



Municipality of

Trent Lakes

Municipality of Trent Lakes

Buckhorn Community Improvement Plan

2024



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1.0 Introduction

1.1 Background

The Municipality of Trent Lakes (“Municipality”) Buckhorn Community Improvement Plan (CIP) was approved in February of 2016. The CIP has not been reviewed since its approval. A CIP should normally be reviewed every five (5) years, similar to an Official Plan.

As noted in Section 3.0 below, a number of Municipal, County and even Provincial policies that provide guidance for the CIP have changed or been introduced since the Buckhorn CIP was approved. Also, several key policy issues have emerged in Trent Lakes over the last few years that could potentially be addressed by the Buckhorn CIP. These policy issues include the need to:

- Increase rental housing supply, including affordable units;
- Promote more economic growth and diversification; and,
- Improve the design, quality, and sustainability of building improvements and development in the municipality.

Based on the passage of several years since the Buckhorn CIP was adopted, and key emerging policy issues as noted above, the Municipality determined it was an opportune time to review and update the Buckhorn CIP. The Municipality retained RCI Consulting to conduct a comprehensive review and update of the Buckhorn CIP to make it more effective and responsive to current and future community improvement needs in the Buckhorn area.

1.2 Purpose

The primary purpose of this CIP is to put in place a framework to help achieve the key community improvement goals outlined in Section 4.0 of this Plan. To this end, this CIP includes a more defined Buckhorn Community Improvement Project Area (CIPA) and a comprehensive package of more attractive and strategically enhanced incentive programs than its predecessor. The purpose of this CIP is also to:

- a) Outline the legislative, policy, and planning framework that supports and guides this CIP;
- b) Identify the key community improvement goals for the Buckhorn CIPA based on policy directives and findings of the CIP Review;
- c) Enhance and better define the incentive programs that can be offered by the Municipality to directly stimulate private sector investment to achieve the goals of this Plan; and,
- d) Outline a Monitoring Program and a Marketing Strategy that will help the Municipality administer and market the incentive programs contained in this Plan, monitor the

results of the incentive programs, and adjust the incentive programs as required over time.

1.3 Methodology

RCI Consulting worked very closely with the Municipality's Project Management Team (PMT) comprised of senior staff from several departments to help guide the review and update of the CIP. The PMT met several times during the preparation of this CIP to provide input to the consultant, review and coordinate draft deliverables, and assist in preparation for Council updates and public meetings.

A comprehensive methodology was employed to review and update the Buckhorn CIP. The following major tasks were completed to help ensure that this CIP incorporates best CIP practices, reflects and promotes current Municipal policy directions, and promotes the achievement of key community improvement goals. These tasks included:

- A review of the current legislative framework for the CIP;
- A review of current Municipality, County, and Provincial policy, planning, and economic development documents that provide direction for the CIP;
- A detailed review of the 2016 Buckhorn CIP to identify gaps and weaknesses;
- A review of the incentive program uptake and results of the 2016 Buckhorn CIP, including program successes, and program gaps and issues identified by Municipal staff involved in administering and promoting these programs;
- A scoped best practices review of CIP programs in a half dozen other rural Ontario municipalities with tourism service areas;
- Walking and driving tours of the six (6) Rural Settlement Areas (RSAs) in Trent Lakes noting land uses, zoning, building/ property conditions, and business activity to determine which areas should be included in the CIPA boundary;
- Development of key CIP review findings;
- Preparation of Draft community improvement goals;
- Delineation of a Draft Buckhorn CIPA boundary;
- Preparation of Draft incentive programs;
- Presentation of the key CIP review findings, and draft community improvement goals, CIPA, and incentive programs to Council on February 20, 2024, and to the public at a Public Meeting held on March 7, 2024;
- Receipt of several verbal comments during and after the March 7, 2024 Public Meeting, and receipt and review of eight (8) comment sheets after the Public Meeting;
- Updating of supporting public realm and infrastructure improvements in the CIP;
- Preparation of a Draft CIP based on the tasks outlined above;
- Circulation of the Draft CIP to prescribed commenting agencies;
- Review of comments received from prescribed commenting agencies;
- Several meetings throughout the CIP review and update process with the PMT to further refine the above-noted deliverables, including the Draft CIP;

- A statutory Public Meeting held under the *Planning Act*, and,
- Finalization of this CIP in consultation with the PMT, based on input from Council and comments received from prescribed commenting agencies, and the public, as applicable.

1.4 Key CIP Review Findings

The review of the 2016 Buckhorn CIP using the methodology outlined above resulted in a number of key findings, as follows:

- a) There is little connection between the 2016 Buckhorn CIP and the direction contained in current guiding policy documents.
- b) The goals in the 2016 Buckhorn CIP do not reflect emerging community improvement needs and policy directions such as intensification, affordable rental housing, well designed built form, energy efficient site design, and accessibility.
- c) Program Eligibility Requirements in the 2016 Buckhorn CIP lack important details, are confusing, and may not fully protect the Municipality's interests.
- d) There are only three (3) incentive programs offered in the 2016 CIP, and these programs are limited in terms of comprehensiveness and competitiveness compared to other best practice municipalities who offer more programs and more attractive programs.
- e) The Building Improvement Grant is restricted only to property owners, but this is a program that some business tenants may wish to access.
- f) Only eight (8) grant applications have been approved since the Buckhorn CIP was approved in 2016, and no grant applications have been received in the last three years.
- g) No real monitoring program or marketing strategy was specified in the 2016 CIP, and both of these are very important to the successful implementation of a CIP programs.

Based on the methodology outlined in Section 1.3 above, the following were identified as the types of community improvement most needed in the Buckhorn CIPA:

- ✓ Facade improvements - storefront, signage, lighting, barrier free accessibility, heritage restoration, etc.;
- ✓ Building improvements – various types, including windows, doors, weatherproofing, outdoor cafes and spaces, etc.;
- ✓ Intensification, infill and redevelopment;
- ✓ Enhanced landscaping features and pedestrian amenities; and
- ✓ Parking lot paving and driveway access/egress improvements.

1.5 Report Content

This CIP is divided into the following sections:

- Section 2 contains the review of the legislative framework for the CIP.
- Section 3 contains the review of key policies, plans and other studies that are applicable to the CIP.
- Section 4 contains the key community goals for the CIP.
- Section 5 describes the Community Improvement Project Area (CIPA) for the CIP.
- Section 6 contains a comprehensive set of financial incentive programs specifically designed to help achieve the key community improvement goals of this CIP.
- Section 7 contains recommended public community improvements and infrastructure that will support and complement private sector community improvement projects in the Buckhorn CIPA.
- Section 8 contains a Monitoring Program designed to assist the Municipality in monitoring progress on implementation of the CIP, including the economic and other impacts of the programs contained in the CIP.
- Section 9 contains a basic Marketing Strategy to help the Municipality market the incentive programs in this new CIP.
- Section 10 provides a brief conclusion to the CIP.

2.0 Legislative Framework

2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include giving or lending any property of the municipality, including money; guaranteeing borrowing; leasing or selling any municipal property at below fair market value; and giving a total or partial exemption from any levy, charge or fee. This prohibition is generally known as the “bonusing rule”.

Section 106 (3) of the *Municipal Act, 2001* provides an exception to the bonusing rule for municipalities exercising powers under subsection 28 (6), (7) or (7.2) of the *Planning Act* or under section 365.1 of the *Municipal Act, 2001*. It is this exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt community improvement plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved CIP in place that contains provisions specifying tax assistance for environmental remediation costs can pass a by-law providing for the cancellation of part or all of the taxes levied on an “eligible property” for municipal and school purposes during the “assistance” period, both as defined in Section 365.1 (1) of the *Municipal Act, 2001*. Municipalities may also apply to the Province to provide matching school property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the *Municipal Act, 2001*. In addition to the power to make a grant or loan, these powers also include the power to sell or lease land for nominal consideration or to make a grant of land; provide for the use by any person of land owned or occupied by the municipality, upon such terms as may be fixed by council; sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

In order to encourage good stewardship, maintenance and conservation of locally designated heritage properties, municipalities may, under Section 365.2 of the *Municipal Act, 2001*, pass a by-law to establish a local Heritage Property Tax Relief (HPTR) program to provide tax relief (10 to 40 per cent) to owners of eligible heritage properties, subject to an agreement to protect the heritage features of their property. This financial

tool is designed to help owners of heritage properties maintain and restore their properties. An eligible heritage property for this program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement. The Province shares in the cost of the program by funding the education portion of the property tax relief. Municipalities that adopt the HPTR program contribute to the program by funding their portion of the property tax relief.

2.2 Planning Act

Section 28 of the *Planning Act* allows municipalities with provisions in their Official Plans relating to community improvement to designate by By-law a “community improvement project area” and prepare and adopt a CIP for the community improvement project area. Once the CIP has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28 (6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

According to Section 28 (1), a “community improvement project area” is defined as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”. Therefore, there are a variety of reasons that an area can be designated as an area in need of community improvement.

Section 28 (1) 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”. This represents a wide range of possible municipal actions.

Once a CIP has come into effect, the municipality may:

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28 (6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the CIP (Section 28 (6)); and,
- iv) make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of land and buildings within the community improvement project

area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the CIP (Section 28 (7)).

Where there is an official plan in effect in a local municipality that contains provisions relating to community improvement, Section 28(2) permits the council of that municipality to designate, by by-law, the whole or any part of an area covered by such an official plan as a community improvement project area.

Section 28 (7.1) specifies that the eligible costs of a CIP for the purposes of Subsection 28 (7) may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities. Again, this includes a wide range of activities that can be considered as eligible costs for grants and loans.

Section 28 (7.2) allows the council of an upper-tier municipality to make grants or loans to the council of a lower-tier municipality, and the council of a lower-tier municipality to make grants or loans to the council of the upper-tier municipality, for the purpose of carrying out a CIP that has come into effect, but only if the official plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans. This provision allows upper tier municipalities to help lower tier municipalities fund the grant and loan programs in their lower tier CIPs.

Section 28 (7.3) specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28 (7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act, 2001* in respect of the land and buildings shall not exceed the eligible cost of the CIP with respect to those lands and buildings.

Section 28 (11) allows a municipality to register an agreement concerning a grant or loan made under subsection 28 (7) or an agreement entered into under subsection 28 (10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land. It should be noted that while Section 28 (11) allows a municipality to register an agreement concerning a grant or loan against the land to which it applies, it does not require the municipality to do so.

