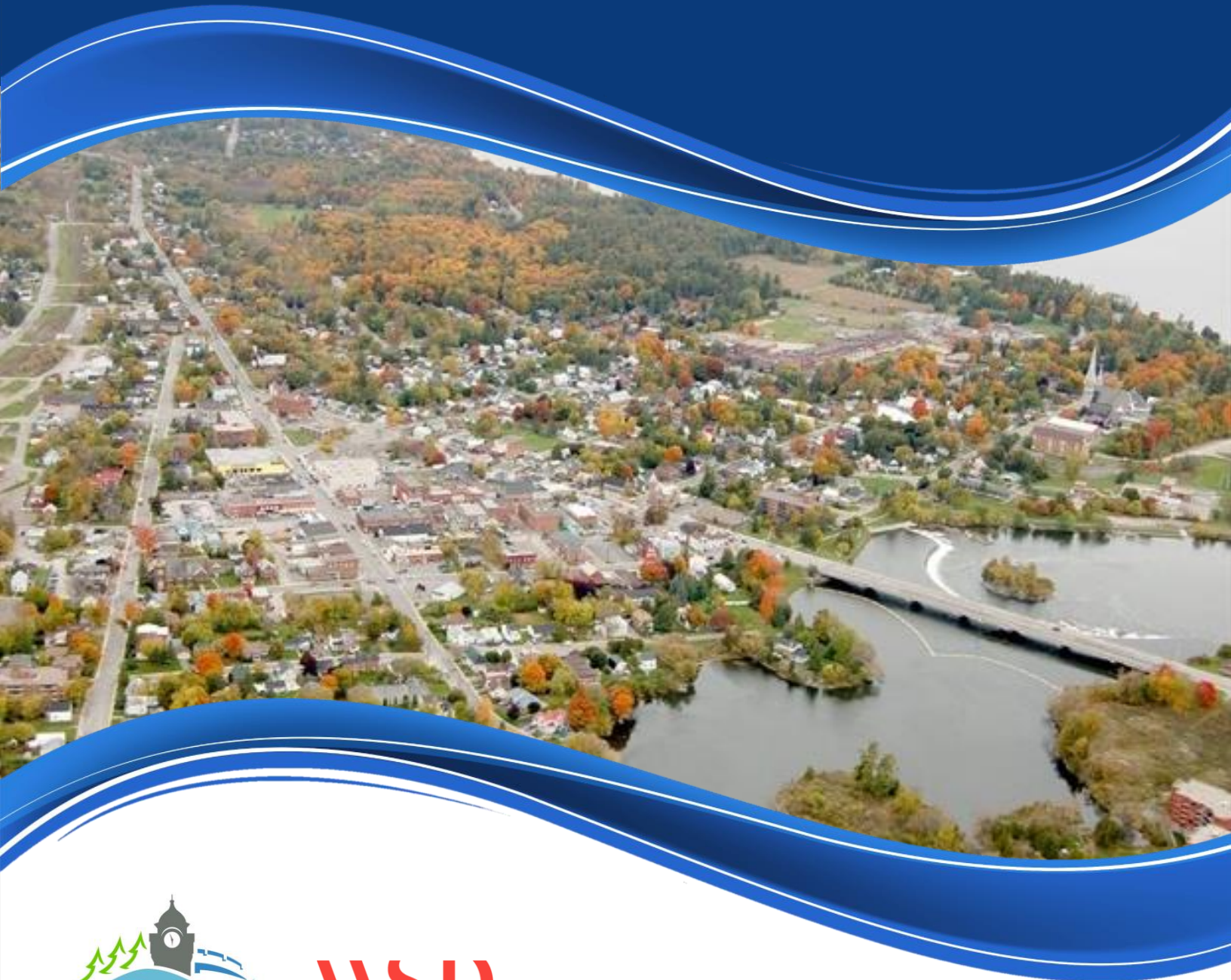


Town of Arnprior Community Improvement Plan

Council Adopted March 14, 2022



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Council Adopted March 14, 2022

**Prepared for:
Town of Arnprior**

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Table of Contents

1	Introduction	1
1.1	Background – What is a Community Improvement Plan?	1
1.2	Purpose of the CIP	2
1.3	Legislative, Policy and Regulatory Framework	3
2	Approach to Community Improvement	12
2.1	Goals and Objectives.....	12
2.2	Community Improvement Project Area	13
2.3	Community Improvement Activities.....	14
3	Town Leadership Programs	16
3.1	Purpose.....	16
3.2	Programs.....	16
4	Financial Incentive Programs.....	25
4.1	Purpose.....	25
4.2	Summary of Financial Incentive Programs.....	25
5	Plan Monitoring and Evaluation	43
5.1	Purpose.....	43
5.2	Program Details.....	43
6	Implementation	46
6.1	Glossary of Terms	46
6.2	Interpretation	47
6.3	Implementation Period.....	47
6.4	Administration of Town Leadership Programs	47
6.5	Administration of the Financial Incentive Programs 47	
6.6	Financial Management of Financial Incentive Programs.....	48

Table of Contents

6.7	General Eligibility Requirements of the Financial Incentive Programs.....	48
6.8	General Process and Submission Requirements of the Financial Incentive Programs.....	51
6.9	Application Process for the Financial Incentive Programs.....	52
6.10	Timeline for application approvals	55
7	Conclusion.....	57

Appendices

Appendix A - Community Improvement Plan Design Guidelines

1 Introduction

The Town of Arnprior is located in the County of Renfrew at the confluence of the Madawaska River and the Ottawa Rivers. Daniel Street and Madawaska Boulevard form the main routes from Highway 417 and Highway 17, functioning as the Town's primary commercial corridors and as entryways into the historic Downtown. The Town is approximately 67 km west of downtown Ottawa, and hosts a wealth of trails, parks and waterfront.

The Town of Arnprior adopted a Community Improvement Plan (CIP) in 2011. Since that time, there have been a number of changes to provincial planning legislation and policy, as well as municipal conditions. The Town of Arnprior has grown significantly since the completion of the 2011 CIP. Growth, coupled with sustained positive economic development outcomes such as new business and investment in infrastructure signals an opportunity to revisit and update the CIP. In accordance with the Planning Act, this Community Improvement Plan has been prepared to establish a renewed framework for community revitalization and improvement.

Geographically, the Town occupies a total land area of 13.04 km² (Statistics Canada, 2021). According to the 2021 Census (Statistics Canada), the population of the Town of Arnprior was 9,629, which represents an increase of 9.5% from the year 2016. The Arnprior 2015 Official Plan anticipates growth by the 2036 planning horizon to a population of 11,733 (Arnprior Official Plan, 2017).

1.1 Background – What is a Community Improvement Plan?

A CIP is a planning and economic development tool for municipalities to promote community revitalization. A CIP often serves as a catalyst for achieving goals related to economic development, community planning and desirable revitalization. Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private investment, and support strategic municipal initiatives. Effective CIPs are responsive to local needs, priorities and opportunities within designated community improvement project areas. They can provide a range of benefits for a community, including:

- Stimulating private sector investment in targeted areas through grants and loans provided by the Town;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of brownfield sites;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility; and
- Supporting energy efficiency and other green development strategies.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting private landowners. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Municipalities may establish incentives that offer grants or loans to landowners or tenants to pay for eligible costs, and property tax assistance for environmental remediation purposes.

A municipality's Official Plan must establish policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a Community Improvement Project Area (CIPA). Under Section 28 of the Planning Act, once an area has been designated a CIPA, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties.

A key component of a CIP is the eligibility criteria for its grant or loan programs, which are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for financial incentive programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a "Municipal or Town leadership strategy" into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A Town leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g., changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP also depends on a strong marketing strategy, a monitoring program, and periodic reviews of the financial incentive programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends.

This CIP was developed in consultation with community members, businesses, the Town of Arnprior Community Development Advisory Committee, and Council members.

1.2 Purpose of the CIP

The purpose of the Town of Arnprior Community Improvement Plan ("CIP" or the "Plan") is to establish a framework for the revitalization of the areas of the Town in need of improvement or revitalization.

This CIP establishes a suite of incentive programs that can be used to directly stimulate private sector investment that meets the Vision, Objectives and Goals of the Plan. In addition, the CIP sets out Town leadership programs that may be undertaken by the Town to further augment and support private-sector investment and urban revitalization.

This Final CIP is organized as follows:

- **Section 1** outlines the legislative, policy, and regulatory framework for the preparation of the CIP;
- **Section 2** presents the approach to Community Improvement, including the vision for the Town's CIP and its goals;
- **Section 3** presents the Town Leadership Programs
- **Section 4** presents the Financial Incentive Programs

- **Section 5** outlines the monitoring and evaluation of the Plan
- **Section 6** outlines the implementation of the Plan
- **Section 7** provides concluding remarks.

1.3 Legislative, Policy and Regulatory Framework

1.3.1 Planning Act

The Planning Act outlines the tools, methods and processes that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that municipalities can exercise through a Community Improvement Plan. 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 of the Planning Act allows municipalities whose Official Plans contain provisions regarding community improvement to prepare and adopt Community Improvement Plans for designated Community Improvement Project Areas (Section 28 (2)).

A Community Improvement Project Area is the area to which the Community Improvement Plan applies, and is passed as a by-law of Council (Section 28 (3)). The area can be designated based on criteria, including:

“...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.”
(Section 28 (1))

The broad nature of the definition provides municipalities with the flexibility to address specific local community improvement issues, such as downtown or main street revitalization, as well as issues that are more generally present in a municipality at large, such as the presence of brownfield sites.

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the Planning Act. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held no earlier than 20 days after publishing the notice of the public meeting and making the Community Improvement Plan publicly available for review. Under Section 17(15) of the Planning Act, the Ministry of Municipal Affairs and the upper-tier municipality, if applicable, must be consulted during the preparation of a Community Improvement Plan.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. “Eligible costs” are broadly defined to include:

“costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities” (Section 28(7.1)).

Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)). The Planning Act also contains provisions that allow the municipality to enter into agreements concerning any grants or loans it may issue, and permit the municipality to register the agreement against the title of the land (Section 28(11)).

Once Council is satisfied that a Community Improvement Plan has been carried out, Council may pass a by-law to dissolve the Community Improvement Project Area. Following the dissolution of the project area, any previously effected Community Improvement Plans are rendered non-applicable (Section 28(13)).

1.3.2 Municipal Act

The Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106(1)). Prohibited actions include:

- a) giving or lending any property of the municipality, including money;
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee. (Section 106(2))

Section 106(3) of the Municipal Act provides an exception to the above, indicating that a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act.

By providing an exception to Section 106(1), the Municipal Act grants a municipality powers and tools for community improvement. These include tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (e.g., a former gas station). Section 365.1 of the Municipal Act enables municipalities to provide property tax assistance to eligible properties to offset all or part of the remediation costs. The Municipal Act also grants municipalities the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for specific types of residential properties (e.g., to help maintain historic residential properties or create new residential units).

Section 107 of the Municipal Act outlines a municipality’s powers to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106. Additional powers include:

- Selling or leasing land for nominal consideration, or granting land;
- Providing land owned and occupied by the municipality for use by anyone, upon terms established by council; and
- Selling, leasing, or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the Municipal Act permits municipalities to provide tax relief to owners of eligible heritage properties (Section 365.2). Municipalities may pass a by-law to establish a local program that provides tax reductions or refunds to owners of eligible heritage properties. To be eligible, properties must be designated under Part IV of the Ontario Heritage Act, or part of a Heritage Conservation District designated under Part V of the Ontario Heritage Act, or subject to a separate heritage conservation agreement between the owner and the municipality.

1.3.3 Ontario Heritage Act

The Ontario Heritage Act is relevant to the preparation of a CIP, as it may support heritage conservation through financial incentives or municipal leadership programs. Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws.

The downtown core in Arnprior is designated as a Heritage Conservation District under Part V of the Ontario Heritage Act. The objective of the designation is to conserve and enhance the historical and architectural character of the district. The Heritage Conservation District Plan identifies 49 buildings within the district.

1.3.4 Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily life. It guides building design through amendments to the Ontario Building Code, as well as the design of public spaces that are considered to be “new construction” or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.

1.3.5 Provincial Policy Statement (2020)

Since the previous Arnprior CIP (2011), there have been two updates to the Provincial Policy Statement, most recently in 2020. The 2020 Provincial Policy Statement (PPS) outlines the province’s policies regarding community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it supports the revitalization of Ontario’s urban areas through specific policies.

Policy 1.1.3 promotes the regeneration of settlement areas. Policy 1.1.3 states that planning authorities are to identify locations and promote opportunities for intensification and redevelopment, including brownfield redevelopment. The PPS defines brownfield sites as:

“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.”

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing, and removing land use barriers which restrict their full participation (Policy 1.1.1(f)).

Policy 1.7 promotes long-term economic prosperity, which is to be supported by the revitalization of downtowns and main streets (Policy 1.7.1(d)), and the promotion of brownfield site redevelopment (Policy 1.7.1 (f)), among other means.

The PPS also promotes the provision of affordable housing. Policy 1.4.3 requires that planning authorities provide an appropriate range and mix of housing types and densities to meet current and future demand by “establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households.”

Policy 2.6 of the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes shall be conserved.” Additionally, proponents of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

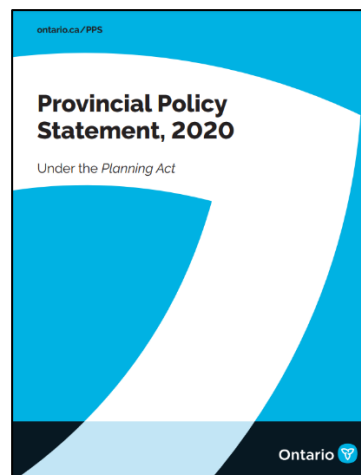
In summary, the PPS supports the maintenance and revitalization of the Town of Arnprior through measures that could include the use of a Community Improvement Plan to:

- Promote the economic viability of the commercial core and other potential project areas;
- Improve accessibility of the built environment for persons with disabilities;
- Improve the availability of affordable housing;
- Promote opportunities for intensification and redevelopment, including brownfield sites, where they exist; and
- Help conserve and improve cultural heritage resources.

1.3.6 County of Renfrew Official Plan (2020)

The Official Plan for the County of Renfrew (OP) was initially adopted by Council on March 27, 2002 and underwent a 5-year review which received approval from the Ministry of Municipal Affairs and Housing in March 2020. The OP provides a policy framework for growth and development in the County to guide future development to the year 2038 and helps to coordinate planning objectives amongst the twelve Townships and five Towns located in the County, including the Town of Arnprior.

The OP sets out a series of objectives, including to “maintain and enhance the quality of the natural, built, and human environments in the county,” “strengthen and diversify the County’s



economic base within municipal servicing limitations,” and “to direct the majority of projected residential growth to Urban and Village and Community areas” within the lower-tier municipalities. The OP also recognizes that additional policies, in the form of Official Plans, may be prepared for local municipalities such as the Town of Arnprior. As the Town has its own detailed OP, the policies specific to Urban Communities and Local Plans are those which are most relevant to Arnprior and the development of the CIP.

The OP recognizes that the Town of Arnprior, along with the other four Towns in the County, represent important service centres for residents both in the Town and in the surrounding rural areas. The following objectives and policies under Sections 2.2, 3.2 and 3.3 of the OP are particularly relevant to the CIP:

- General Development Policy (1)(c): “Encouraging housing forms and densities designed to be affordable to moderate and lower income households.”
- General Development Policy (4)(n): “The design of new and re-developed buildings shall meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).”
- Urban Community Objective (2): “to provide opportunities for an adequate supply and diversity of housing to satisfy the varied needs of a growing community.”
- Urban Community Objective (3): “to provide the opportunity for an adequate supply and diversity of commerce and industry to serve the needs of a growing community.”
- Urban Community Objective (5): “to encourage steady, economic growth in a carefully controlled manner to provide employment.”
- Urban Community Objective (6): “to encourage economically viable and physically attractive central business districts.”
- Urban Community Policy (3): “The local Official Plans for Urban Communities should contain, at a minimum, general development and land use policies dealing with the following issues:
 - [...]
 - Community Improvement;
 - Economic Development;
 - Growth management, including policies that focus growth to settlement areas;
 - [...].”

A number of these general development policies and community objectives directly support the development of a CIP.

1.3.7 Town of Arnprior Official Plan (2017)

The Official Plan for the Town of Arnprior (OP) was adopted on June 26, 2017. The OP sets out a policy framework to guide the Town’s development. It describes land use policies to ensure that future planning and development meets the needs of the Town of Arnprior while protecting natural spaces. The Plan identifies a series of objectives and provides direction regarding growth and development in the Town, including policies for the following land use designations: Downtown; Mixed Use Residential / Commercial; Mixed Use Commercial / Employment, Established Residential; Low / Medium Density Residential; Employment; Airport; Parks and Open Space; Environmental Protection; Environmental Protection – Wetlands.

The OP also contains policies for related planning considerations including natural heritage resources, transportation, and growth management. Schedule A of the OP designates lands along Daniel Street and Madawaska Street as Mixed Use Residential / Commercial and Mixed Use Commercial / Employment. These areas includes large format retail uses, and commercial uses of varying size.

Section A1 of the OP identifies a vision for the Municipality, in which Arnprior is:

- A community that provides the benefits of larger urban centres while maintaining a small town feel;
- A place that cherishes its natural and cultural resources which contribute to the scenic value of our community while providing a link to our past, such as the 'Grove', the Madawaska River, the Ottawa River and the Arnprior & District Museum;
- A Town that welcomes population and employment growth provided that growth continues to support the creation of a complete, healthy and sustainable community. This means that Arnprior believes that there should be a range of housing options available to all incomes and ages, educational and employment choices to encourage residents to learn and work in the community, and recreational facilities and opportunities to support a healthy community; and,
- A community that believes in local investment and innovation to revitalize our downtown, support local businesses, and improve hard and soft services.

The development of the CIP supports the Vision of the OP. The following OP Objectives (Section A3), supporting the Vision are particularly relevant to the CIP:

- Objective A3.5 (k) seeks to “Provide greater business support to entrepreneurs and small business operations”
- Objective A3.8 (b) seeks to “Assist in the achievement of residential intensification and affordable housing by encouraging opportunities for mixed-use development in appropriate locations that support the other objectives of this Plan”
- Objective A3.9 (a) seeks to “Enhance the character of the Town by protecting and maintaining the municipality’s cultural heritage resources and rich heritage for future generations”

1.3.8 Community Improvement Plans in the Official Plan

Section F5 of the Town’s Official Plan (2017) identifies several objectives for identifying Community Improvement Project Areas. This includes the following objectives (F5.1):

1. To encourage the efficient provision and maintenance of physical infrastructure, public service facilities to serve present and future needs on a local and regional scale;
2. To promote opportunities for economic development and community investment-readiness and job creation;
3. To provide opportunities for sustainable and diversified tourism, including leveraging historical, cultural, and natural assets;
4. To assist in the provision of an appropriate range and mix of housing types and densities required to meet projected requirements of current and future residents of the regional market area;
5. To retain and provide for the expansion of existing businesses;
6. To ensure the maintenance and renewal of older housing stock;

7. To foster redevelopment, reuse and/or maintenance of existing brownfield sites and/or current industrial sites;
8. To maintain and, where possible, enhance the vitality and viability of downtowns and mainstreets;
9. To encourage a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes; and,
10. To promote energy efficiency and sound environmental design.

Section F5.2 Implementation states that:

“Town Council under the Planning Act may choose to designate Community Improvement Project Areas. Identifying a Community Improvement Project Area shall be carried out through a by-law designating the whole, or any part of the local municipality as a Community Improvement Project Area. Background studies shall first be completed and made available to the public outlining the need for the Community Improvement Project Area.”

By identifying that Council may designate the whole or a portion of the Town as a CIP Project area, the Official Plan provides flexibility in terms of the CIP’s geographic scope. There are no specific tools identified for use in the CIPs. The policies are not prescriptive, or limiting, in terms of the types of programs that the Town may offer. As such, the policies of the Official Plan permit either a town-wide or area-specific CIP and allow for a full range of potential CIP programs to be developed.

1.3.9 Town of Arnprior Zoning By-law (Consolidation, August 4, 2021)

The Town of Arnprior Zoning By-law (October 9, 2018, Consolidation: August 4, 2021) identifies permitted land uses and sets out requirements concerning lot sizes and dimensions, building heights and locations, and parking, among other provisions to guide development within the Town. It contains a set of general provisions that apply to all lands within the Town, as well as specific provisions that apply to individual zones. The Zoning By-law establishes the following zones:

- Residential One (R1);
- Residential Two (R2);
- Residential Three (R3);
- Residential Four (R4);
- Downtown Commercial / Residential (D-CR)
- Mixed Use Residential / Commercial (MU-RC));
- Mixed Use Commercial / Employment (MU-CE)
- Employment (EMPL)
- Institutional (I);
- Airport Development (A-D);
- Environmental Protection (EP);
- Open Space (OS);
- Future Development (FD).

The Zoning By-law sets out a full range of zone categories, including three mixed use commercial zones.

1.3.10 Other Local Planning Considerations

A) Town of Arnprior Property Standards By-law (2016)

The Town of Arnprior Property Standards By-law (2016) prescribes the standards for maintenance and occupancy of properties. All properties in Arnprior are required to be maintained in accordance with the By-law. Specifically, the By-law includes provisions addressing such matters as lawn and yard maintenance, sewage and drainage, parking areas and loading areas, accessory buildings and structures, garbage disposal, signs, and building condition.

B) Town of Arnprior Strategic Plan (2020)

The Town of Arnprior recently completed a Strategic Plan for the years 2020-2023. The Strategic Plan identifies the following vision statements:

- A vibrant healthy economy with robust, sustainable growth and good jobs and opportunities in all sectors
- Sustainable financial model with sound fiscal responsibility and accountability to create efficiencies and synergies, balance tax and non-tax revenue, and manage debt effectively
- Built infrastructure to support future development and protect the environment with increased access to transportation options
- Be known for open, exceptional and highly effective customer service delivery where our residents feel included in the process and decisions being made
- Have access to the services and supports that promote well-being, health and safety, providing a superior quality of life through recreation and cultural amenities, sufficient health care and community services for all ages
- All residents are provided the four A's of housing options - accessible, affordable, appropriate and available

The Strategic Plan addresses key priorities of economic development; asset management; community wellbeing; operational and financial efficiencies; affordable, accessible housing options; and transportation options. The first vision statement of “A vibrant healthy economy with robust, sustainable growth and good jobs and opportunities in all sectors” is closely connected to the CIP.

1.3.11 Community Consultation

At the time that community consultation was undertaken, public health measures to protect against COVID-19 were in place, restricting in-person engagement activities. As such virtual methods of engagement have been undertaken at the onset of the CIP project through various communication methods.

The Town connected with members of the public through social media, the Town website, and local news outlets to encourage participation in the discussion about the CIP project. To engage Arnprior’s business community, the Town conducted in-person visits to local businesses and e-mail previous financial incentive program recipients to encourage them to participate in the Business Survey.

The community was engaged through two online surveys that were made available via the Town's website between September 17, 2021 and October 4, 2021:

- **Community Survey** directed at the general public that sought comments regarding Arnprior today, a vision for the Town's future, how the CIP could be used to benefit the community, and identification of specific locations where improvements are desired.
- **Business Survey** that sought comments from Arnprior's business owners on opportunities to improve the CIP program application process and the incentive programs the Town can offer to support the local business community.

The findings of the surveys were used to inform the vision and goals of the Plan, the CIP programs, and the recommended Town leadership strategy programs.