Section 69 allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Alternatively, a municipality can collect planning application

fees and then provide a partial or total rebate of these fees in the form of a grant, but this must be done within a CIP.

2.3 Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give local municipalities and the provincial government powers to conserve, protect and preserve heritage buildings and archaeological sites in Ontario. While the heritage property tax relief program under Section 365.2 (1) of the *Municipal Act, 2001* is designed to assist property owners in maintaining and conserving heritage properties, Section 39 (1) of the *Ontario Heritage Act* allows the council of a municipality to make grants or loans (up-front or tax-increment basis) to owners of designated heritage properties to pay for all or part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe. In order to provide these grants and loans, the municipality must pass a by-law providing for the grant or loan.

Grants and loans for heritage restoration and improvement can also be provided by local municipalities under a CIP that has come into effect under Section 28 of the *Planning Act*. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it requires only passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees, e.g., tenants who may wish to undertake heritage improvements.

Interpretation of Section 39 (1) of the *Ontario Heritage Act* suggests that this section does not restrict grants and loans only to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to "...paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe." Consultations with provincial staff and legal experts have confirmed that this section of the *Ontario Heritage Act* does not restrict grants and loans only to heritage features.

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered "part of the cost of alteration". Similarly, a grant or loan for professional design studies can be provided under a CIP. A professional design study is certainly an important precursor to, and key component of, any major heritage feature alteration.

Section 39 (2) of the *Ontario Heritage Act* allows the council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land.

In summary, local municipalities can use municipal powers under the *Ontario Heritage Act* or the *Planning Act* to offer grants and/or loans to encourage heritage restoration and improvement. Both statutes offer the flexibility to include non-heritage features as eligible costs. However, the *Ontario Heritage Act* requires only passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP.

2.4 Development Charges Act

While Section 26 (1) of the *Development Charges Act, 1997*, specifies that a development charge is payable for a development upon a building permit being issued for the development, this *Act* contains a number of mandatory development charge exemptions, reductions, and deferrals for specific types of development. Several of these development charge exemptions and reductions were introduced by the More Homes Built Faster Act, 2022, S.O. 2022 (Bill 23), which received Royal Assent on November 28, 2022.

As per Part II the *Development Charges Act, 1997*, the following types of development are exempt from development charges:

- a) A second and third residential unit in an existing or new detached house, semi-detached house or row house if there are no residential units in an ancillary building/structure; and one residential unit in an ancillary building/structure if the existing or new detached house, semi-detached house or row house contains no more than two residential units (Section 2);
- b) Enlargement of an existing industrial building by up to 50% (Section 4);
- c) An affordable residential unit¹ and attainable residential unit² (Section 4.1); and,
- d) Non-profit housing development (Section 4.2).

¹ An “affordable residential unit, rented” is defined as a residential unit intended for use as a rented residential premises where the rent is no greater than the lesser of,

- i. the income based affordable rent for the residential unit set out in the Affordable Residential Units Bulletin published by the Minister of Municipal Affairs and Housing; and,
- ii. the average market rent identified for the residential unit set out in the Affordable Residential Units Bulletin.

An “affordable residential unit, ownership” is defined as a residential unit not intended for use as a rented residential premises where the price of the residential unit is no greater than the lesser of:

- i. the income based affordable purchase price for the residential unit as set out in the Affordable Residential Units Bulletin published by the Minister of Municipal Affairs and Housing; and,
- ii. 90 per cent of the average purchase price identified for the residential unit in the Affordable Residential Units Bulletin.

See Part II, Section 4.1 of the *Development Charges Act, 1997*, for further details.

² An “attainable residential unit” is a residential unit that is not an affordable residential unit, not a rental unit, and was developed as part of a prescribed development or class of developments.

Section 4.1 (8) and (9) of the *Development Charges Act, 1997* requires that for an “affordable residential unit”, the person seeking the development charge exemption must enter into an agreement with the local municipality to maintain the residential unit as affordable for a period of 25 years from the date that the unit is first rented or sold. Section 4.1 (10) and (11) of the Act requires that for an “attainable residential unit”, the person seeking the development charge exemption must enter into an agreement with the local municipality that requires the residential unit to be attainable at the time it is sold.

Development charges for rental housing development are reduced by 25% for residential units with 3+ bedrooms, 20% for 2 bedrooms, and 15% for 1 bedroom/bachelor units (Section 26.2 (1.1)). Section 26.1 also specifies that the development charge applicable to rental housing development and institutional development shall be deferred, i.e., paid in five (5) equal annual instalments starting on the date an occupancy permit is issued, or the date of occupancy, whichever comes first.

Section 5 of the *Development Charges Act* allows a municipality to exempt a type(s) of development from a development charge, or to have a development charge that is lower than allowed, but any resulting shortfall cannot be made up through higher development charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal development charges for certain types of development in order to promote community improvement, such as downtown redevelopment, brownfield redevelopment or intensification in core areas. Because this financial incentive is normally offered before construction, i.e., at the time of building permit issuance, it is a very powerful community improvement tool.

Municipalities can also use a CIP (Section 28 of the *Planning Act*) to offer a reduction in development charges in the form of a grant equivalent to part or all of the development charges normally payable. It is typically easier for a municipality to offer a reduction of development charges for certain types of development such as high priority/catalyst sites/projects, affordable and attainable housing projects, and/or projects that achieve desirable economic and/or sustainability performance criteria via a grant within a CIP, than via an exemption or deferral within a development charge by-law. In this regard, a CIP is inherently more flexible than a development charges by-law. A CIP can provide grants for certain types of development in certain geographic areas, and/or development that meets specific intensification, affordability, economic and sustainability performance criteria. Furthermore, the types of development and/or performance criteria can be changed without a formal amendment to the CIP. Conversely, development charge reductions within a development charge by-law are prescriptive and are usually based on the location of the development, e.g., downtown, or a specific type of development, e.g., brownfield redevelopment. Furthermore, a deferral offered within a development charge by-law cannot be changed without a formal amendment to the development charges by-law.

3.0 Policy and Planning Framework

3.1 Provincial Policy Statement, 2020

The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act* and provides direction on matters of provincial interest related to land use planning and development. Section 3 of the *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”.

The Province of Ontario released the latest version of the PPS in February of 2020 and the policies took effect on May 1, 2020. The vision for land use planning in Ontario in the PPS states that “the long-term prosperity and social well-being of Ontarians depends on planning for strong, sustainable and resilient communities for people of all ages, a clean and healthy environment, and a strong competitive economy”. In relation to the goals of this CIP, key guiding policies in the PPS promote:

- Efficient and cost-effective development and land use patterns (Section 1.1.1);
- Accommodating an appropriate range and mix of affordable and market based residential types, and employment uses (Section 1.1.1);
- Land use patterns that support active transportation, promote opportunities for intensification and redevelopment, energy efficiency, and minimize the negative impacts to air quality and climate change (Section 1.1.3);
- Planning authorities identifying appropriate locations and promoting opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs (Section 1.1.3);
- Planning authorities promoting economic development and diversity by maintaining a range and choice of suitable sites for employment uses (Section 1.3.1);
- An appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs and the social, health, economic and well-being requirements of current and future residents (Section 1.4.3);
- Healthy, active communities with parks, public and open spaces, trails and linkages that facilitate active transportation and the provision of public access to shorelines (Section 1.5.1);
- Long-term economic prosperity through the maintenance and enhancement of the vitality and viability of downtown and mainstreets and the redevelopment of brownfield sites (Section 1.7.1);
- Well-designed built form and conservation of features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1);
- Opportunities for sustainable tourism development (Section 1.7.1); and,
- Land use and development patterns that support energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparing for the impacts of changing climate (Section 1.8.1).

3.2 Ontario Housing Policy Statement, 2011

On July 1, 2016, the Province of Ontario replaced its Ontario Housing Policy Statement with the “Policy Statement: Service Manager Housing and Homelessness Plans” issued under Section 5 of the *Housing Services Act, 2011*. This Policy Statement recognizes municipalities as the largest contributors to funding for housing and homelessness services and developing more cost effective and efficient housing programs. The Province is currently undertaking an update to this Policy Statement.

The City of Peterborough is the Consolidated Municipal Service Manager for the service area, including the Municipality of Trent Lakes. As such, the City of Peterborough is responsible for the delivery and administration of provincially mandated social and affordable housing programs, as well as initiatives to prevent and address homelessness.

3.3 Growth Plan for the Greater Golden Horseshoe

The 2019 Growth Plan for the Greater Golden Horseshoe (GGH) (the “Growth Plan”) came into effect on May 16, 2019 and was amended on August 28, 2020 (Amendment 1). The Growth Plan is the Province of Ontario’s growth strategy for the GGH region, which includes the Municipality of Trent Lakes and the County of Peterborough.

The Growth Plan builds upon the policy foundations in the PPS and provides direction to municipalities to:

- Manage growth, curb sprawl and protect the natural environment;
- Build vibrant and complete communities;
- Ensure the development of high quality compact urban form;
- Integrate green infrastructure and low impact development; and,
- Support a strong and competitive economy.

The Growth Plan directs the vast majority of growth to Delineated Built-up Areas within settlement areas and limits growth in Undelineated Built-up Areas. The Growth Plan directs all municipalities to develop a strategy to achieve minimum intensification and density targets throughout their Delineated Built-up Area. The Growth Plan is implemented through municipal planning documents, primarily the Official Plan, as well as other planning documents and policies, such as Community Improvement Plans (CIPs).

The County of Peterborough is considered a “Rural Area” within the Growth Plan. All the rural settlement areas in the Municipality of Trent Lakes are in the Undelineated Built-up Area. The Growth Plan encourages municipalities to plan for a variety of cultural and economic opportunities within rural settlement areas to serve the needs of rural residents and area businesses.

In summary, a CIP can play an important role in helping a municipality conform to the Growth Plan, not only by achieving its intensification targets, but by ensuring that development achieves the various policy goals of the Growth Plan.

3.4 Official Plan

The current Municipality of Trent Lakes Official Plan will be replaced by the new County of Peterborough Official Plan once that plan is approved by the Ministry of Municipal Affairs and Housing, i.e., the new County of Peterborough Official Plan will function as the lower tier Official Plan for the Municipality of Trent Lakes. The new County of Peterborough Official was adopted by the Council of the County of Peterborough on June 29, 2022 and formally submitted to the Province for approval on July 11, 2022. As such, the key policies in both the current Municipality of Trent Lakes Official Plan and the new County of Peterborough Official Plan that are relevant to the preparation of this CIP are highlighted below.