1.3.12 Background Report

The previous Town of Arnprior CIP was adopted in June 2011. In October 2021, the "Town of Arnprior Community Improvement Plan Update Background Report" was prepared to provide a basis for update of the CIP.

The Background Report included a detailed analysis of relevant legislation; policies and by-laws; and an analysis of the results of the previous Town of Arnprior CIP (June 2011). The Background Report included an analysis of the results of the community engagement, the existing Town Leadership Strategy and the existing financial incentive programs. Based on the potential new community improvement programs were identified as well as new Town Leadership initiatives that could be introduced address the Town's needs.

The Background Report does not form part of this Plan, however, the Report may be a useful supplementary resource. In some cases, this Plan refers to the Background Report for informational purposes.

2 Approach to Community Improvement

This section will provide an overview of the vision for Arnprior, as well as the goals and objectives of the Plan. The CIP vision, goals and objectives will be supported through the use of Financial Incentive Programs and the Town Leadership Initiatives. The programs outlined in this Plan should be applied to properties and areas in accordance with Section 2.2.

The vision statement:

Arnprior will be a vibrant and complete community that retains its small-town historic character while offering residents and visitors exceptional services and opportunities, accessible to all people.

2.1 Goals and Objectives

In order to implement the Vision Statement, a series of goals are identified below based on key inputs received through the Community and Business Survey responses and building on the goals established in the Town of Arnprior Official Plan.

The goals of the CIP are to:

- 1 Provide municipal services and facilities at a high standard.
- 2 Promote the development of new and expanded businesses in the CIPA.
- 3 Support the revitalization and beautification of the community, including existing businesses.
- 4 Encourage the cleanup and redevelopment of brownfield properties, as well as increase sustainability of commercial and residential properties

The goals and their corresponding objectives are described in **Table 4-1**.

Table 2-1 Community Improvement Plan Goals and Objectives

Goal	Objectives
#1 Provide municipal services and facilities at a high standard.	<ul style="list-style-type: none"> • To improve the quality and quantity of amenities available at the waterfront • To provide accessible facilities for all users • To provide improved amenities in the CIPA, including street furniture and waste receptables that are consistent with Arnprior’s character.

Goal	Objectives
#2 Promote the development of new and expanded businesses in the CIPA	<ul style="list-style-type: none"> • To support the sustainable expansion of existing businesses • To encourage businesses to re-use and improve existing commercial sites • To provide incentives for new businesses to locate in the Arnprior CIPA
#3 Support the revitalization and beautification of the community, including existing businesses	<ul style="list-style-type: none"> • To increase the amount of street trees and planters throughout the CIPA • To improve signage and facades throughout the CIPA in a manner that is compatible with Arnprior's historic character • To increase the number and quality of gateway features and street furniture at the Waterfront
#4 To encourage the cleanup and redevelopment of brownfield properties, as well as increase sustainability of commercial and residential properties	<ul style="list-style-type: none"> • To support the installation of energy efficient upgrades • To encourage landowners to clean up and redevelop brownfield sites

2.2 Community Improvement Project Area

The Community Improvement Project Area (CIPA) is designated in the Arnprior Community Improvement Project Area By-law, in accordance with Section 28 of the Planning Act. All community improvement activities described in this Plan, including the Town Leadership Programs and Financial Incentive Programs, will only be undertaken within the area identified in the By-law.

The CIPA consists of the entire area within in the municipal boundary, as illustrated in **Figure 1**. By designating the entire Town as the Community Improvement Project Area, investment can be encouraged in areas of the Town that may have been previously overlooked. For example, brownfield sites that are not located Downtown Arnprior, Madawaska Boulevard Commercial Corridor or the Daniel Street Gateway Corridor may become eligible for CIP funding.

It is recognized that as the Town evolves, modifications to the Community Improvement Project Area may be required. Any such modifications will not require an amendment to this Plan but will require an amendment to the Community Improvement Project Area By-law in accordance with Section 28(2) of the Planning Act.

While the entire Town of Arnprior is included in the CIPA, eligible projects will be required to meet the eligibility criteria for each financial incentive program, as described in **Section 4.0** Financial Incentive Programs.

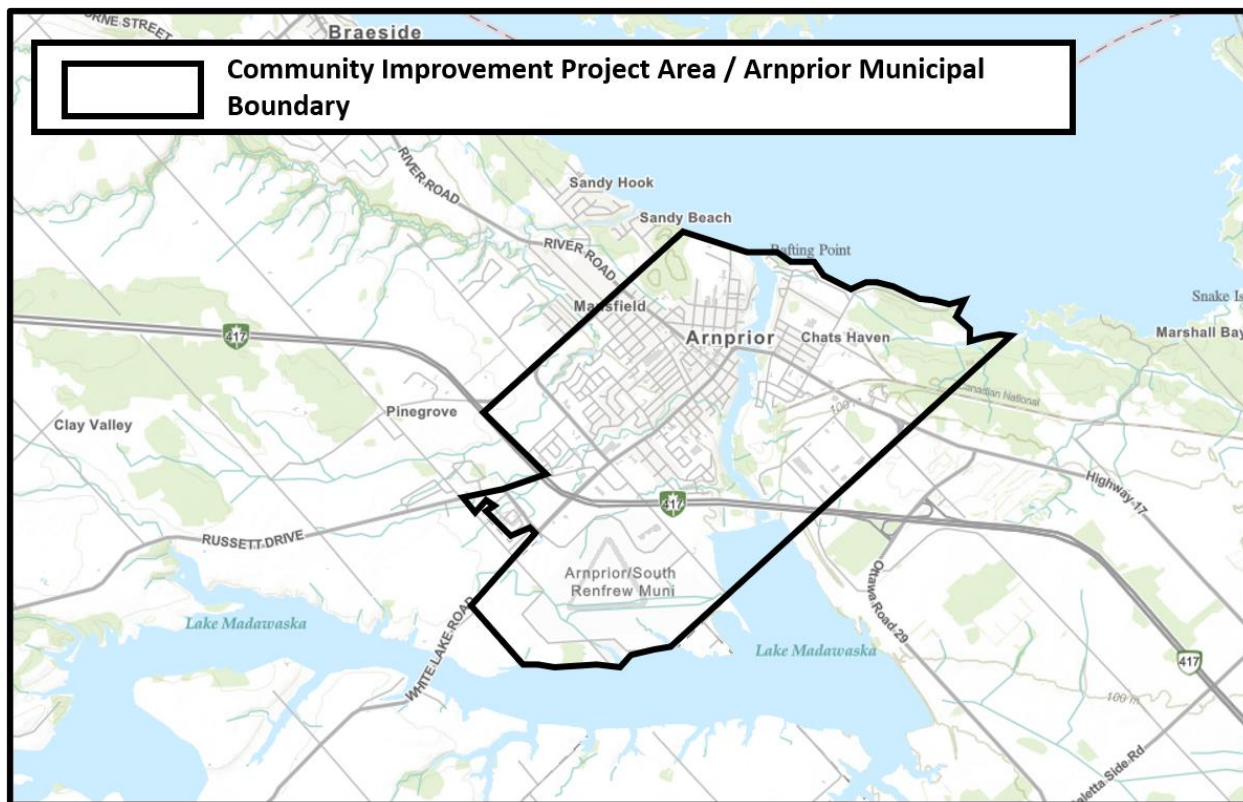


Figure 1: Community Improvement Project Area (CIPA) (Map Source: County of Renfrew (Edited))

2.3 Community Improvement Activities

Community improvement will be undertaken through the following activities and programs, which will proceed as funds are allocated through the Town's annual budget process:

- **Town Leadership Programs:** A program of Town-led initiatives will help to demonstrate the Town's leadership in community revitalization and to make specific improvements to streetscapes, waterfront areas, trails and parks. It is anticipated that some initiatives will be on-going through the life of the Plan, such as marketing and communications programs to promote the Plan, while other programs will be capital improvements or projects, such as streetscape improvements. Further, some initiatives may be solely led by the Town, while others can be undertaken with support from the BIA or Chamber of Commerce. All initiatives should be undertaken with input from the BIA and the Chamber of Commerce, and other relevant stakeholders. The Town Leadership Initiatives are described in **Section 3.0** Town Leadership Programs.
- **Financial Incentive Programs:** Financial incentives in the form of grants and loans may be offered to private landowners or tenants to assist them in improving their properties. The Financial Incentive Programs, including eligibility requirements and other details, are described in **Section 4.0** Financial Incentive Programs.

- It is not the intent of Council to fund or operate all the identified incentive programs throughout the life of this Plan. Different programs may be implemented in any given year based on feedback from the program administrators, the recommended Community Improvement Review Panel, Council's financial priorities, and available financial resources. Additionally, it is not intended that all of the Town leadership initiatives will be completed within a certain timeframe, and that some of the initiatives will be considered by Council individually as part of its annual budgeting process.

3 Town Leadership Programs

3.1 Purpose

A number of Town-led projects, initiatives and programs contributing towards the goals and objectives of the Community Improvement Plan have been identified. By investing in the Town's infrastructure and public realm, the Town can demonstrate confidence in its future, and encourage the private sector to demonstrate confidence through private investment. Town leadership is therefore an important component of successful community revitalization, and will in turn encourage the use of the financial incentive programs.

An approximate timeframe for implementing each initiative is provided, and is based on the relative priority and importance of each initiative. This Plan recognizes that the implementation of the initiatives will be subject to funding availability, relative urgency and need, and other factors. The timing of each initiative should be considered a target for the Town. The Town may engage in these programs at its sole discretion.

3.2 Programs

The Town leadership programs include:

1. Affordable Housing Initiatives Program;
2. Community Improvement Plan Review Panel;
3. Marketing, Communications and Promotion Strategy;
4. Public Art Initiative;
5. Streetscape Plan and Improvements Program;
6. Urban Design Guidelines Program; and
7. Waterfront Areas and Open Space Improvement Program.

The Town leadership programs are described on the following pages.

3.2.1 Affordable Housing Initiatives Program

Timing: This initiative supports the creation of affordable housing in the Town. The Affordable Housing Initiatives Program should be treated as an on-going initiative.

Details and Purpose: The Affordable Housing Initiatives Program allows the Town to prepare plans and studies that encourage the development of affordable housing. The program recognizes the need to provide a variety of housing options in the Town for a range of incomes as part of Arnprior's economic success. The program is intended to support initiatives undertaken by the Town that support increasing the supply of safe, healthy and affordable rental and ownership housing. In order to encourage the creation of affordable housing, the Town may:

1. Undertake the creation of an Affordable Housing Study to provide direction for the long-term creation of affordable rental and ownership housing. The Study may be used to identify the housing needs of the Town, potential locations for affordable housing and establish targets for the future number of affordable dwelling units;
2. Undertake the creation of an Affordable Housing Community Improvement Plan that identifies a range of incentive programs and appropriate eligibility criteria to facilitate the development of affordable housing within the Town; and
3. Support the inclusion of policies that promote affordable housing in other Town planning documents.

3.2.2 Community Improvement Plan Review Panel

Timing: The Community Improvement Review Panel and one or more administrator(s) need to be selected immediately upon approval of the Community Improvement Plan.

Details and Purpose: Council will identify and establish a Community Improvement Review Panel (the Panel) to administer, monitor, evaluate and report on the implementation of the Community Improvement Plan. The Panel may consist of a Committee of Council and/or Town Staff, and should include one or two designated administrator(s), who will be responsible for day-to-day tasks related to administering and promoting the Community Improvement Plan. At its sole discretion, Council may delegate the authority to make decisions upon financial incentive programs to the Review Panel. In this case, the selected administrator(s) becomes primarily responsible for accepting, reviewing and reporting on applications, as well as supporting the other responsibilities of the Review Panel. It will be important for Council to remain engaged in the work of the Review Panel, even if it has delegated its approval authority.

Council will assign responsibilities to Review Panel and the administrator(s), including but not limited to:

1. Responding to inquiries in relation to the CIP, its programs and its administration;
2. Monitoring, evaluating and recommending revisions to the Plan, its programs, and the Community Improvement Project Area, in accordance with the Monitoring and Evaluation Program (Section 5.0);
3. Coordinating and participating in pre-application meetings with potential applicants;
4. Reviewing, accepting, processing and reporting on applications for Financial Incentive Programs in accordance with the requirements for the programs (Section 4.0) and the general eligibility requirements (Section 6.7);
5. Making decisions in respect of applications for financial incentive programs, provided that Council has specifically delegated this responsibility;
6. Assisting the Town in undertaking Town Leadership Initiatives or driving the progress of the Town Leadership Initiatives;
7. Ensuring the prompt and expedient acceptance, review and processing of financial incentive applications; and,
8. Generally promoting or marketing the Plan.

3.2.3 Marketing, Communications and Promotion Strategy

Timing: To ensure success of this Plan, this strategy must be treated as an on-going initiative. As the Community Improvement Plan and its programs evolve over time, the marketing materials will be updated to reflect changes, and relevant stakeholders should be informed and consulted throughout the implementation of this Plan. However, the preparation of updated marketing materials should be prepared as a high-priority Town Leadership Initiative.

Details and Purpose: The Review Panel and administrator(s) may undertake the completion of marketing and promotional materials to promote the use of financial incentive programs contained within this Plan. Through this program, the Town may undertake in the following activities:

1. **Continued Operation of a CIP Website:** The Town may continue operating a website to post information related to the CIP, application processes and marketing materials.
2. **Preparation and Distribution of Updated Educational/Promotional Materials (brochures, flyers, mail-outs, etc.):** The Town may prepare updated marketing materials such as brochures for the CIP. The materials should be concise, visually appealing, and include information about each financial incentive program, and potentially include “sample” projects. Contact information to arrange a pre-application meeting should be provided.
3. **Consultation with Potential Applicants and stakeholders:** The Review Panel should generally market the CIP informally through word of mouth, or by making formal presentations to stakeholder groups and senior levels of government where funding opportunities may be made available. Further, the Review Panel and/or its administrator(s) are responsible for meeting with and speaking to potential applicants.

3.2.4 Public Art Initiative

Timing: This Plan encourages the installation of public art as an on-going initiative throughout the implementation of the CIP. Recognizing the limited locations and opportunities for public art and limited Town resources, public art may be installed throughout the life of this Plan.

Details and Purpose: The public art initiative is intended to support the establishment of public art to promote Arnprior's unique community identity and sense of place. In order to the enhance the public realm through the installation of public art, the Town may:

4. Undertake the creation of a Public Art Master plan to support the creation of permanent, temporary and community public artworks and projects;
5. Support the commissioning or acquiring of works of temporary public art, including street art, to promote diverse cultural expression in a variety of mediums in civic spaces, places and neighbourhoods; and
6. Fund the establishment of public art program in collaboration with community organizations and local artisans through its annual budget process.

3.2.5 Streetscape Plan and Improvement Program

Timing: This Plan encourages the preparation of a Streetscape Plan as a priority initiative, in order to establish a road map upon which streetscape improvements may be undertaken throughout the implementation of the CIP. Recognizing that the Town may have limited resources in which to undertake the physical improvements, the improvements may be undertaken throughout the life of this Plan.

Details and Purpose: The Town may undertake the preparation of a Streetscape Plan and subsequent improvements to support improvement of streetscape aesthetics and pedestrian amenities in Downtown Arnprior and on the Commercial Corridors. This Plan encourages the preparation of a Streetscape Plan, as detailed below, prior to undertaking specific streetscape improvements, in order to ensure that streetscape improvements are coordinated and contribute towards achieving a unified design vision for the public realm.

1. **Streetscape Plan:** The Town may undertake the preparation of a detailed Streetscape Plan to guide the improvement of the public realm in the Downtown Area, including but not limited to John Street, Madawaska Boulevard, Elgin Street and Daniel Street. The Streetscape Plan is intended to establish a unified design vision for these important streets and should be prepared in consideration of the Design Guidelines contained in Appendix A. Over the long term, implementation of these improvements will ensure streetscape elements are coordinated and contribute to a unified character. The Streetscape Plan may consist of illustrations, drawings and/or a report to address the following elements:
 1. A unified, long-term vision for Arnprior's public realm;
 2. Detailed or conceptual design of necessary improvements to streets, sidewalks, pedestrian crossings, and the location of pedestrian amenities, landscaping improvements, lighting and planters, based on a detailed analysis of gaps in these amenities;
 3. The detailed design of public signage, lighting, street furniture, trash receptacles or other elements;
 4. Conceptual design of vacant or underutilized lots in the Town, to assist private owners in redeveloping their property in a manner that is coordinated with the historic character of Arnprior, including the Downtown;
 5. Identification of acceptable building and paving materials, having regard for materials which are compatible with the historic character of the Town and are of a high quality; and
 6. Estimates of costs to complete the capital works noted above, as well as phasing and timing of the improvements.
2. **Streetscape Improvements:** The Town may improve streetscapes, pedestrian crossings, roadways and sidewalks to help achieve a high quality, unified public realm. The implementation of these improvements should be completed in accordance with the Streetscape Plans, in order to ensure that improvements are

coordinated over the long-term, and work towards achieving a unified design vision for the Downtown, waterfront areas and Daniel Street. In absence of Streetscape Plans, any streetscapes improvements should generally be completed in accordance with any existing and future Town-wide Design Guidelines, detailed in **Section 3.2.6**, and in consultation with the BIA and other stakeholders. Council will consider improvements that:

1. Enhance the safety and comfort of pedestrians, including improved or new pedestrian crossings, or improved traffic signage;
2. Improve the aesthetics, quality and unified design of the streetscape, including the application of consistent design standards for sidewalks, on-street parking, municipal off-street parking, pedestrian crossings, curbs, lighting, street furniture, banners, and vegetation;
3. Improve the accessibility of the streetscape, including the provision of barrier-free access to public spaces and public facilities; and
4. Enhance pedestrian amenity, including the provision of shading through vegetation, durable street furniture and seating.

3.2.6 Urban Design Guidelines Program

Timing: This Plan encourages the development of a set of Town-wide Design Guidelines that establish a consistent set of design standards and urban design policies. The Urban Design Guidelines Program should be treated as an on-going initiative.

Details and Purpose: The urban design guideline program is intended to encourage a high standard of design for development and redevelopment in the Town through a unified set of design guidelines.

To assist the Town with the creation of a set of comprehensive design guidelines, the Town may:

1. Undertake the development of a comprehensive set of Design Guidelines as other municipal planning documents, such as the Zoning By-law, are updated; and
2. Develop design guidelines that address a range of design considerations including preferred building façade treatments, building massing and the creation of linkages between sites for development throughout the Town.

Until a new set of comprehensive design guidelines are established, the Community Improvement Plan Design Guidelines in **Appendix A** are to be used. These Design Guidelines are intended to support the vision and goals of the plan through their implementation by the administrator(s) of the Plan.

3.2.7 Waterfront Areas and Open Space Improvement Program

Timing: Improvements to waterfront areas and open spaces should be treated as a medium-term priority, with implementation occurring over the life of this Plan.

Details and Purpose: The Town may undertake improvements to its waterfront areas, trails and open spaces that enhance connectivity to the waterfronts, promote and celebrate the importance of the Madawaska River and Ottawa River, or improve pedestrian amenities and enhance the recreational experience. This includes improvements recommended through the Town of Arnprior Waterfront Master Plan, which the Town is currently undertaking. To achieve improvements to its Waterfront Areas, the Town may:

1. In consultation with the community, prepare a long-term waterfront areas and open space vision and plan which will guide future improvements to the waterfront areas and connectivity to the waterfront areas;
2. Improve existing walking/cycling trails, including the addition or improvement of interpretive signage, the planting of vegetation, or improvement of lighting, trail surfacing or seating;
3. Improve waterfront amenities, including washrooms, changing facilities, benches, lighting and other amenities;
4. Acquire, clear, grade or otherwise prepare publicly owned land for the purpose of improving the quality of parks, trails and waterfront areas and connectivity between the Downtown and the waterfront areas; and
5. Improve wayfinding signage to encourage pedestrians to walk to waterfront areas or trails.

4 Financial Incentive Programs

4.1 Purpose

Financial incentives will be offered to help stimulate private investment in the community, and contribute to an overall improvement in the aesthetics of the built form. In accordance with the Planning Act and the Town of Arnprior Official Plan, the Town may offer grants or loans to property owners and tenants to help cover eligible costs and further community improvement goals.

The Town may use any number of these programs in any given year through the life of this Plan. Through its annual budgeting process, the Town will consider which of these programs are active and may therefore allocate a portion of those funds to those programs. Any of the financial incentive programs may be discontinued or rendered inoperative within any year at any time by Council without amending this Plan, based on the Town’s resources and/or based on the recommendations made by the Review Panel through the Monitoring and Evaluation Program. All of these matters will need to be addressed through Council’s annual budget process.

4.2 Summary of Financial Incentive Programs

Table 4-1 provides an overview of the 9 financial incentive programs available through the CIP. The full details of each program are available in **Sections 4.2.1 to Section 4.2.9**.

Table 4-1: Summary of Financial Incentive Programs and Maximum Grant Values

Financial Incentive Program		Maximum Grant Value
1	Accessibility Improvements Program	50% of project costs up to \$2,500
2	Application and Building Permit Fees Refund Program	50% of Town application fees up to \$5,000
3	Business Location, Expansion and Start-Up Program	50% of project and study costs up to \$5,000
4	Brownfield Remediation Tax Assistance Program (BRTAP)	Calculated on a case-by-case basis
5	Façade and Property Improvement Program	50% of project costs up to \$5,000
6	Heritage Property Improvement Program	50% of project costs up to \$7,500
7	Parking Area and Landscaping Improvement Program	50% of project costs up to \$5,000
8	Sidewalk Café Grant Program	50% of project costs up to \$2,500
9	Signage Improvement Grant Program	50% of project costs up to \$500

4.2.1 Accessibility Improvements Program

A) Purpose and Rationale

Accessibility improvements allow for commercial businesses to improve the accessibility of their businesses for customers and employees through interior and exterior building improvements. The Accessibility Improvements Program is intended to assist businesses with the costs of improving the accessibility of their buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005. This may include improvements such as, but not limited to, the installation of automatic door openers, widening public entryways or installing wheelchair ramps. Eligible costs under this program may be incurred where redevelopment or improvement to an existing building or property is proposed.

The program will be administered as a grant.

B) Eligible Properties

Properties designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Grant Value

Grants for accessibility improvements to a commercial or mixed-use building or property may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$2,500.

D) Eligible Project Costs

The following types accessibility improvements are considered eligible:

- a. Installation of new automatic doors and door openers;
- b. Widening of public entryways;
- c. Installation of an accessible washroom;
- d. Leveling or repairs to pathways/accesses that serve as ramps and stairs; and
- e. Any combination of the above improvements.

E) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

F) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

4.2.2 Application and Permit Fees Rebate Program

A) Purpose and Rationale

Application and permit fees normally imposed by the Town may also represent a barrier to investment in Arnprior. Rebating such fees is desirable because it will reduce or eliminate these barriers to private investment, including major investments such as the development of new housing units.

According to Section 69(2) of the Planning Act, despite a tariff of fees established under subsection (1), the council of a municipality, a planning board, a committee of adjustment or a land division committee in processing an application may reduce the amount of or waive the requirement for the payment of a fee in respect of the application where the council, planning board or committee is satisfied that it would be unreasonable to require payment in accordance with the tariff.

This program will be issued as a rebate.