3.4.1 Municipality of Trent Lakes Official Plan

In relation to this CIP, the key goals and objectives of the Trent Lakes Official Plan include:

- Ensuring that municipal infrastructure is planned for and utilized to the fullest;
- Enhancing the historic and cultural heritage of the Municipality, including the identification and conservation of heritage resources;
- Encouraging residential intensification where practical;
- Encouraging the provision of an adequate supply of housing, and a mix and range of housing types, to meet the needs of both present and future inhabitants; and,
- Encouraging housing forms and densities designed to be affordable to moderate and lower income households.

3.4.2 County of Peterborough Official Plan

Once it has been approved by the Ministry of Municipal Affairs and Housing, the County of Peterborough Official Plan will function as the Official Plan for the Municipality of Trent Lakes.

3.4.2.1 Goals

In relation to this CIP, the key goals of the County Official Plan are as follows:

- Identify, protect, conserve and manage cultural heritage, including built heritage features and cultural landscapes for present and future generations;
- Improve the economy by increasing the number and diversity of opportunities for employment;
- Direct new development and employment uses primarily to settlement areas;

- Support and encourage land use development patterns that promote energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and preparation for the impacts of a changing climate;
- Encourage the growth and vitality of the core commercial areas and historic downtowns through infill, intensification, and redevelopment that is appropriate to the local Municipal character and context;
- Promote natural heritage, cultural heritage and recreational assets in local municipalities across the County to support economic development and tourism;
- Provide a variety of housing opportunities to meet the needs of present and future residents; and,
- Promote healthy lifestyles through an active transportation system.

3.4.2.2 Community Improvement Policies

Section 2.7 of the County Official Plan contains the Community Improvement Policies that provide a comprehensive framework for the designation of community improvement project areas (CIPAs) and the preparation, adoption and implementation of community improvement plans (CIPs) by local Municipalities. A summary description of the key aspects of the Community Improvement Policies in the County Official Plan is provided below, and a copy of Section 2.7 of the County Official Plan is contained in **Appendix A**.

Key goals of the Community Improvement Policies include:

- preserving, rehabilitating and redeveloping the existing built environment;
- maximizing the use of existing public infrastructure, facilities and amenities;
- coordinating private and public community improvement activities; and,
- promoting development and redevelopment that is sustainable in nature.

Section 2.7 1) specifies that CIPs may be prepared and adopted by local municipalities to accomplish one or more objectives such as:

- encouraging the renovation, repair, rehabilitation, re-use, and redevelopment of lands and/or buildings, including brownfield sites, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes, or for provision of energy efficient uses, buildings, structures, works and improvements;
- encouraging the preservation, restoration, and improvement of historical or architecturally significant buildings;
- maintaining and improving the physical and aesthetic amenities of streetscapes;
- encouraging an adequate supply of affordable housing which meets the needs of local residents;
- encourage infill, intensification and redevelopment;
- encouraging economic development including commercial, industrial, recreational and tourism activity and job creation;
- improving environmental and/or social conditions, as well as community quality, safety and stability;
- promoting cultural and tourism development; and,

- encouraging the beautification of communities, neighbourhoods and downtowns through landscaping initiatives and public art installations.

Section 2.7 2) specifies that a CIPA must be designated by by-law and may include part or all of the Municipality. This section also sets out the criteria that must be present for designation of a CIPA with the requirement that at least one, and preferably more than one, of the specified criteria must be satisfied. These criteria include the presence of:

- buildings, facades, and/or property in need of maintenance preservation, restoration, rehabilitation, energy efficiency/renewable energy improvements, or redevelopment;
- vacant lots/underutilized properties and buildings which have potential for infill, redevelopment or expansion;
- commercial areas with high vacancy rates and/or poor overall visual quality of the built environment;
- deficiency in the amount, variety, affordability and/or quality of housing to meet community needs;
- presence of buildings and/or lands of architectural or heritage significance;
- known or suspected environmental contamination; and,
- any other significant environmental, social or community economic development reasons for community improvement.

Section 2.7 3) sets out the priorities for designation of CIPAs. Priority for designation of CIPAs will be given to existing built up areas and those areas where the greatest number of criteria for designation of CIPAs are present.

Section 2.7 4) sets out the priorities for phasing of community improvements. Phasing of community improvements will take place in a logical sequence that focuses on those improvements that will most substantially improve the aesthetic, environmental and service qualities of a CIPA, while reflecting the capability of the local Municipality and the County to fund community improvement projects.

Section 2.7 5) notes that CIPs shall contain the purpose of the plan, goals and/or objectives, a description of the CIPA, and a description of all projects and/or programs.

Section 2.7 6) specifies that the preparation of a CIP shall meet the minimum requirements of the *Planning Act* for public consultation.

Section 2.7 7) identifies a wide range of actions that a local Municipality may undertake to implement a CIP.

Finally, Section 2.7 8) notes that the County may establish programs for the provision of grants and loans to local Municipalities for the purposes of achieving the goals and objectives specified in local Municipal CIPs.

3.4.2.3 Cultural Heritage Policies

Section 3.10 (Cultural Heritage) of the County Official Plan explicitly notes that local municipalities may use CIPs and associated financial incentives to assist in their efforts to preserve and protect cultural heritage.

3.4.2.4 Hierarchy of Settlement Areas

Section 5.4 identifies a hierarchy of settlement areas with settlement areas being: urban areas; and rural settlement areas which include towns, villages and hamlets. The vast majority of growth will be directed to municipally serviced settlement areas. Growth will be limited in rural settlement areas that are not serviced by existing or planned municipal water and wastewater systems or are in the Greenbelt Area.

Most rural settlement areas are serviced by individual on-site wells and septic systems, with a limited number having partial services available to parts of the settlement. In Trent Lakes, the rural settlement areas (Hamlets) include Bobcaygeon, Buckhorn, Burleigh Falls, Catchacoma, Kinmount and Lakehurst. The Official Plan also notes that some rural settlements cross local Municipal boundaries, e.g., Buckhorn in Trent Lakes and Selwyn, Bobcaygeon in Trent Lakes and Kawartha Lakes, and Kinmount in Trent Lakes and Kawartha Lakes. In these circumstances, local municipalities are encouraged to coordinate matters to complement the actions of other planning authorities and promote mutually beneficial solutions for the community as a whole.

3.4.2.5 Affordable Housing Policies

In addition to a number of planning strategies that may be considered by a local Municipality to help achieve accessible, assisted and/or affordable housing objectives, Section 5.6 (Housing) specifically notes that local Municipalities may, where deemed necessary, develop an Affordable Housing CIP or update existing CIPs to provide for additional affordable housing options within the Municipality.

3.5 Peterborough Housing and Homelessness Plan

The 10-Year Housing and Homelessness Plan for the City and County of Peterborough was implemented in 2014, and a review of the Plan was conducted in 2019. The Plan identifies targets in order to meet all housing needs in the City and County of Peterborough that include:

- 2,680 new affordable rental units;
- 580 new Rent-Geared-to-Income (RGI) supportive housing units; and,
- 796 new affordable homeownership units.

The key actions recommended to achieve these targets include providing attractive incentives for developers and establishing partnerships with private and non-profit sector developers and landlords to explore innovative ways to integrate affordable housing into

new and existing developments. The City of Peterborough has an Affordable Housing CIP that offers a Municipal Fee Incentive Program, Development Charges Grant Program, and a Tax Increment Based Grant Program to promote the development of affordable housing in the City of Peterborough.

3.6 County of Peterborough Age Friendly Community Action Plan

In 2017, the County of Peterborough released its Age Friendly Community Action Plan, and this Plan was updated in 2023. A key objective of the Plan is to diversify the housing stock to support aging in place, and ensure a diversity of housing choices that support older adults. The Plan supports the development of CIPs that provide grants for accessibility upgrades, including enhanced entrances and weather protections, and grants for accessibility in rental housing.

3.7 Greater Peterborough Area Climate Change Action Plan

In 2016, the Greater Peterborough Economic Development Corporation issued a Climate Change Action Plan (CCAP) for the Greater Peterborough Area to reduce local contributions to climate change and prepare the community for present and future climate changes. The Plan notes that incentive tools such as reduced development charges and tax rebates/reduced property taxes can be used to encourage sustainable development beyond the building code. This can include strategies to:

- Improve energy and water efficiency of existing buildings and business operations;
- Build new buildings to be more efficient and have a smaller environmental impact; and,
- Build an active transportation network and support active transportation, including walking and cycling.

3.8 Trent Lakes Economic Development, Tourism, and Recovery Strategic Plan

The Municipality of Trent Lakes issued its Economic Development, Tourism, and Recovery Strategic Plan in January of 2023. This Strategic Plan establishes four goals to realize the economic future of the Municipality of Trent Lakes. These goals are to:

- 1) Improve the Commercial Core of Buckhorn to better support residents and visitors;
- 2) Be a four-season tourism destination;
- 3) Develop a business-friendly Municipality that supports existing business and is open to new Business; and,
- 4) Build community through cohesiveness.

From these four goals, a total of 38 realistic and achievable actions were identified to be undertaken over the next five years (2023-2027). One of the actions to improve the Commercial Core of Buckhorn is the promotion of the CIP to the business community in Buckhorn to encourage businesses and private property owners within the Buckhorn

CIPA to take advantage of the incentives being offered by the Municipality. Other key supporting actions to improve the Buckhorn commercial core include:

- Continuing to implement the Buckhorn Streetscape & Greenspace Master Plan;
- Install electric vehicle (EV) charging stations for vehicles and E-bikes;
- Implement an active transportation wayfinding signage program to tie together the Buckhorn businesses in both Trent Lakes and Selwyn; and,
- Develop a Marketing Plan to support existing businesses and attract new businesses to Buckhorn.

One of the key actions identified to develop a business-friendly municipality is the update of the 2017 CIP, including investigating the option of expanding the CIPA for the CIP. Many of the other actions specified in the Economic Development, Tourism, and Recovery Strategic Plan focus on supporting business in Trent Lakes and improving Trent Lakes as a year-round tourism destination.

3.9 Trent Lakes Community Strategic Plan

The Municipality of Trent Lakes released a Community Strategic Plan in April of 2023. The purpose of this Plan is to guide future decisions in community development and community sustainability for Trent Lakes. The Plan is to be implemented over the current term of Council (2022-2026). The Strategic Plan contains 29 strategic actions. The recommended actions that are most relevant to this CIP include:

- Improving the Downtown Buckhorn commercial core to better support residents and visitors;
- Providing opportunities and criteria for grants/loans/incentives to private property owners in Downtown Buckhorn; and,
- Supporting existing business, being open to new business, and being investment ready and business friendly.

3.10 Buckhorn Hamlet Core Design Guidelines

The Buckhorn Hamlet Core Design Guidelines were prepared in April of 2015. These Design Guidelines are meant to be a flexible guide for the design of new developments and improvements to existing buildings and properties within the Buckhorn Hamlet Core. The Buckhorn Hamlet Core Design Guidelines were adapted from corresponding design guidelines prepared by Selwyn Township for their village and hamlet cores, and have been adapted with the permission of Selwyn Township.

The Buckhorn Hamlet Core Design Guidelines are intended to be used by all participants involved in the planning and design process, including property/business owners and developers when planning and designing projects, and Municipal staff when reviewing planning and development applications, and evaluating applications for incentive programs that may be offered under this CIP. The Design Guidelines apply to all

properties within the Buckhorn Hamlet core with a focus on the design and development of commercial and mixed-use buildings within the commercial area. The Guidelines are meant to provide design guidance, with the understanding that they are to be applied on a case-by-case basis and are not meant as a strict “checklist”.

The overall intent of the Design Guidelines is to raise the standard for high quality, well-designed projects that support small scale and pedestrian-oriented developments that complement and enhance Buckhorn’s existing nature and character. The design principles for new developments and improvements to properties and buildings within the Buckhorn Hamlet Core stress traditional architectural style and existing scale and character, and improvements and new developments that incorporate sustainable practices and green landscaping additions.

The Buckhorn Hamlet Core Design Guidelines contain detailed design guidelines for building design, building facade design, site design, and street design. The site design, building design, and facade design guidelines are of particular relevance to the types of community improvement projects promoted by this CIP. The Buckhorn Hamlet Core Design Guidelines were reviewed as part of the preparation of this CIP and found to still be relevant and appropriate as a guidance tool for planning, designing and evaluating applications to incentive programs that may be offered under this CIP.

3.11 Buckhorn Streetscape & Greenspace Master Plan

The Buckhorn Streetscape & Greenspace Master Plan was completed in May of 2018. The intent of this Master Plan is to tie public lands in the Buckhorn CIPA together via a series of recommendations. This Master Plan builds on the objectives of the Buckhorn CIP and the key design principles contained in the Buckhorn Hamlet Design Guidelines. The guiding principles of the Master Plan include: connectivity, accessibility, and multi-functional public spaces. The recommendations contained in the Master Plan include a series of accessible walkways, pedestrian crosswalks, a recreational trail from the Buckhorn Community Centre to Downtown Buckhorn, and connecting Buckhorn to a larger Regional trail network.

3.12 Trent Lakes Parks, Recreation and Culture Master Plan

This Plan was prepared for Municipal Council in April of 2021. The recommendations in the Parks, Recreation and Culture Master Plan will help guide the delivery of programs and services and is aligned with the Provincial and Municipal policies outlined in Section 3.0 of this CIP. Key recommendations of the Trent Lakes Parks, Recreation and Culture Master Plan in relation to the Buckhorn CIPA include:

- Creation of a network of community hubs, including a central social, cultural and recreational site at the Buckhorn Community Centre;

- Development of a municipality-wide heritage plan to promote heritage preservation and conservation; and,
- Implementing recommendations from the Buckhorn Streetscape and Greenspace Master Plan, including walkways, parking and landscaping.

3.13 Trent Lakes Open Space Master Plan

The Trent Lakes Open Space Master Plan was approved by Council in March of 2023, with an Implementation Plan being approved in November of 2023. The purpose of the Open Spaces Master Plan is to guide the provision of open spaces, including parks, facilities, water access points and trails for the period 2023 to 2033 and beyond. The primary goal of the plan is to facilitate opportunities to expand and enhance open space networks in Trent Lakes. The Trent Lakes Open Space Master Plan coordinates with the Buckhorn Streetscape and Greenspace Master Plan and builds on its ideas in the immediate Buckhorn area.

Key recommendations of the Trent Lakes Open Space Master Plan as they relate to the Buckhorn CIPA and year of implementation as per the Implementation Plan include:

- Develop and implement an overall signage strategy (2024);
- Upgrade the existing trail that runs from the Buckhorn Community Centre to Adam and Eve Rocks, offering an additional connection to the Buckhorn commercial core (2025);
- Add directional signage to direct visitors to the various amenities in Ode’Naang Park (2025);
- Adding interpretive signage about the Trent Severn Waterway at Ode’Naang Park (2025); and,
- Add paths to connect park amenities, parking areas, and the sidewalk at Ode’Naang Park (2026)

3.14 Trent Lakes Zoning By-law

The Municipality of Trent Lakes Zoning By-law 2014-070 was passed in 2014. The Zoning By-law implements the policies of the Official Plan by specifically regulating permitted land uses. There are several land use zones that apply to properties within the six (6) Hamlets including: Hamlet Residential (HR), Hamlet Commercial (HC), Tourist Commercial (TC), and Community Facility (CF). In terms of permitted uses, the HR zone permits single detached, semi-detached, and duplex dwellings, a bed and breakfast, and home occupation. The HC zone permits a range of personal service, office and retail commercial uses that would be expected in Hamlet Core areas. The TC zone permits uses that are geared toward the travelling public such as eating establishments, a marina, retail store and tourist establishment. The CF zone permits community services, administration and assembly uses, and institutional type uses.

3.15 Trent Lakes Sign By-law

The Municipality of Trent Lakes Sign By-law B2016-069 was passed in 2016. The Sign By-law regulates the design and placement of signs throughout the Municipality and is principally concerned with regulating the type, location, size and permitting of signs on private properties within the Municipality. This is done via the requirement for a sign permit issued by the Municipality.

Policy 4.3.1 in the Sign By-law specifies sign regulations for signs within CIPAs that differ somewhat from sign regulations in other commercial areas (4.3.2). For example, electronic message signs, backlit signs, ground signs, and mobile signs are permitted in other commercial areas but not in CIPAs, while hanging signs are permitted in CIPAs but not in other commercial areas. Furthermore, all signs in CIPAs must be designed in accordance with Municipal Design Guidelines and new signs and sign alterations in CIPAs must be approved by the Economic Development Committee, while these are not requirements in other Commercial areas.

3.16 Trent Lakes Asset Management Plan

In 2019, the Municipality of Trent Lakes adopted an Asset Management Plan (AMP) to guide the maintenance and development of the Municipality's public infrastructure assets. The AMP supports the Strategic Plan, Climate Change Action Plan, and other municipal plans such as the Official Plan, and even the CIP. The AMP also commits to coordinated planning of infrastructure assets via collaboration with neighbouring municipalities, for example, regarding community infrastructure improvements that cross local municipal boundaries.

4.0 Key Community Improvement Goals

This CIP was prepared based on the methodology outlined in Section 1.3. In developing the updated goals for the CIP, particular attention was paid to the key policy and planning directions in Section 3.0, a walking tour of the Buckhorn CIPA that identified key community improvement needs, and strategic input from the PMT. As such, the updated key community improvement goals for the Buckhorn Community Improvement Project Area are as follows:

- Promote the renovation, repair, rehabilitation, intensification and redevelopment of existing buildings, and construction of new buildings on vacant/underutilized land.
- Improve existing building facades and signage.
- Improve the exterior and interior of existing buildings.
- Preserve, restore, and improve heritage/historical buildings, architecturally significant buildings, and natural heritage.
- Ensure that improvements/additions to existing buildings as well as new buildings/development are:
 - ✓ Well designed and built;
 - ✓ Architecturally sensitive to local cultural heritage and natural heritage; and,
 - ✓ Energy efficient and sustainable.
- Incorporate barrier free accessibility into building improvements and new builds.
- Increase housing opportunities in the area, including a broader range of options that including affordable rental housing.
- Improve parking lots/areas, and parking lot/area access and egress.
- Improve walkability of the area, including pedestrian amenities and landscaping features.
- Promote alternative/active transportation infrastructure, including walking and cycling.
- Improve trail connections to and from the area.
- Increase economic activity in the area, including off season tourism uses.
- Encourage community improvement projects that contribute to environmental sustainability and/or mitigate against the effects of climate change, e.g., LED and lower energy lighting, light timers and down facing exterior lights, more energy efficient building systems, and permeable surfaces for driveways and parking lots.