B) Eligible Properties

Properties that are designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Rebate Value

Where an eligible applicant is undertaking an approved project in accordance with the goals and objectives of the Arnprior Community Improvement Plan, the Town will provide a rebate equivalent to the applicable cost of normal planning application fees (minor variance, zoning by-law amendment, site plan, or official plan amendment) and building permit fees, to a maximum of 50% of the application fees paid by the applicant, or \$5,000, whichever is lesser.

D) Eligible Project Costs

Eligible community improvement projects under this program will include:

- a. Large and small scale development;
- b. Redevelopment;
- c. Construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses; and
- d. Buildings, structures, works, improvements or facilities, that in the opinion of Council in consultation with the Review Panel, are generally consistent with and maintain the intent of the Design Guidelines (Appendix A).

E) Payment of Application Fees

Applicants must pay for all applicable application fees and development charges prior to undertaking the approved work. The grant will only be allocated as a rebate to the fees paid.

F) Payment of Rebate

A rebate for the amount of the application and permit fees will be provided to the applicant once the community improvement project is complete and constructed, to the Town's satisfaction.

G) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

4.2.3 Business Location, Expansion and Start-Up Program

A) Purpose and Rationale

Supporting the attraction of new businesses is important to the long-term economic success of the Town. The purpose of the Business Location, Expansion and Start-Up program is to encourage new and existing businesses to expand and locate within the Town of Arnprior in order to help foster and develop successful businesses within the Town.

The program will be administered as a grant.

B) Eligible Properties

Properties designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Grant Value

Grants for business location, expansion and start up of a retail, commercial or industrial business, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$5,000 per new registered business.

D) Eligible Projects

Business owners are eligible for the Business Location, Expansion and Start-Up Grant provided:

- a. the business is registered with the Town of Arnprior; and
- b. the business is locating to a space that is equivalent in gross floor area to their current location or larger; or
- c. the expansion of the business, in its new or current location represents an increase in gross floor area by a minimum of 50%; or
- d. the business is new and has not previously been registered with the Town of Arnprior.

E) Eligible Costs

The following costs will be eligible for this program:

- a. Moving expenses;
- b. Equipment setup and utility services setup;
- c. Temporary storage; and
- d. Exterior signage; and
- e. Exterior façade improvements or replacements.

F) Design Guidelines

The proposed improvements will be generally consistent with and maintain the intent of the Design Guidelines (Appendix A) and are in accordance with the Heritage Conservation District Master Plan, if applicable.

G) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

H) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

I) Specific Eligibility Criteria

- a. If a business fails to expand or relocate within twelve months of grant approval, the grant shall be revoked and the applicant will be required to re-apply for the grant. Grant approvals are not transferrable between addresses if the applicant fails to secure the original location.
- b. The relocated business must have moved, paid all associated expenses, submitted receipts to the Town and operate at the new location for a period of 12 consecutive months to receive the full grant amount. Any application may be required to operate at the new location for more than 12 consecutive months at the discretion of the Review Panel.
- c. As a condition of the Business Location, Expansion and Start-Up Grant, businesses will be required to be a year-round operation (i.e. not seasonal in nature), and will be required to be in operation at its new location for a minimum of 12 months.

4.2.4 Brownfield Remediation Tax Assistance Program (BRTAP)

A) Purpose and Rationale

There are several known and suspected brownfield sites in the Town of Arnprior which are visible from the main gateway routes. Remediation of these sites is desirable to improve the aesthetics of these gateway routes and the downtown. Further, brownfield remediation provides opportunities for intensification and offers environmental benefits.

In accordance with Section 365.1 of the Municipal Act, the Town may defer or cancel all or a portion of municipal taxes during the period in which the brownfield site is being cleaned up or redeveloped (the rehabilitation period and statement period, as defined in the Municipal Act). The Town may also apply to the Minister of Finance, on behalf of the property owner, to have the education portion of the property taxes deferred or cancelled. Offering tax assistance to owners of brownfield properties will encourage the cleanup and redevelopment of these properties and contribute to achieving the goals of the Arnprior Community Improvement Plan.

B) Funding Source

On an annual basis, the Town may allocate a portion of the financial incentives fund to fund the loss in tax revenue associated with the taxation assistance. The Province may provide funding that is proportional or matches the funding offered by the Town, subject to approval by the Ministry of Finance.

C) Eligible Properties

Properties that are classified as Brownfield sites within the Community Improvement Project Area, which includes all lands within the Town's municipal boundary, are eligible for this program. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (e.g., a former gas station).

In order to be eligible for tax assistance, the property must have had a Phase II Environmental Site Assessment which concluded that action needs to be taken to remediate the site.

D) Program Value

The value of the BRTAP will be calculated on a case-by-case basis depending on the property and the type of tax assistance being applied for (Municipal or Provincial).

- a. **Municipal Tax Assistance:** The Town may pass by-laws to provide a deferral or cancellation of all or a part of the municipal taxes on a brownfield site during the rehabilitation period and statement period, as defined in Section 365.1(1) of the Municipal Act. The total value of the tax assistance will not exceed the total eligible costs, which are defined in the eligibility requirements below. The level and duration of the tax assistance will be considered on a case-by-case basis. The Town may formally request that the County of Renfrew participate in the tax assistance program. Prior to passing the by-law approving the tax assistance, the Town will be required to notify the Ministry of Finance. Within 30 days of passing the by-law, the Town will also be required to notify the Minister of Municipal Affairs and Housing and the Minister of Finance.

- b. **Provincial Tax Assistance:** The Town may apply for Provincial Tax Assistance, on behalf of the owner, to cancel or freeze all or a portion of the education portion of property taxes. The application will need to be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance. The Town must be offering municipal tax assistance in order for the owner to be eligible for Provincial tax assistance.

E) Eligible Project Costs

Tax assistance may only be provided to cover eligible costs which relate to reducing the concentration of contaminants on, in, or under the subject 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. More specifically, eligible costs include costs for:

- a. Phase III Environmental Site Assessments (ESAs) and Risk Assessment Plans;
- b. Environmental remediation costs, including the costs of preparing a record of Site Condition;
- c. Placing clean fill and related grading;
- d. Installing environmental and/or engineering controls or works, as specified in the Phase III ESA and/or Risk Assessment Plan;
- e. Monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Phase III ESA and/or Risk Assessment Plan; and
- f. Environmental insurance premiums.

F) Business Plan

At its sole discretion, the Town may require preparation of a business plan or feasibility study as a condition of approving tax assistance.

G) Combination with Other Incentive Programs

Successful applicants may also be eligible for other financial incentive programs, provided that the total value of incentives does not exceed the total cost of rehabilitating the land and buildings.

H) Duration

The Town may offer tax assistance throughout the duration of the rehabilitation period and statement period, as defined in the Municipal Act. The duration of the assistance will be specified in the tax assistance by-law and considered on a case-by-case basis. The duration of assistance for the education portion of taxes will be determined by the Minister of Finance and may be provided for a period of up to six years. In special circumstances, the Town may apply to the Minister of Finance for an extension of the education property tax assistance.

I) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

J) Specific Eligibility Criteria

- a) When an approved project is complete, a rebate that is equal to or part of the Town's portion of the increase in taxation will be provided annually following the payment of all property taxes by the owner.
- b) At its sole discretion, the Town shall require a financial pro forma (at the expense of the applicant) and/or an independent third party financial review (at the expense of the applicant and as contracted by the applicant on approval of the Town). The financial pro-forma and/or independent third party financial review will be used by the Town to ensure that the rebate is consistent with the terms, conditions and performance expectations, as contained within the information provided by the applicant in the approved Financial Incentive Application Form and within this Agreement.
- c) An application must be accompanied by a Phase II ESA, Phase III ESA, or Risk Assessment Plan prepared by a "qualified person" (as defined in Ontario Regulation 153/04 as amended by Ontario Regulation 66/08, or the equivalent legislation) that contains:
 1. an estimate of the cost of actions that will be required 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
 2. a work plan and budget for said environmental remediation, and/or risk management actions and/or the application must be accompanied by proof that an RSC for the proposed use of the property has been acknowledged by the Ministry of the Environment.
- d) Where applicable, a separate Financial Incentive Program Agreement may apply to any Provincial or County tax assistance provided in addition to the municipal portion of the tax incentive, where the Town has agreed to apply for external incentives on behalf of the applicant. A separate timeline may apply to Provincial or County tax assistance. In no case shall the total value of the incentive(s) exceed the eligible project costs.

4.2.5 Heritage Property Improvement Program

A) Purpose and Rationale

Arnprior's historic facades and buildings are one of its greatest assets; while many of these buildings are in good condition, others would benefit from improved maintenance or restoration to original brickwork, masonry or architectural detailing. Under Section 28(7) of the Planning Act, the Town may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings.

This program will be issued as a grant.

B) Eligible Properties

Properties that are located within the Community Improvement Project Area and are designated under Part IV of the Heritage Act or located in the Heritage Conservation District, and designated under Part V of the Heritage Act will be eligible for this program.

C) Grant Value

Grants for the restoration, repair, rehabilitation or preservation of designated heritage buildings and properties, or to undertake a feasibility study to determine the viability of restoring a designated heritage building, or to undertake an architectural or design study in relation to restoring a heritage building or property, will be provided to eligible applicants for 1/2 (50%) of eligible costs up to a maximum of \$7,500.

D) Eligible Project Costs

The following types of projects, improvements to or restoration of eligible buildings and properties are considered eligible:

- a) works that preserve, restore, and/or enhance elements specified in the Reasons for Designation within the designating by-law (including fences and outbuildings) for properties which are designated under Part IV of the Heritage Act;
- b) repair of original siding and roofing materials;
- c) removal of modern building materials and replacement with documented original building materials;
- d) reconstruction or construction of former and significant architectural features based on documentary sources (photographs, drawings, etc.);
- e) cleaning of masonry buildings;
- f) improvement of buildings or properties designated as part of the Downtown Heritage Conservation District which are in accordance with the Heritage Conservation District Master Plan Design Guidelines (as determined through approval of a heritage permit) are eligible for this program;

- g) an economic feasibility study to determine the viability of restoring and/or adaptively re-using a heritage property (up to a maximum of \$2,500 or 50% of the approved grant amount, whichever is lesser);
- h) an architectural or design study prepared in relation to the property owner's intent to restore an eligible heritage property (up to a maximum of \$2,500 or 50% of the approved grant amount, whichever is lesser); and
- i) other similar repairs/improvements as may be approved.

E) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

F) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

4.2.6 Façade and Property Improvement Program

A) Purpose and Rationale

Under Section 28(7) of the Planning Act, the Town may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings. A façade and property improvement program will encourage aesthetic improvements to buildings and properties, and support continued maintenance and upkeep of the building stock. The business community and the overall pride of the community will benefit from these improvements, and create more attractive places in which to live, work, shop and play. The program will also encourage private investment and stimulate economic activity in Arnprior, as property owners purchase goods and services to construct the improvements to their buildings and properties.

This program will be issued as a grant.

B) Eligible Properties

Properties that are designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Grant Value

Grants for front, rear, or sidewall façade improvements, and other improvements to a commercial, mixed-use, or industrial building or property, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$5,000.

D) Eligible Project Costs

The following types of façade restorations, repairs or property improvements are considered eligible:

- a. repair or replacement of storefront doors and windows;
- b. repair or replacement of masonry and brickwork;
- c. repair or replacement of architectural details;
- d. repair or replacement of awnings or canopies, or installation of new awnings or canopies;
- e. façade painting, including murals, as well as cleaning or treatments to improve the durability;
- f. the addition of new lighting/upgrading of existing fixtures on exterior façade and in entrance and storefront display areas;
- g. architectural/design fees required by a licensed Architect for eligible works (to a maximum of 15% of the approved grant amount); and

- h. other similar repairs/improvements as may be considered and approved by Council in consultation with the Review Panel.

E) Design Guidelines

The proposed improvements will be generally consistent with and maintain the intent of the Design Guidelines (Appendix A) and are in accordance with the Heritage Conservation District Master Plan, if applicable.

F) Payment of Grant

A grant for the amount of the application and permit fees will be provided to the applicant once the community improvement project is complete and constructed, to the Town's satisfaction.

G) General Eligibility Criteria

- a. All of the General Eligibility Requirements (outlined in Section 6.7) apply.

H) Specific Eligibility Criteria

- a. All grant applications related to new or updated facades shall be in compliance with the Town's Property Standards By-law.
- b. All grant applications related to new or updated facades within the Downtown Core shall be in compliance with the Town's Downtown Heritage Conservation Plan.

4.2.7 Parking Area and Landscaping Improvements Program

A) Purpose and Rationale

The appearance of landscaping and parking areas along streets contribute to attractive and inviting streetscapes within the Town. The purpose of the Parking Area and Landscaping Improvements program is to assist with optimizing the quality of off-street parking and promoting a greener and more aesthetically pleasing public realm. The Program is intended to encourage the improvement of commercial business parking areas by providing for landscaping and parking area improvements.

The program will be administered as a grant.

B) Eligible Properties

Properties designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Grant Value

Grants for parking area and landscaping improvements to a commercial or mixed-use property, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$5,000.

D) Eligible Parking and Landscaped Areas

Eligible parking and landscaped areas shall only include front, side or rear parking or landscaped areas that are visible from the public street. The Town shall have discretion regarding which parking or landscaped areas are eligible based on funding availability, visibility and other considerations.

E) Eligible Project Costs

The following types parking area and landscaping improvements are considered eligible:

- a. Repair, replacement, or improvement of front, rear, or side yard driveways and parking areas, provided that an improvement is made over the existing condition;
- b. Improvements to signage and markings to clearly designate reserved parking for clients or employees, as well as accessible barrier-free parking spaces;
- c. Installation or improvement of decorative retaining walls or fences;
- d. Installation or improvement of pedestrian walkways;
- e. Installation of stormwater management systems;
- f. Installation of active transportation infrastructure, such as bicycle parking, or electric vehicle charging stations, which are publicly accessible;
- g. Replacement of sod with new sod or other ground cover treatments such as water efficient, native plant species;

- h. Planting of trees, shrubs, plants or installation or repair of hanging planters;
- i. Installation of street furniture, such as benches or permanent planters; and
- j. Any combination of the above.

F) Design Guidelines

The proposed improvements will be generally consistent with and maintain the intent of the Design Guidelines (Appendix A) and are in accordance with the Heritage Conservation District Master Plan, if applicable.

G) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

H) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

4.2.8 Sidewalk Café Program

A) Purpose and Rationale

Temporary sidewalk cafes provide an opportunity to enhance existing eating establishments by allowing for a temporary eating area in place of existing public on-street parking spaces. Sidewalk cafes provide an outdoor dining experience to customers while contributing to the animation of the street. The purpose of the Sidewalk Café Program is to assist business owners and authorized tenants with the financial costs associated with designing and constructing a temporary patio within the right-of-way.

The program will be administered as a grant.

B) Eligible Properties

Properties designated as Downtown Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Grant Value

Grants to create a sidewalk café for a commercial or mixed-use property may be provided to eligible applicants for a total of 1/2 (50%) of the design and construction costs to a maximum of \$2,500.

D) Eligible Costs

The following sidewalk café costs are considered eligible:

- a. Professional fees directly related to the design of the temporary sidewalk café (architects, designers, engineers, etc.);
- b. Construction of the temporary sidewalk re-alignment, raised patios, overhangs/roofs, stairs, railings and handrails; and
- c. Installation of the temporary sidewalk re-alignment, raised patios, overhangs/roofs, stairs, railings and handrails.

E) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

F) General Eligibility Criteria

All of the General Eligibility Requirements (outlined in Section 6.7) apply.

G) Specific Eligibility Requirements

All patios must be in accordance with the requirements outlined the Town's Sidewalk Patio Cafe Licensing By-law.

4.2.9 Signage Improvements Program

A) Purpose and Rationale

Signage improvements contribute to overall design of the streetscape while supporting the promotion of commercial businesses. The purpose of the Signage Improvements Program is to encourage and facilitate the improvement of signage in the Town, including the installation of permanent signage that replace existing temporary signage structures. The program is intended to promote new, attractive signage that contributes to the visual identity and character of the Town.

The program will be administered as a grant.

B) Eligible Properties

Properties designated as Downtown Area, Mixed Use Residential / Commercial Area and Mixed Use Commercial / Employment Area on Schedule A of the Town of Arnprior Official Plan are eligible for this program.

C) Eligible Signage

Eligible signage shall only include front or side permanent signage that is visible from the public street. Costs associated with the construction of temporary signage are not eligible for this program.

D) Grant Value

Grants for signage improvements to a commercial or mixed-use building or property, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$500.

E) Eligible Projects

The following types signage improvements are considered eligible:

- a. Replacement, repair, improvement or installation of signage on building façades, including signage lighting;
- b. Stand-alone permanent signs located in front or side yards;
- c. The removal of temporary sign units utilized as permanent signage solutions;
- d. Any other signage-related work approved by the Town; and
- e. Any combination of the above

H) Design Guidelines

The proposed improvements will be generally consistent with and maintain the intent of the Design Guidelines (Appendix A) and are in accordance with the Heritage Conservation District Master Plan, if applicable.

F) Payment of Grant

The grant will be paid upon completion of the community improvement works, to the satisfaction of the Town in consultation with the Review Panel.

G) General Eligibility Criteria

- a. All of the General Eligibility Requirements (outlined in Section 6.7) apply.

H) Specific Eligibility Criteria

- a. All grant applications related to new or updated facades shall be in compliance with the Town's Property Standards By-law.
- b. All grant applications related to new or updated facades within the Downtown Core shall be in compliance with the Town's Downtown Heritage Conservation Plan.

5 Plan Monitoring and Evaluation

5.1 Purpose

In order for this Plan to be successful, monitoring, evaluation and action will be a key component of implementing this Plan. Changes to the incentive programs may be required in order to encourage uptake of the Financial Incentive Programs. This Plan is intended to evolve and respond to changing market forces, changing economic conditions and changing needs of the community.

The Plan Monitoring and Evaluation Program provides a framework upon which the Administrator(s) and the Review Panel may collect data, evaluate the Plan and recommend changes to the Plan or the Community Improvement Project Area which Council should consider on an annual or more frequent basis.

5.2 Program Details

Immediately following adoption of the Community Improvement Plan, the Review Panel, led by the Administrator(s) will undertake the following activities on an annual basis:

A) Identify Indicators (High-Priority Activity)

The first step, upon approval of the Plan, is to identify potential indicators which can speak to the performance of the Community Improvement Plan and shed light on whether the objectives and goals of the Plan are being achieved. There are two types of indicators which can speak to the performance of the Community Improvement Plan:

- “Direct” indicators can speak directly to the success of the Community Improvement Plan, on the basis of how well the financial incentive programs and Town leadership programs are being utilized.
- “Indirect” indicators include economic indicators, qualitative indicators and other indicators which speak more generally to the success of the Town, and which may or may not be directly attributed to the influence and success of the Community Improvement Plan.

Recommendations for each of these indicator types are provided in **Table 5-1**.

Table 5-1: Recommendations for Indicator Types

Recommended “Direct” Plan Performance Indicators	Recommended “Indirect” Plan Performance Indicators
Number of applications and/or approved applications for each of the financial incentive programs	Increase in the number of overnight stays in Arnprior
Value of grants provided to applicants	Improved perception of commercial corridors, the gateway routes, and appearance/comfort of streetscapes (qualitative – best obtained through surveys)

Total value of private sector investment compared with value of grants	Increase in the number and range of retail establishments
Total dollars spent on Town leadership initiatives and number of streetscape improvements (e.g., number of trees planted, number of benches installed, etc.)	Increase in the number of full-time and part-time jobs in the Town
Range of incentive programs and Town leadership programs which have been utilized	Increase in the number or value of building permits in the Community Improvement Project Area
Utilization (%) of the annual financial incentives program budget, and change in the annual financial incentives program budget	Increase in the number of planning applications (re-zonings, official plan amendments, minor variances, site plans, plans of condominium/subdivision) in the Community Improvement Project Area, as an indicator of investment and development interest

B) Collect Data (On-going Activity)

Throughout the course of the one-year review period, the Town should monitor indirect indicators on an on-going basis, as new information becomes available by the identified data sources. The direct indicators should be monitored on an on-going basis through the receipt of applications for financial incentive programs and updates to the status of the applications, as well as qualitative data resulting from discussions with the applicants.

C) Prepare Annual Report to Council (Activity Undertaken at Completion of Annual Review Period)

Based on the information obtained, the Review Panel will prepare an annual report to Council to generally evaluate the effectiveness of the Community Improvement Plan and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs. The report will recommend adjustments to the Community Improvement Plan, including its terms, Town Leadership Programs, Financial Incentive Programs and eligibility criteria, in order to improve the programs offered through the Community Improvement Plan. The report will provide recommendations about the budget of the financial incentive programs, based on the performance of the programs.

D) Program and Plan Adjustments

Based on the annual review and Report to Council, adjustments to this Plan may be required, including:

- **Adjustments to the Plan:** Based on the monitoring and evaluation process, changes to the terms of this Plan, the eligibility requirements, or the financial Incentive or Town leadership programs may be required. Council, in consultation with the Review Panel, may adjust the financial incentive programs or any of the terms and requirements associated with the programs, and may do so without amending this Plan. Council may also choose to eliminate one or more of the Financial Incentive Programs, and may do

so without amending this Plan. However, the addition of a new Financial Incentive Program or the addition of eligibility criteria will require an amendment to this Plan in accordance with Section 28 of the Planning Act.

- **Adjustments to the Community Improvement Project Area:** Adjustments to the Community Improvement Project Area may occur based on on-going Plan monitoring and evaluation. Changes to the boundaries of the Community Improvement Project Area, will not require an amendment to this Plan, but will necessitate the completion of a new Community Improvement Project Area By-law.
- **Adjustments to Program Funding:** It is recognized that Council or its designated authority may choose to cease, reduce or increase funding to one or more of the financial incentive programs, based on an evaluation of this Plan. However, adjustments to program funding or the amount of the annual budget will not require an amendment to this Plan.

The activities above are intended to be repeated on an annual basis, throughout the life of this Plan.

6 Implementation

6.1 Glossary of Terms

The following defines the terms used in this CIP:

Administrator means one or two members of the Review Panel, or one or two Town staff members assigned by the Review Panel, who are primarily responsible for ensuring that the Review Panel’s responsibilities are fulfilled, and that the responsibilities of the administrator, as set out herein, are fulfilled. See also the definition for Review Panel.

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

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

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

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

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

Council means the Council of the Town of Arnprior.

Date of Approval means the original date of the approval of the Arnprior Community Improvement Plan, as enacted by an adopting by-law.

Review Panel means the Community Improvement Plan Review Panel, which is the body of person(s) designated to administer and monitor the Community Improvement Plan and its Financial Incentive Programs. The Review Panel consists of several staff members of the Corporation of the Town of Arnprior. Council may choose to delegate the authority to approve financial incentive applications to the Review Panel. See also the definition for administrator.

Plan or this Plan means the Arnprior Community Improvement Plan, unless otherwise specified.

Town means the Corporation of the Town of Arnprior.

6.2 Interpretation

1. **Read in Conjunction with Community Improvement Project Area By-law:** The Arnprior Community Improvement Plan must be read and interpreted in its totality, and in conjunction with the Planning Act, the Town of Arnprior Official Plan, and the current Arnprior Community Improvement Project Area By-law.
2. **Interpretation at Sole Discretion of Council:** The CIP will be interpreted at the sole discretion of Council in consultation with Town staff and the Review Panel.