5.0 Community Improvement Project Area

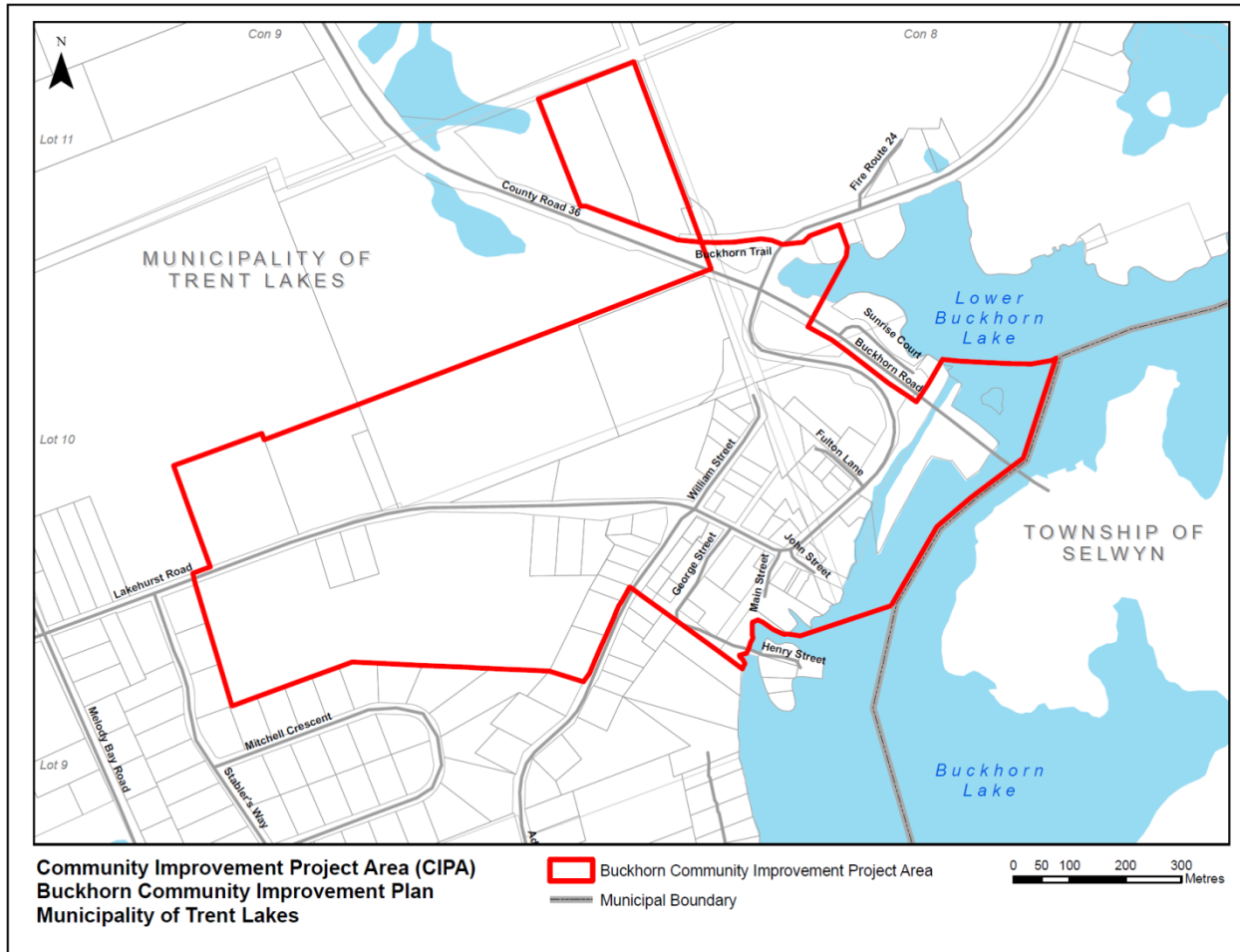
As noted in the methodology section, all six (6) Rural Settlement Areas (RSAs) in Trent Lakes were toured with Municipal staff. Observations and notes were made with respect to current land uses, zoning, building and property conditions, and business activity. Based on this, it was determined, in consultation with the PMT, that with the exception of Buckhorn, the other RSAs in Trent Lakes do not at this time exhibit a critical community mass or commercial nucleus required to meet the minimum test of community improvement need.

During the driving and walking tour of the existing Buckhorn Community Improvement Project Area (CIPA) with Municipal staff, observations and notes were made with respect to land uses, zoning, building and property conditions, vacant lands, heritage elements, business activity, and parking lots/areas and parking access/egress. Next, the results of the driving and walking tour, including key identified community improvement needs, were presented to the PMT. The existing Buckhorn CIPA was examined in light of these results, key community improvement needs, directions coming out of the policy framework review, and the updated community improvement goals. As a result, in consultation with the PMT, a number of minor adjustments were made to the Buckhorn CIPA.

The recommended Buckhorn CIPA is shown in **Figure 1** below. This is the area where the financial incentive programs contained within this CIP can be offered by the Municipality. The Buckhorn CIPA, as shown in **Figure 1**, is to be designated by a by-law passed by Council.

To provide the Municipality with flexibility (entirely at the discretion of the Municipality), properties that are immediately adjacent to the Buckhorn CIPA may be considered by the Municipality to be within the CIPA, on a case by case basis, subject to these properties meeting the need for community improvement, and any proposals for development of these properties meeting the applicable key community improvement goals of this CIP. However, should the Municipality approve a property that is immediately adjacent to the Buckhorn CIPA for inclusion within the CIPA, this will in no way alter the boundaries of the designated Buckhorn CIPA as shown in **Figure 1** below.

Figure 1 Buckhorn Community Improvement Project Area (CIPA)



6.0 Financial Incentive Programs

6.1 Summary of Incentive Programs

The incentive programs in this updated Buckhorn CIP draw on the Municipality's experience with the programs in the 2016 Buckhorn CIP and recent best practices in other municipalities. However, the incentive programs in this CIP were developed in consultation with the PMT to strategically address existing and emerging community improvement needs in Trent Lakes to help achieve the updated key community improvement goals identified in Section 4.0.

Once this CIP is adopted and approved, the incentive programs in this CIP can be activated by Council, one or more at a time, based on Council approval of the implementation of each program, subject to the availability of funding. In this regard, the CIP enables Council to implement the incentive programs contained herein, but does not obligate Council to implement any or all of these incentive programs. Furthermore, Council controls the implementation of the incentive programs and Council will decide which programs will be offered in the CIPA, and the amount of funding allocated to the financial incentive programs through the annual budgeting process. Once activated by Council, the incentive programs contained in this CIP can be used individually or together by an applicant, subject to the restrictions contained in this CIP, and any additional restrictions imposed by the Municipality.

When implementing the incentive programs, depending on budget considerations at the time, Council can set the maximum grant available for each incentive program at or below the maximum specified for that program herein. Council may specify a maximum grant amount for any incentive program where a maximum grant amount is not specified herein. Council may also elect to accept program applications on an ongoing basis, or periodically during certain times of the year, for any of the programs contained herein. Finally, all of the financial incentives described herein may be provided to applicants at the sole discretion of the Municipal Council.

General requirements that apply to all the incentive programs and program specific requirements have been included to help ensure that the goals of this CIP can be met while protecting the financial, planning, and other interests of the Municipality. **Table 1** below summarizes basic program details for each of the incentive programs. The balance of this section provides a description of the general program requirements, and basic details for each incentive program including the program purpose, description, and program specific requirements.

Appendices B to D contain supporting information for the incentive programs. These appendices do not form an operative part of the CIP and may be changed from time to time by the Municipality, as required, without amendment to this Plan.

Table 1 Summary of Incentive Programs

Program	Description	Eligible Properties/Projects
1) Design and Feasibility Study Grant Program	A Grant equal to 50% of cost of eligible studies, plans, drawings, analyses and assessments, to a maximum: a) grant of \$2,000 per study; and, b) two (2) studies per property/project.	All properties, but applicants must clearly demonstrate a legitimate intention to undertake eligible community improvement works on the property.
2) Facade Improvement Grant Program	A Grant equal to 50% of cost of eligible front, side and rear facade improvement works to a maximum grant of \$7,500 per property/project.	Existing commercial, mixed use, and institutional buildings.
3) Building and Property Improvement Grant Program	A Grant equal to 50% of cost of eligible building improvement works and property improvement works to a maximum grant of \$10,000 per property/project.	Existing commercial, mixed use, and institutional buildings/properties.
4) Rental Residential and Affordability Grant Program	A Grant equal to 50% of cost of renovating existing rental residential units to Code and/or constructing new rental residential units, to a maximum grant of \$5,000 per unit, and a maximum of three (3) units per property. For rental residential units that are “affordable”, the 50% grant can be increased to a maximum grant of \$10,000 per unit. Rental residential units renovated/created under this program, and affordable rental residential units created under this program, must remain as rental residential units and affordable rental residential units (as applicable), for a minimum period of time as specified by the Municipality (see Appendix B).	i) Renovation to existing rental residential units in mixed use buildings to Building Code, Fire Code, and Property Standards Bylaw. ii) Conversion of excess/vacant commercial space in existing commercial and mixed use buildings into one (1) or more net rental residential units. iii) Intensification or redevelopment of an existing commercial or mixed use building that adds one (1) or more net rental residential units. iv) Infilling of vacant lots (including parking lots) with two (2) or more net residential units.

Table 1 Summary of Incentive Programs (Cont'd)

Program	Description	Eligible Properties/Projects
<p>5) Tax Increment Grant (TIG) Program</p>	<p>An annual Tax Increment Grant (TIG) equal to 80% of Municipal property tax increase generated by project for up to 10 years following project completion.</p>	<p>Only the following types of substantial projects that create a minimum increase in assessment value of the property (determined by MPAC) as specified in Appendix C:</p> <ul style="list-style-type: none"> i) Construction of multiple residential units; ii) Expansion/construction of commercial or mixed use building space; iii) Major rehabilitation, upgrading and/or expansion of an existing building; and, iv) Other major building projects that create a significant number of jobs and/or meet multiple goals of this CIP.
<p>6) Planning and Building Fees Grant Program</p>	<p>A Grant equal to 75% of the fees paid on planning and development applications, building permits, and other types of fees paid for a project, to a maximum grant of \$5,000 per property/project. (See Appendix D for a list of eligible applications and permits).</p>	<p>Only projects approved and completed under one of the other incentive programs contained in this CIP, excluding the Design and Feasibility Study Grant Program.</p>

6.2 General Program Requirements

All of the financial incentive programs contained in this CIP are subject to the following general requirements as well as the individual requirements specified under each program. The general and program specific requirements contained in this CIP are not necessarily exhaustive, and the Municipality reserves the right to include other requirements and conditions as deemed necessary on a program and/or property specific basis:

- a) Application for any of the incentive programs contained in this CIP can be made only for properties within the designated Community Improvement Project Area (CIPA);
- b) None of the incentive programs contained in this CIP will be offered on a retroactive basis. This means that the Municipality can accept applications for the financial incentive programs contained in this CIP only after this CIP has been adopted by Council and approved. This also means that an application for any financial incentive program contained in this CIP must be submitted to the Municipality and that application must be approved by the Municipality prior to the commencement of any eligible studies or eligible works that are the subject of the application;
- c) In addition to the restriction of eligibility for incentive programs to the designated CIPA, the Municipality may further restrict eligibility for any of the incentive programs contained in this CIP to certain geographic areas and land uses, at certain times, without amendment to this CIP, to help ensure that funded projects maximize achievement of the goals of this CIP;
- d) Once activated by Council, the incentive programs contained in this CIP can be used individually or together by an applicant, i.e., the incentive programs can be combined or “stacked”, subject to the general and individual program requirements and maximum grant restrictions contained in this CIP, and any additional program requirements and restrictions that may be imposed by the Municipality;
- e) Except for the following programs, the applicant must be the owner of the property:
 - i) Design and Feasibility Study Grant Program;
 - ii) Facade Improvement Grant Program;
 - iii) Building and Property Improvement Grant Program;

For the programs noted in e) i) to iii) above, if the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application and receive the grant payment, with said written consent in a form acceptable to the Municipality;