6.3 Implementation Period

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

6.4 Administration of Town Leadership Programs

1. **Administration of Town Leadership Programs:** The Town Leadership Initiatives outlined in Section 3.0 of the Community Improvement Plan will be administered by the Town of Arnprior in consultation with the Review Panel.
2. **Execution of Town Leadership Programs:** Execution of the Town Leadership Initiatives will be dependent on the commitment of the Town to contribute to, motivate, and assist in community improvement activities and undertakings, in addition to available budget, and Council approval of each activity. Council will establish an annual budget related the Town Leadership Initiatives. The activities will be carried out in accordance with the recommended timing of implementation, as described in Section 3.0.

6.5 Administration of the Financial Incentive Programs

1. **Administration of Financial Incentive Programs:** The Financial Incentive Programs outlined in Section 4.0 of the Arnprior Community Improvement Plan will be administered primarily by the Review Panel and/or the administrator(s).
2. **Submission of Applications for Financial Incentives:** Applications for Financial Incentive Programs will be submitted and processed in accordance with the steps outlined in Section 6.8 below. The Review Panel and/or its designated administrator will be responsible for ensuring that this process is carried out in a timely manner, as indicated in Section 6.10.
3. **Approval of Applications for Financial Incentives:** Decisions on financial incentive applications and Financial Incentive Program agreements will be made by Council or a delegated approval authority, including the Review Panel. Should an application be

refused, all applicants will be given an opportunity to request Council to reconsider its decision or the decision of the Review Panel, as applicable.

6.6 Financial Management of Financial Incentive Programs

1. **Annual Budget for Financial Incentive Programs:** Council will establish an annual budget related to the following Financial Incentive Programs:
 - a. Accessibility Improvements Grant Program;
 - b. Application and Permit Fees Refund Grant Program;
 - c. Business Location, Expansion and Start-Up Grant Program;
 - d. Heritage Property Improvement Grant Program;
 - e. Façade and Property Improvement Grant Program;
 - f. Parking Area and Landscaping Improvement Program;
 - g. Sidewalk Café Grant Program; and
 - h. Signage Improvement Grant Program.
2. **Allocation to Individual Incentive Programs:** A portion of Council's annual budget may be further allocated to each of the Financial Incentive Programs. The allocated budget represents the amount of money available each year for each of the incentive programs. Council may delegate the responsibility of allocating the approved financial incentive budget to the various financial incentive programs to the Review Panel.
3. **Flexibility of Allocated Financial Incentives Budget:** The allocated program budgets will be considered flexible. If and when the allocated fee has been expended on successful applications, and if required based on additional applications, the Review Panel may reallocate the remaining budget from other programs, with approval from Council.
4. **Changes to Funding Levels:** In accordance with the Monitoring Strategy in Section 5.0, Council will determine if changes in the funding and incentive levels are necessary or warranted to ensure that the Community Improvement Plan functions properly in light of the Town's financial circumstances. Any change to the funding levels provided for the Financial Incentives Programs of this Community Improvement Plan will be made at the sole discretion of Council or its delegated authority, without an amendment to this Plan.

6.7 General Eligibility Requirements of the Financial Incentive Programs

The following General Eligibility Requirements are applicable to all incentive programs, except the Brownfield Remediation Tax Assistance Program, and must be met in order for an

application for any of the Financial Incentive Programs to be approved. The General Eligibility Requirements must be read by the applicant in association with program specific eligibility requirements and program details, as described in the incentive program details in Section 4.0. General Eligibility Requirements include:

1. In order to be eligible for any incentive program contained within the Arnprior Community Improvement Plan, a Financial Incentive Program application form must be submitted to the Town prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit and/or heritage permit, as may be required, and prior to commencing community improvement works.
2. Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application.
3. In order to be eligible for any incentive program, all proposed projects must be within the designated Community Improvement Project Area, as indicated in the Community Improvement Project Area By-law. As well, all proposed projects must help achieve the Community Improvement Plan's goals and objectives for the Town of Arnprior, as presented in this Plan.
4. Eligible applicants can apply for one, more, or all of the incentive programs contained in this CIP. No two programs may be used to pay for the same eligible cost. There are no maximum limits on the number of applications that may be submitted by a property owner or tenant in relation to a specific property. The intent of providing this flexibility is to allow applicants to phase in components of their projects over time, should it be necessary. However, the Review Panel and/or its designated administrator may reject an application where they are of the opinion that the proposed works have already been undertaken as part of a previously approved application. Also, the total of all tax assistance and grants provided in respect of the subject property for which an applicant is making application under the programs contained in this CIP shall not exceed the eligible cost of the improvements to that property.
5. The property owner must not have outstanding tax arrears and must be in good standing with regard to taxation at the time of application and throughout the duration of the incentive benefit period, as identified within the Town of Arnprior Community Improvement Plan.
6. In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the Town.

7. Community improvement works associated with an incentive program application must be in accordance with all Town by-laws, policies, procedures, standards, and guidelines in order to be approved.
8. Existing and proposed land uses must be in conformity with the policies and standards provided by the Town's Official Plan, Zoning By-law, and all other planning documents.
9. Community improvement works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code and all applicable planning policies and standards, including obtaining a heritage permit in accordance with the Heritage Conservation District Master Plan, if applicable.
- ~~10.~~ The proposed exterior design of buildings, including signage, associated with an incentive program application must be considered by the Town as consistent with the Town's desired goals for and appearance/character of the Town, in relation to the urban design guidelines (Appendix A). The Review Panel and/or its designated administrator will consider details of exterior design proposed by each application when determining eligibility for incentive programs of the Community Improvement Plan. Specifically, the Review Panel and/or its designated administrator will ensure that details of exterior design are in accordance with the policies of the Official Plan and generally accepted principles of community character and compatibility. The Review Panel and/or its designated administrator will use the Design Guidelines contained in Appendix A as a tool to characterize whether a project is considered desirable.
11. Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the works not be consistent with the original project description, to the satisfaction of the Town, the Town may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town.
12. The incentive programs made available under the Arnprior Community Improvement Plan may be used individually or may be combined, subject to the exceptions outlined within the specific program details and eligibility criteria in the Community Improvement Plan. The total of all incentive benefits (including grants and refunds) provided to each applicant for each community improvement proposal for a building or lands within the Community Improvement Project Area must not exceed the project's costs related to the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation associated with an application.

6.8 General Process and Submission Requirements of the Financial Incentive Programs

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

1. Completed application forms; and
2. Supporting materials such as plans, cost estimates and contracts, applicable reports, and any additional information required by Review Panel and/or its assigned administrator.

General Process and Submission Requirements include:

1. The Town is not responsible for any costs incurred by the Applicant during the application process, including costs associated with preparing the materials which are required by the Town as part of a complete application.
2. An application must be submitted to the Town prior to commencing any community improvement works. Should an application be submitted following the commencement of community improvement works, the application will be rejected upon receipt.
3. All sources of additional funding or incentives must be declared at the time of application submission. The Town, in consultation with the Review Panel, is entitled to make recommendations for incentive reductions based upon any declared funding or incentive.
4. The Review Panel will evaluate all applications and supporting materials. Based on the panel's evaluation, a recommendation will be made to Council. Where Council has delegated its authority to approve applications to the Review Panel, one or two administrator(s) who may or may not be a member of the Review Panel will be assigned to evaluate all applications and supporting materials and make a recommendation to the Review Panel.
5. Should the application be approved by Council or its designated approval authority, a Financial Incentive Program Agreement will be required, which will outline the terms, duration, default, and any other provisions of the incentive program. This agreement will also be subject to approval by Council or its designated approval authority.
6. Should the Review Panel, Town staff, or Council require additional information, plans, studies, or any additional works related to the proposed project and incentive program application, the requested information and/or works must be adequately provided and/or undertaken prior to approval of the application.
7. Upon approval and/or completion of community improvement works, the Town reserves the right to audit the costs associated with any of the works described by the approved

application for financial incentive(s). Audits will be undertaken at the expense of the applicant.

8. Upon approval and/or completion of community improvement works, the Town reserves the right to inspect any properties/buildings that are associated with an incentive program application offered within this Plan.
9. Should the applicant fall into default of any of the General Eligibility Requirements, or fail to meet the detailed requirements of each of the incentive programs or any other requirements of the Town, the Town may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Town in consultation with the Review Panel.
10. The Town may discontinue any of the CIP incentive programs at any time; however, all applicants with approved incentive program benefits will continue to receive the benefits in accordance with the terms outlined in the CIP, subject to fulfilling any requirements and agreements and subject to available funding as approved by Council or its designated approval authority.
11. Any program commitments may be cancelled if work does not commence within six months of the approval of an application, or in accordance with an agreement with the Town.

6.9 Application Process for the Financial Incentive Programs

This section provides a detailed outline of the steps involved in the application process for the Financial Incentive Programs. These steps are intended to be read in association with the General Process and Submission Requirements of the Financial Incentive Programs, as presented in Section 6.8.

Step 1: Application Submission

1. Applicants are required to arrange and participate in a pre-application consultation meeting with one or more members of the Arnprior Community Improvement Plan Review Panel, likely the Administrator, as the case may be, in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
2. The applicant will be required to submit a completed application, which will include all of the required application forms, in addition to any supporting documentation, as required by the Review Panel and/or its assigned administrator. Supporting documentation may include, but is not limited to, the following materials:
 - a. photographs of the existing building condition or property;
 - b. historical photographs and/or drawings;
 - c. a site plan and/or professional design study/architectural drawings;

- d. specification of the proposed works, including a work plan for the improvements and construction drawings; and
 - e. two cost estimate(s) for eligible work provided by licensed contractors or consultants, as appropriate in the context of the Financial Incentive Program.
3. Once all of the required forms and supporting materials are received, the Review Panel and/or its assigned administrator will undertake a preliminary screening of the proposal and application.
4. Based on the application and proposal, and the results of the preliminary screening, the Review Panel and/or its assigned administrator may perform an initial site visit and inspection of the building/property, as necessary. The Review Panel will inform the applicant of the approximate time for the site visit and inspection. The applicant will accompany the Review Panel and/or its assigned administrator during the inspection, if possible, and will inform the Review Panel of any potential safety hazards on the site.
5. If the application clearly does not meet the program requirements, the application will not be accepted.
6. If the application meets the program requirements, the application will be accepted.
7. By accepting an application for any of the Financial Incentive Programs, the Review Panel and/or its assigned administrator does not guarantee program approval.

Step 2: Application Review and Evaluation

1. Once an application has been accepted by the Review Panel and/or its assigned administrator, information related to the applicant, application, and proposal information will be entered into the Town's database system in order to track the application details, progress and results in accordance with the Monitoring and Evaluation Program (Section 5.0). This will be an on-going task throughout the remainder of the application process since this information will need to be updated as the application is processed.
2. Applications and supporting documentation will be considered by the Review Panel and/or its assigned administrator against the incentive program eligibility requirements (including both general and specific requirements).
3. Based on the proposal, application, and fulfillment of eligibility requirements, the Review Panel and/or its assigned administrator will determine if the proposal and application will be considered eligible.
4. Based on eligibility, a Recommendation Report will be prepared by the Review Panel and/or its assigned administrator. The report may recommend approval of the application or refusal of the application.

5. Should the Review Panel and/or its assigned administrator recommend approval of the application, a Financial Incentive Program Agreement will be prepared by the Review Panel.
6. If applicable, the Financial Incentive Program Agreement will be forwarded to the applicant to be dated and signed.
7. Once the Agreement has been signed and returned to the Town, the application, Recommendation Report, and signed agreement will be forwarded to Council or its designated approval authority to initiate the approval process.
8. Should an agreement be forwarded by the Review Panel and/or its assigned administrator to the applicant for signature, the Review Panel does not guarantee program approval.