- f) An individual, corporation or other party who has litigation pending against the Municipality may be deemed by the Municipality in its sole and absolute discretion to be ineligible to apply for any of the incentive programs contained in this CIP;
- g) Regardless of whether or not an Applicant otherwise satisfies the general and program specific requirements contained in this CIP, Municipal Council or its delegate may reject any incentive program application received from an applicant where there is credible information that the applicant has been involved recently or repeatedly in illegal activity, supporting the conclusion that the applicant will not conduct themselves with honesty and integrity in undertaking the community improvement for which a grant is being sought. In this regard, applicants are individuals, corporations, and principals of the corporation, including corporate officers and directors;
- h) An application for any financial incentive program contained in this CIP must include plans, drawings, studies, cost estimates, contracts, reports, construction values, rental rates, sale prices, and other details as required by the Municipality to satisfy the Municipality with respect to the costs, design and performance of the project, and conformity of the project with the CIP;
- i) The Municipality may require that an applicant submit for approval professional urban design studies, architectural/design drawings, and a heritage design study/heritage impact assessment prepared by a qualified professional with said studies, drawings and impact assessments in conformity with all applicable design guidelines and other guidelines and policies specified by the Municipality;
- j) The Municipality may require that an applicant submit for approval a business plan, impact studies such as traffic studies, studies of microclimatic conditions (sun, shadow, wind), and any other plans and studies as deemed necessary by the Municipality, and such plans and studies shall be to the Municipality's satisfaction;
- k) Review of an application and supporting materials against the general program requirements, individual requirements specified under each program, and evaluation of the application will be performed by staff, who will then make a recommendation on the application to Council or Council's designate;
- l) The application is subject to approval by Council or Council's designate. Should Council's designate decide not to approve the application, the applicant has the right to appeal that decision to Council;
- m) As a condition of application approval for certain types of programs contained in this CIP, the applicant will be required to enter into a Grant Agreement with the Municipality. This Agreement will specify the terms, duration and default provisions of

the incentive to be provided. This Agreement is also subject to approval by Council or Council's designate;

- n) Each program in this CIP is considered active if Council has approved implementation of the program and Council has approved a budget allocation for the program (as applicable);
- o) Where other sources of government and/or non-profit organization funding (Federal, Provincial, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs have been applied for, are anticipated, or have been secured, these must be declared as part of the application, and accordingly, the grant from the Municipality may be reduced on a pro-rated basis;
- p) The Municipality reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- q) The Municipality is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant;
- r) If the applicant is in default of any of the general or program specific requirements, any other requirements of the Municipality, or any of the terms and conditions specified in the grant agreement, the Municipality may delay, reduce, or cancel the approved grant, and require repayment of the approved grant, including the ability to add the repayment of the approved grant amount to the property tax roll;
- s) The Municipality may discontinue any of the programs contained in this CIP at any time, but applicants with an approved grant will still receive said grant, subject to meeting the general and program specific requirements;
- t) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land completed must conform to all applicable Municipality guidelines, by-laws, policies, procedures and standards, including applicable Municipality Urban Design Guidelines, which include, but are not necessarily limited to the Buckhorn Hamlet Core Design Guidelines;
- u) All works completed must comply with the description of the works as provided in the application form, supporting materials, and contained in the program agreement, with any amendments as approved at the sole discretion of the Municipality;
- v) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals;

- w) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- x) When required by the Municipality, outstanding work orders, and/or orders or requests to comply, and/or other charges from the Municipality must be satisfactorily addressed prior to grant approval/payment;
- y) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant commitment;
- z) Municipal staff, officials, and/or agents of the Municipality may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Municipality;
- aa) Applicants approved for the programs contained in this CIP will be required to complete the eligible studies and eligible works within specific timeframes as specified in their approval letter or grant agreement; and,
- bb) The total of all grants, loans, tax assistance and other financial assistance provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other applicable CIPs shall not exceed the eligible cost of the improvements to that particular property under all applicable CIPs.

6.3 Design and Feasibility Study Grant Program

6.3.1 Purpose

To promote the undertaking of studies, plans, assessments, and architectural/design drawings that determine the site specific potential/feasibility of adaptively reusing, rehabilitating, retrofitting, converting, improving or redeveloping existing buildings, and/or developing vacant property. This program will also help ensure that professional design studies, architectural/ design drawings, heritage design studies, heritage impact assessments, and other studies meet the Municipality's guidelines, standards and requirements.

6.3.2 Description

This program will provide a grant equal to up to 50% of the cost of professional design studies, architectural/ design drawings, site plans, heritage design studies, heritage impact assessments, and other studies, plans and analyses, to a maximum grant of \$2,000 per study, and a maximum of two (2) eligible studies per property/project.

Grant payments approved under this program would be provided to applicants following submission to the Municipality for review of the final completed study, plans, drawings or assessment with the original invoice, indicating that the study consultants have been paid in full.

6.3.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) Eligible studies include:
 - i) Professional urban design studies and/or architectural/design drawings;
 - ii) Site Plan/Site Plan drawings;
 - iii) Heritage design studies/heritage impact assessments;
 - iv) Concept plans;
 - v) Structural analyses;
 - vi) Market analyses;
 - vii) Evaluation of existing and proposed mechanical, electrical, and other building systems;
 - viii) Traffic impact assessments;
 - ix) Environmental site assessments including a complete Phase One Environmental Site Assessment (ESA), Phase Two ESA³ (partial, complete or supplemental), Designated Substances and Hazardous Materials Survey, Risk Assessment/Risk Management Plan; and,
 - x) Any other study as approved by the Municipality.

- b) Applicants must clearly demonstrate their legitimate intention to undertake eligible community improvement works on a property by whatever means deemed necessary by the Municipality⁴. Studies undertaken solely for the purposes of purchase/sale due diligence shall not be eligible for this program.

- c) All studies/drawings/plans/assessments must:
 - i) be completed by qualified/licensed professionals as determined by the Municipality;
 - ii) be submitted to the Municipality in electronic and hard copy format for the Municipality's review and retention;

³ In the case of an application for a Phase Two ESA, applicants must complete and submit to the Municipality a Phase One ESA that recommends the undertaking of a Phase Two ESA.

⁴ This may include, but is not necessarily limited to the submission of a letter of intent to renovate, adaptively reuse, expand and/or develop/redevelop the property, and submission of a preliminary development concept/plan (if planning applications have not yet been submitted).

- iii) meet all of the Municipality's applicable guidelines, by-laws, policies, procedures, standards and requirements; and,
- iv) be to the Municipality's satisfaction.

6.4 Facade Improvement Grant Program

6.4.1 Purpose

To promote the rehabilitation, restoration, preservation and improvement of the front, side and rear facades of existing commercial, mixed use, and institutional buildings, including retail storefront display areas and business signage.

6.4.2 Description

This program will provide a grant equal to up to 50% of the cost of eligible front, side, and rear facade and storefront improvement and restoration works, to a maximum grant of \$7,500 per property/project.

6.4.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of building facade improvement works on existing commercial, mixed use, and institutional buildings are considered eligible for a grant under this program:
 - i) repair or replacement of storefront windows, doors, awnings and canopies;
 - ii) repair, repointing, or installation of new masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
 - iv) facade painting, cleaning, treatments, and refinishing as acceptable to the Municipality;
 - v) addition of new lighting/upgrading of existing lighting fixtures on exterior facade and in entrance and storefront display areas;
 - vi) repair, installation, and improvement of exterior signage (as permitted by the Sign By-law); and,
 - vii) other similar exterior repairs/improvements as may be approved by the Municipality.

- b) For buildings where heritage features are being restored or reconstructed and for buildings designated under Parts IV and V of the *Ontario Heritage Act*, the facade restoration/reconstruction works should be supported by documentation in the form of historic photographs or drawings clearly showing the heritage feature(s) to be restored or reconstructed.

- c) The Municipality may consider applications for phased facade improvements, subject to the maximum grant amount noted above.

6.5 Building and Property Improvement Grant Program

6.5.1 Purpose

To promote the maintenance and physical improvement of existing commercial, mixed use, and institutional buildings, in order to improve their attractiveness and safety, and provide usable space.

To promote improved accessibility, landscaping, driveway access, and parking areas of existing commercial, mixed use, and institutional properties, with particular emphasis on the public street edge in order to improve visual quality and create a safer and more comfortable pedestrian environment.

6.5.2 Description

This program will provide a grant equal to up to 50% of the cost of eligible interior and exterior building improvement works and property improvement works, to a maximum grant of \$10,000 per property/project.

6.5.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of building improvement works on existing commercial, mixed use and institutional buildings are considered eligible for a grant under this program:
 - i) exterior, entrance and interior modifications to provide barrier-free accessibility;
 - ii) structural repairs to walls, ceilings, floors and foundations;
 - iii) repair/replacement of roofing, windows and doors;
 - iv) water/flood/weatherproofing, and flood mitigation measures;
 - v) extension/upgrading of plumbing, electrical, HVAC services, and upgrading/installation of septic system for the creation of commercial or residential space;
 - vi) installation/alteration of required window openings to residential spaces;
 - vii) installation/upgrading of fire protection systems;
 - viii) energy efficiency retrofits and improvements; and,
 - ix) other similar building repairs/improvements related to health, safety, risk management and environmental issues, as may be approved by the Municipality.

- b) The following types of property improvement works on commercial, mixed use and institutional properties are considered eligible for a grant under this program:

- x) construction, consolidation, paving/repaving or other improvement of parking areas;
 - xi) consolidation/improvement of driveway access/egress points;
 - xii) landscaping features, including plant materials, planters, and planting strips;
 - xiii) curbing, decorative walls, fencing, benches, and walkways;
 - xiv) addition of new lighting and/or upgrading of existing lighting (e.g., conversion to LED lighting) where said lighting is not attached to the building;
 - xv) construction, expansion or upgrading of an outdoor commercial patio/café area;
 - xvi) installation/upgrading of bicycle racks;
 - xvii) architectural/design fees required for eligible works (to a maximum of 10% of the grant amount); and,
 - xviii) other similar property improvements as may be approved by the Municipality.
- c) For buildings where heritage features are being restored or reconstructed and for buildings designated under Parts IV and V of *the Ontario Heritage Act*, the restoration and reconstruction works should be supported by documentation in the form of historic photographs or drawings clearly showing the heritage feature(s) to be restored or reconstructed.
- d) The Municipality may consider applications for phased building and property improvements, subject to the maximum grant amounts noted above.

6.6 Rental Residential and Affordability Grant Program⁵

6.6.1 Purpose

To promote improvements to the quality of the existing rental housing stock and increase the supply of rental housing, including new affordable rental housing.

6.6.2 Description

This program will provide a grant equal to up to 50% of the construction cost of renovating existing rental residential units and/or constructing new rental residential units, to a maximum grant of \$5,000 per unit, and a maximum of three (3) units per property. For rental residential units that are “affordable”⁶, the 50% grant can be increased to a maximum grant of \$10,000 per unit.