Step 3: Application Approval

1. If the Review Panel and/or its assigned administrator has recommended that the application be refused, the Recommendation Report will be provided to Council or its designated approval authority for a decision. Where the Review Panel is the delegated approval authority and has refused the application, the application may be forwarded to Council for a final decision at the request of the applicant.
2. If Council or its designated approval authority determines that the application should be approved, Step 2.4 applies.
3. Alternatively, if the Review Panel and/or its assigned administrator has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to Council or its designated approval authority.
4. If Council or its designated approval authority approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreement by Town officials.
5. A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

Step 4: Payment

1. Once an application has been approved by Council or the designated approval authority, and the agreement signed and dated, and once all of the required approvals and permits for the work are secured, the applicant may commence community improvement works.
2. Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon successful completion of the approved work.
3. Prior to issuance of the financial incentive, the applicant may be required to provide the Review Panel and/or its assigned administrator with final supporting documentation, which may include but is not limited to:

- a. photographic evidence of the completed works satisfactory to the Town;
 - b. other documentation proving completion of the project;
 - c. invoices for all eligible work done, indicating the total amount paid for eligible works;
 - d. proof of payment to contractors in full; and,
 - e. presentation of the terms of a loan and/or proof of approval of a loan provided by a financial institution, as it may be applicable in relation to the interest rebate programs contained in this Plan.
4. The Review Panel and/or its assigned administrator may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
 5. Prior to issuance of the financial incentive payment, the Review Panel and/or its assigned administrator will ensure that all program requirements and details of the agreement have been met.
 6. The Review Panel and/or its assigned administrator will take appropriate remedies as specified in the agreement if the applicant defaults on the agreement.
 7. If all program requirements and Financial Incentive Program Agreement requirements have been met to the Review Panel's satisfaction, the Review Panel and/or its assigned administrator will issue payment of the approved grant in accordance with the general and specific program eligibility requirements and the agreement.

6.10 Timeline for application approvals

This Plan recognizes that the success and uptake of the financial incentive programs will depend in part on the expedience of the application and review process. As a guide, and subject to the availability of staff resources, the Review Panel or its assigned administrator will accept review all applications for funding in consideration of the following timeline:

1. The Review Panel and/or its assigned administrator should be available to meet with a potential applicant for a pre-consultation meeting within 10 days of being requested to meet by a potential applicant, or as soon as is reasonably possible.
2. The Review Panel should review an application for financial incentives and notify the applicant of its completeness within 10 business days of receiving the application, or sooner, if possible.
3. Upon receipt of the application, the Review Panel should prepare a Recommendation Report to Council or its delegated approval authority and, if applicable based on the recommendations contained within the Recommendation Report, prepare a Financial

Incentive Program Agreement and forward it to the applicant within 30 days of receiving the application for funding.

4. The application for funding should be considered for approval at the next meeting of Council or its delegated approval authority, subject to the Clerk's timelines for adding items to the meeting agenda.
5. The total time between receipt of a complete application for funding and the Council meeting date, or the meeting date of the delegated approval authority, should not exceed 60 days.
6. Should the application be approved, the payment of the grant should occur within 30 days of approval by Council or its delegated authority.

7 Conclusion

The Arnprior Community Improvement Plan reflects the evolving needs of the Town and has been developed with a vision, set of goals and objectives that align with the Town's strategic direction, planning policies, and provincial policy initiatives. The Town Leadership Strategy identifies Town-led endeavours that will support the vision of the Plan. A total of nine financial incentive programs have been established to support existing and new businesses in Arnprior. Combined, these tools will assist in improving the social, economic and environmental health of the Town.

This Plan is intended to be implemented over a 10-year period. Over this time frame, the Town may offer financial incentive programs and engage in Town-led initiatives to achieve the goals and objectives of this Plan. The Community Improvement Plan will need to respond to changing economic conditions, market forces, consumer preferences and other factors. Therefore, the Plan will need to evolve in order to continue being successful.

Finally, it is noted that the success of this Plan will be dependent on numerous factors:

1. Political leadership and engagement;
2. Championing by an enthusiastic and interested individual or group of individuals;
3. Allocation of financial resources to support the financial incentive programs and completion of the Town leadership initiatives;
4. On-going engagement of property owners and tenants, and marketing of the Plan;
5. Expedience of processing and approving applications for financial incentives; and
6. Promotion of a simple application process and availability of support for applicants.

Appendix A

Community Improvement Plan Design Guidelines



Introduction

The continuous and desirable improvement of Arnprior requires a clear and agreed upon understanding of what is envisioned for the Town. These Design Guidelines are intended to be a tool used by the administrator(s) of the Plan to support the goals and objectives of the Plan, and effectively achieve a unified urban design vision for the Town. The basis for these guidelines is primarily the Community Improvement Strategy and the Heritage Conservation District Master Plan's Design Guidelines.

The interpretation and use of these Guidelines for evaluating applications for financial incentives and initiating or designing Town-led improvements is detailed in the Community Improvement Plan. These Guidelines are intended to build upon the Heritage Conservation District Plan, and this document encourages the use of the Guidelines contained in the Heritage Conservation District Plan to evaluate incentive applications for community improvement works throughout the Town, as applicable.

Design Vision

A unified design vision for the Community Improvement Project Area, including Downtown Arnprior and gateway routes, will help to ensure that community improvement activities contribute towards a unified vision for the design of the Town.



Downtown Arnprior is rich in historic architecture, including its designated Heritage Conservation District, and the prominent landmarks that contribute to the Town's identity. The streetscapes are attractive, walkable and comfortable year-round. The design of Downtown Arnprior is unified by consistent streetscape elements which accent the well-maintained, historic façades. Downtown Arnprior is well-connected to nearby amenities, including the Town's waterfront trails.



Madawaska Boulevard and **Daniel Street** are gateway routes into Downtown Arnprior. The routes create a positive first impression of Downtown Arnprior on drivers, with their well-maintained façades and attractive, walkable streets. It is clear that Downtown Arnprior is an important place, as the route transforms into an historic street which is oriented for pedestrian access.

Design Guidelines

The following guidelines address the main facets of urban design, including: built form, façade improvement, public realm, parking areas and access.

1. Built Form Guidelines

The built form guidelines are intended to ensure that development, including building expansions and redevelopment, contributes to the creation of complete, walkable and animated streetscapes.



Continuous Building Façades

Continuous, uninterrupted building façades contribute to the creation of a pedestrian-scaled and attractive streetscape. It is recognized that there are existing gaps and breaks in the continuous façades in Downtown Arnprior, including existing parking in side yards and in front yards. Infill development and redevelopment should contribute to the creation of continuous façades. Trees and other vertical elements, such as decorative fences and landscaping, can be used to fill these visual gaps and create a continuous façade.



Harmonized Rooflines and Cornices

A harmonized roofline is formed when the roofs of a series of connected buildings flows continuously. Infill development or redevelopment, where permitted, should contribute to the creation of harmonized rooflines. Where a significant change in height exists, infill development or building expansions should create a transition between the buildings. Building cornices, as the most prominent horizontal line, contribute to the harmony of façades and rooflines, even when their architectural design differs.



Pedestrian-Oriented

Where new buildings, redevelopments or building expansions are proposed in Downtown Arnprior, the location of the building and the building footprint should intend to restore or be compatible with existing historic building patterns. Where the land was previously vacant, buildings should be designed and located in a manner that is compatible and respectful of the streetscape. This means that buildings should be oriented to the sidewalk and be located close to or at the sidewalk. Where front yard parking exists, pedestrian access should be clear, safe and accessible.

2. Façade Improvement Guidelines

The façade improvement guidelines are provided to guide the design of façade improvements in a manner that contributes to the aesthetic improvement of Arnprior and enhances its historic character. These guidelines are intended to reinforce the guidelines contained in the Heritage Conservation District Plan and to apply their use to façades outside of the Heritage Conservation District.



Source: Arnprior Heritage Conservation District Design Guidelines

Restore Historic Features

Where applicable, original building elements, including storefront elements (doors, entries, tiling, base panels, display windows, etc.), cladding and brickwork, windows and architectural elements (cornices), roofs and chimneys should be maintained and restored wherever possible. The use of contemporary materials, such as metal or vinyl siding, is strongly discouraged. Brickwork and stone should not be painted; repainting or repair of original wood is encouraged, particularly using historic colours that are present in other historic facades in the Town.



Interesting, Complete Facades

Detailed and significant façades should be created, by articulating all features of a complete façade, and breaking up blank walls using repeating architectural elements and recessed entries. Similarly, large window panes should be divided by mullions.

Represent Historic Time Periods

The restoration of buildings, or the construction of new buildings or additions, should be representative of its time period. New buildings should be distinguished from old buildings, while old buildings should be restored according to the original architectural style. New buildings can be recessed slightly to help distinguish them, but their style and massing should create harmony with the streetscape.



Complementary Signage and Awnings

Storefront signage should be designed in proportion to the building and oriented for slow traffic and pedestrians. The use of hanging signage is encouraged. Back-lit signs, and the use of contemporary materials such as plastic or metal, is discouraged. Lettering should be embossed and painted, and lighting pointing towards the signs is ideal (gooseneck lights). There are many good, recent examples of signage improvements in Arnprior which can be used to guide signage improvements. Individual, cloth awnings placed over storefronts are encouraged, but metal awnings are discouraged.

3. Public Realm Guidelines

The public realm guidelines guide the improvement of Arnprior's streets, sidewalks and public spaces, ensuring that the pedestrian realm is safe, comfortable and attractive.



Example from Perth, Ontario

Plant Trees

The planting of street trees in Downtown Arnprior is strongly encouraged. Trees will add a significant aesthetic improvement, and create shade in the summer and dampen wind in the winter.

Coordinate Improvements with Historic Character

Streetscape elements should be consistent with the character of the street, and more generally, with Arnprior's historic character. Streetscape furniture which is designed to complement heritage buildings through the use of historic materials and colours is encouraged.



Example from Acton, Ontario

Consistent Sidewalk Treatment

The application of consistent materials and design standards for sidewalks is encouraged. Sidewalk repairs should utilize materials consistently, over the long term, while replacements can be made to improve streetscape aesthetics.

Intersection Treatment

Improved treatment of key intersections in Downtown Arnprior is encouraged, including: protruding sidewalks which define on-street parking and demarcated crossings (special materials), for example.



Well-Connected

Wayfinding signage indicating direction to important landmarks and attractions will encourage pedestrians to explore Arnprior's downtown. In particular, streetscape improvements should be prioritized to improve pedestrian connectivity between Downtown Arnprior and the waterfront.

Sustainable Maintenance

Sustainable solutions to beautification should be explored in the detailed design of streetscape improvements. For example, planting native plant species (xeriscaping) is advantageous because the plants will seldom require watering. Durable materials should be utilized for street furniture and planters to minimize life cycle costs.

4. Parking and Access Guidelines

The parking and access guidelines encourage the improvement of existing parking areas, and guide the location and design of new parking areas in Downtown Arnprior and on the gateway routes into Downtown Arnprior. It is recognized that Downtown Arnprior has several ideal examples of downtown parking, which should be maintained and used to evaluate proposed parking areas and improvements.



Locate Parking in Rear and Side Yards

New parking areas in Downtown Arnprior should be located to the rear of buildings if possible, in order to bring building façades close to the sidewalks and maximize opportunity for animated streetscapes and continuous façades. Where rear yard parking is not possible, side yard parking may provide a suitable alternative, provided that landscaped buffers are incorporated into the site design (see below).



Shared Access

Shared access to parking areas is strongly encouraged in Downtown Arnprior and along Arnprior's gateway routes (Daniel Street and Madawaska Street). The number of driveways into a site should be minimized, and multiple buildings should make use of shared parking areas.



Buffers

Where side yard parking cannot be avoided, or where front yard parking exists, a landscaped buffer should be provided between the sidewalk and the paved parking area. The landscaped area should be ideally treated with appropriate landscaping (not just grass), including trees. Pedestrian amenities, including benches, may be provided in front of the landscaped buffer to help animate the space in front of the parking. There should be a clear, safe and delineated pedestrian connection to the entrance if parking exists in the front yard.



Town of Arnprior

Community Improvement Plan