All applicants approved for a grant under this program must enter into an Agreement with the Municipality to maintain the rental residential units as rental residential units for the minimum period of time specified in **Appendix B**. The Applicant will be responsible for annually confirming with the Municipality that all residential units funded by this program remain as rental residential units. The grant provided to the applicant for all rental

⁵ Short-term rental units and seasonal rental units are not eligible for this program.

⁶ See **Appendix B** for the definition of “affordable housing”

residential units, including interest as specified by the Municipality, will be immediately due and payable if any rental residential unit created using this program is no longer a rental residential unit within the time period specified in **Appendix B**.

All applicants approved for a grant for affordable rental residential units under this program must enter into an Agreement with the local municipality to maintain the affordable rental residential units as affordable rental residential units for the minimum period of time specified in **Appendix B**. The Applicant will be responsible for annually confirming with the Municipality that all affordable residential units funded by this program remain as affordable rental residential units. The grant provided to the applicant for all affordable rental residential units, including interest as specified by the Municipality, will be immediately due and payable if any affordable rental residential unit created using this program is no longer an affordable rental residential unit within the time period specified in **Appendix B**.

6.6.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) The following types of projects are considered eligible for a grant under this program:
 - i) renovation of existing rental residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - ii) conversion of excess and/or vacant space in existing commercial and mixed use buildings into one (1) or more net rental residential units;
 - iii) intensification or redevelopment of an existing commercial, mixed use or residential building that adds one (1) or more net rental residential units; and,
 - iv) infilling of vacant lots (including parking lots) with two (2) or more net rental residential units.
- b) The Financial Assistance Agreement between the applicant and the Municipality will be registered on title and will contain a clause(s) that ensures all eligible rental residential units will remain as rental residential units for the minimum period of time as specified in **Appendix B** from the date that the unit is first rented.
- c) In the case of affordable rental residential units, the Financial Assistance Agreement between the applicant and the Municipality will also contain a clause(s) that ensures that all affordable rental residential units remain as affordable rental residential units for the minimum period of time as specified in **Appendix B** from the date that the unit is first rented.

6.7 Tax Increment Grant (TIG) Program

6.7.1 Purpose

To encourage and support substantial rehabilitation, redevelopment, development, infill and intensification projects by providing a financial incentive that reduces the property tax increase that would otherwise result from these various types of development.

6.7.2 Description

This program will provide an annual tax increment grant (TIG) equal to 80% of the increase in the municipal (Municipality and County⁷) portion of property taxes⁸ generated by completion of an eligible and approved project or up to ten (10) years after project completion.

The approved applicant would first construct and complete the approved project. The Municipality would then pay the TIG annually once:

- a) The eligible project has been completed in accordance with the grant application;
- b) Final building inspections have taken place;
- c) An occupancy permit has been issued (as applicable);
- d) All deficiencies have been addressed;
- e) All general and program specific requirements and grant agreement requirements have been met, and continue to be met, to the Municipality's satisfaction;
- f) The property has been reassessed by the Municipal Property Assessment Corporation (MPAC); and,
- g) The new property taxes have been paid in full for each and every year over the term of the grant.

The Municipality may establish a maximum total grant that can be paid under this program per application/property/project.

Pre-project municipal taxes will be determined before commencement of the project at the time the application is approved. For purposes of the grant calculation, the increase in municipal property taxes (tax increment) will be calculated as the difference between pre-project municipal property taxes and post-project municipal property taxes that are levied as a result of re-valuation of the property by the MPAC following project completion. The tax increment does not include any increase/decrease in municipal taxes due to a general tax increase/decrease, or a change in assessment for any other reason.

⁷ County participation in this program is subject to approval of the County. If the County elects not to participate in this program, the grant will apply only to the Municipality of Trent Lakes property tax increase.

⁸ This program does not include the Education portion of the property tax increase.

The annual grant amount to be paid over up to 10 years will be fixed based on post-project property taxes as determined based on post-project assessment value of the project upon completion. This fixed grant amount will then be paid annually once the eligible project is complete, building inspection has taken place, the property has been reassessed by MPAC, and the new property taxes have been paid in full for the year in which the grant is to be provided.

6.7.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) Only the following types of “substantial projects” that result in a minimum “as built” increase in assessment value as specified in **Appendix C** are considered eligible to apply for this program, with project eligibility subject entirely to the discretion of the Municipality:
 - i) Projects that will result in the construction of multiple rental residential units;
 - ii) Expansion or construction of commercial or mixed use building space;
 - iii) Major rehabilitation, upgrading and/or expansion of an existing building; and,
 - iv) Other major building projects that create a significant number of jobs and/or meet multiple goals of this CIP, subject entirely to the discretion of the Municipality.
- b) If during the grant period, a building receiving a TIG is demolished, all grant payments shall cease and the Municipality reserves the right to require repayment of the grant payments;
- d) If during the grant period, the heritage features of a building/property designated under the *Ontario Heritage Act* receiving a TIG are demolished or altered in any way that would compromise the reasons for designation, all grant payments shall cease and the Municipality reserves the right to require repayment of the grant payments;
- e) While the Municipality may allow an Applicant with an approved TIG to assign the Grant to an assignee as the result of the sale or other transfer of the property, the approved TIG will cease immediately upon any subsequent sale or other transfer of the property.

6.8 Planning and Building Fees Grant Program

6.8.1 Purpose

To facilitate and spur building and property improvements, adaptive re-use, infill, intensification, and redevelopment through the provision of an additional financial incentive that will complement and augment the other incentive programs within the CIP.

6.8.2 Description

This program will provide a grant equal to 75% of the fees paid on planning and development applications, building permits, heritage permits, and sign permits for a project approved and completed under any of the other incentive programs contained in this CIP. The maximum total grant available under this program is \$5,000 per property/project.

All the above-noted application fees will be paid as normal at the time of application. The Planning and Building Fees Grant will be paid upon project completion and final building inspection by the Municipality, subject to the project meeting the general program requirements and the requirements of the applicable program(s) under which the project was approved.

Application for this program can be made only for projects approved under one of the other incentive programs contained in this CIP⁹.

6.8.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by Council:

- a) Applicants must be undertaking and have successfully completed a project approved under one of the other incentive programs contained in this CIP⁵; and,
- b) The types of planning and development applications and permits that are considered eligible for this program are listed in **Appendix D**.

Other permits issued by the Municipality that are not listed in **Appendix D**, but which advance the purpose of this program, may be considered. This program does not apply to security deposits or cash-in-lieu payments.

6.9 Priority for Implementation

The priority assigned to implementation of the incentive programs below reflects input from Council, the public, and the PMT, as well as CIP best practices in similar rural municipalities with tourism service areas. As such, it is recommended that the incentive programs be implemented according to the following priorities:

Priority #1 – Design and Feasibility Study Grant, Facade Improvement Grant, and Building and Property Improvement Grant Programs.

⁹ Excludes the Design and Feasibility Study Grant Program.

Priority #2 – Rental Residential and Affordability Grant, Tax Increment Grant, and Planning and Building Fees Grant Programs.

This priority framework is intended only as a general guide, and the priority for implementation of the incentive programs contained in this CIP is entirely at the discretion of Council, in consultation with Municipality staff.

7.0 Public Realm and Infrastructure Improvements

While a CIP is not required for a municipality to make improvements to infrastructure and the public realm in a CIPA, this section of the CIP provides general guidance for the Municipality to undertake public realm and infrastructure improvements that will support and complement private sector community improvement projects in the Buckhorn CIPA. In addition to the public realm improvements identified in the previous Buckhorn CIP, this section builds on the recommendations contained in the Buckhorn Streetscape & Greenspace Master Plan, Parks, Recreation and Culture Master Plan, Trent Lakes Open Space Master Plan, Economic Development, Tourism and Recovery Strategic Plan, and incorporates public realm improvements suggested by the public during the public consultation. **Figure 2** below displays the key public realm and infrastructure improvements.

7.1 Gateways

As shown in **Figure 2** below, there are two recommended gateways for Buckhorn, one at the intersection of Buckhorn Road and County Road 36, and one near the Buckhorn Community Centre. Enhanced landscaping at these gateways into the Buckhorn CIPA, along with the landscape projects already undertaken by the Beautiful Buckhorn Committee, would help to highlight the Buckhorn commercial core and further tie the Buckhorn community together. Landscaping features at these gateways should also reflect the landscaping previously done by the Buckhorn District Tourist Association near Buckhorn Road and County Road 36, and at the Buckhorn Community Centre and Trent Lakes Library. The main Buckhorn entrance sign on the granite rock by the LCBO building has deteriorated. As part of gateway improvements, or separately, this sign should be replaced with a new and larger Buckhorn entrance feature sign. As well, the other entrance signs to Buckhorn have deteriorated, and these should also be replaced.

7.2 Parks, Walkways, and Trails

Ode'Naang Park is a prominent park situated in the heart of Buckhorn on the Trent Severn Waterway. Some improvements to Ode'Naang Park are already underway, including a new playground and a viewing platform. Bicycle racks and a bicycle repair station were installed on the south side of Lakehurst Road at Ode'Naang Park. As noted in the Trent Lakes Open Spaces Master Plan, a number of other recommendations apply to Ode'Naang Park, including:

- Add paths to connect Ode'Naang Park amenities, parking areas, and the walkway at Ode'Naang Park; and,
- Consider adding small water craft infrastructure and amenities at Ode'Naang Park;
- Explore opportunities for rock outcropping at Ode'Naang Park (e.g., picnic area, parking, etc.).

Figure 2 Public Realm and Infrastructure Improvements



Another recommendation in the Trent Lakes Open Space Master Plan is to upgrade the existing trail that runs from the Buckhorn Community Centre to Adam and Eve Rocks, offering an additional connection to the Buckhorn commercial core. The Buckhorn Streetscape & Greenspace Master Plan also contains recommendations that include a series of accessible walkways, pedestrian crosswalks, a recreational trail from the Buckhorn Community Centre to Downtown Buckhorn, and connecting Buckhorn to a larger Regional trail network.

The previous CIP recommended that a well-marked and accessible walkway be developed from the Buckhorn Tourist Association building on the east side of Lakehurst Road to the Library, and perhaps William Street. The long-term intent was to extend this walkway to the Community Centre, either along Lakehurst Road or through Adam and Eve Road. The previous CIP also noted that given an increasingly aging community, this walkway should ultimately be fully accessible for persons with disabilities, including those utilizing assisted walking devices such as walkers or wheelchairs. In fact, when Lakehurst Road was rebuilt, a paved walkway with a rolled curb was installed from the Buckhorn Tourist Association building to the Community Centre. As walkways in and to the Buckhorn CIP continue to be improved, expanded and added, permeable surfaces should be considered for these walkways.

In addition to the above-noted recommended public realm improvements, consultation with the public identified other public realm improvements, including:

- Consider construction of a Pavilion in Ode'Naang Park;
- Improve, and if possible expand Buckhorn Beach; and,
- Install additional bicycle racks/repair stations, rest areas, water refill stations, and cycling/walking/paddling signage/maps.

7.3 Parking and Roadways

The Municipality of Trent Lakes has made good progress on the recommendations in the previous CIP to increase the supply of off-street parking. This includes: parking improvements through an agreement entered into for use of the overflow lot at the Buckhorn Community Centre, creation of parking and paving of the parking lot at Ode'Naang Park, and paving of the County road allowance at St. Matthew and St. Aidan Church for an additional 8 to 10 parking spots.

However, availability of parking is still an issue in the Buckhorn CIPA during the peak summer months and during special events. Another issue raised via public comment is that during peak periods, vehicles park on the walkways thereby impeding pedestrian movement. Therefore, opportunities to construct additional off-street public parking on Municipal and County owned lands, particularly in the business area, should be explored. Additional signage should be installed to clearly indicate the location of permitted public parking areas. Finally, vehicles should be deterred from parking on walkways in the Buckhorn commercial area, e.g., via enhanced parking by-law enforcement.

7.4 Wayfinding Signage

The previous CIP recommended a consistent wayfinding signage system for the Hamlet of Buckhorn. Comments from the public during the consultation noted the need for informative wayfinding signage directing visitors to the business area, Ode'Naang Park, Buckhorn Beach, recreational trails, and open space and other amenities, and parking areas. Such a wayfinding sign system can be used for advertising community facilities and commercial enterprises in Buckhorn including resorts and retail uses and services. The signs could be partially paid for by those enterprises that are advertising on the signs and should utilize a consistent format, which includes a branding identity for the community.

Key wayfinding and signage recommendations of the Trent Lakes Open Space Master Plan as they relate to the Buckhorn CIPA include:

- Develop and implement an overall signage strategy;
- Add directional signage to direct visitors to the various amenities in Ode'Naang Park;
- Add interpretive signage about the Trent Severn Waterway at Ode'Naang Park;
- Add signage and wayfinding to Buckhorn Library and the Buckhorn Tourist Centre.

8.0 Monitoring Program

8.1 Purpose

The Monitoring Program for this CIP has several purposes. It is designed to monitor:

- a) Funds dispersed through the CIP incentive programs to help determine if the CIP goals are being achieved;
- b) Which programs are being most utilized, and use this information to adjust the programs, as required;
- c) Feedback from applicants to the incentive programs so that adjustments can be made to the incentive programs, as required; and,
- d) The economic impact associated with projects taking advantage of the CIP incentive programs.

This CIP is not intended to be a static planning document. Information obtained through the Monitoring Program should be used by the Municipality to periodically adjust the incentive programs to make them even more relevant and user friendly. Information collected through the Monitoring Program should also be utilized to provide regular CIP update reports to Council on the amount of private sector investment being leveraged by the public sector incentive programs, and the economic benefits associated with these private sector projects. Ultimately, the purpose of the Monitoring Program is to provide staff and Council with the information required to make knowledgeable and well informed decisions about how to adjust the incentive programs in order to help ensure that the key community improvement goals for the Buckhorn CIPA are being met.

8.2 Description

Monitoring of the uptake of the incentive programs should be done continuously and the monitoring results should be reported to Council annually. As well, feedback from users of the incentive programs should be considered and utilized to periodically adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs are effective for a range of project types and sizes in the CIPA. In addition, progress on implementation of the public realm and infrastructure improvements and other community improvement initiatives should be reported to Council on a regular basis.

Table 2 below presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. In addition to these quantitative economic measures, the Municipality should attempt to monitor the qualitative results of the CIP in terms of its social and community benefits, e.g., community pride. This could include the impact of private sector community improvement projects and public realm improvement projects on existing and new businesses and residents in the CIPA.

Table 2 Monitoring Variables

Program	Monitoring Variable
1) Design and Feasibility Study Grant Program	<ul style="list-style-type: none"> • Number and location of applications by type of study, plan, drawings, analysis or assessment. • \$ Amount of grant. • \$ value of study, plan, drawings, analysis and assessment by type. • Number of grants leading to facade improvement, building/property improvement, or other construction projects; • Number and \$ Amount of program defaults.
2) Facade Improvement Grant Program	<ul style="list-style-type: none"> • Number and location of applications by type (facade improvement (front/side/rear)). • \$ Amount of grant. • Type and total cost (\$) of facade improvements. • Total value (\$) of other building improvements/construction. • \$ Value of private sector investment leveraged. • Number of new businesses successfully occupying the space (1 year post project completion). • Increase in assessment value of participating property. • Increase in Municipality, County, and Education property taxes of participating property. • Number and \$ Amount of program defaults.
3) Building and Property Improvement Grant Program	<ul style="list-style-type: none"> • Number and location of applications by type (building improvement and/or property improvement). • \$ Amount of grant. • Type (interior or exterior) and total cost (\$) of building improvements. • Type and total cost (\$) of property improvements. • Total value (\$) of other building and property improvements. • \$ Value of private sector investment leveraged. • Number of new businesses successfully occupying the space (1 year post project completion). • Increase in assessment value of participating property. • Increase in Municipality, County, and Education property taxes of participating property. • Number and \$ Amount of program defaults.

Table 2 Monitoring Variables (Cont'd)

<p>4) Rental Residential and Affordability Grant Program</p>	<ul style="list-style-type: none"> • Number and location of applications by type (renovation to code, conversion, intensification, infill); • \$ Amount of grant. • Number of residential units renovated and/or new residential units built by type (market rate .vs. affordable) and (bachelor, 1 bedroom, 2 bedroom, 2+ bedroom), and square footage of residential space renovated/ converted/ built. • Total cost (\$) of residential units renovated and built. • Total value (\$) of other building improvements/construction. • \$ Value of private sector investment leveraged. • Rental rate amounts by unit type (market and affordable). • Increase in assessment value of participating property. • Increase in Municipality, County, and Education property taxes of participating property. • Number and \$ Amount of program defaults.
<p>5) Tax Increment Grant (TIG)</p>	<ul style="list-style-type: none"> • Number and location of applications by type (multiple residential units, commercial, mixed use, other use). • Estimated and actual amount of Municipality and County grant (\$). • Total value (\$) of construction. • Number of residential units, including affordable residential units, built/renovated by type (rental/ownership, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space built/converted/ rehabilitated. • Square footage of commercial and other space constructed. • Number of new businesses successfully occupying space (1 year post completion). • Jobs created/maintained. • Increase in assessment value of participating property. • Increase in Municipality, County, and Education property taxes of participating property. • Number and \$ Amount of program defaults.
<p>6) Planning and Building Fees Grant Program</p>	<ul style="list-style-type: none"> • Number and \$ value of grant; • \$ Value of fees paid by permit/application type; • Total \$ Value of fees paid. • Total value (\$) of construction.

Regular qualitative observations should be conducted by staff of the individual and cumulative impact of both public and private community improvement projects in the CIPA. This could include comments received by staff from business owners, property owners, potential investors, and residents. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in **Table 2**.

8.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of any of the CIPA will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*. The Municipality may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. Such minor changes or discontinuation of programs will be provided to the County of Peterborough and the Minister of Municipal Affairs and Housing for information purposes only.

9.0 Marketing Strategy

The Municipality of Trent Lakes issued its Economic Development, Tourism, and Recovery Community Strategic Plan in January of 2023. This Strategic Plan establishes four goals to realize the economic future of the Municipality of Trent Lakes. These goals are to:

- 1) Improve the Commercial Core of Buckhorn to better support residents and visitors;
- 2) Be a four-season tourism destination;
- 3) Develop a business-friendly Municipality that supports existing business and is open to new Business; and,
- 4) Build community through cohesiveness.

From these four goals, a total of 38 realistic and achievable actions were identified to be undertaken over the five years from 2023 to 2027. One of the actions to improve the Commercial Core of Buckhorn is the promotion of the CIP to the business community in Buckhorn to encourage businesses and private property owners within the Buckhorn CIPA to take advantage of the incentives being offered by the Municipality. Other key supporting actions to improve the Buckhorn commercial core include:

- Continue implementation of the Buckhorn Streetscape & Greenspace Master Plan;
- Install electric vehicle (EV) charging stations for vehicles and E-bikes;
- Implement an active transportation wayfinding signage program to tie together the Buckhorn businesses in both Trent Lakes and Selwyn; and,
- Develop a Marketing Plan to support existing businesses and attract new businesses to Buckhorn.

The sections below present a basic marketing strategy designed to significantly improve awareness and uptake of the CIP incentive programs in the Buckhorn CIPA. It is recommended that this basic marketing strategy be further targeted and personalized by Municipal staff prior to implementation.

9.1 Purpose and Key Messages

Experience with implementation of the Buckhorn CIP over the last 8 years, and experience in other municipalities with CIPs, suggests that it is very important to the successful implementation of the new Buckhorn CIP that the enhanced incentive programs contained in the new CIP be effectively marketed to property owners, business owners, developers, investors, and current and potential employers within the CIPA as soon as possible after the new CIP is approved and the new incentive programs are launched. It is also important that the availability of the new incentive programs be effectively communicated to target audiences and markets outside of Trent Lakes.

The purpose of the basic Marketing Strategy contained in this section is to provide a general guide to proactively and strategically inform, advertise and market the CIP incentive programs, and planned public realm improvements that have been and will be undertaken by the Municipality in the CIP. This Marketing Strategy should be implemented as soon as possible after Council adopts and implements the Buckhorn CIP. Also, to help ensure ongoing successful implementation of the CIP, the Marketing Strategy can and should be adjusted as necessary over time based on the messaging, targeting, and marketing tools that prove most effective.

It is recommended that the Municipality budget for and implement a Marketing Strategy that:

- a) Provides direction on how to obtain information on available incentive programs, including program guides and application forms, and how to obtain assistance and advice from staff on making application for the incentive programs;
- b) Informs property owners, business owners, and developers with regard to recent and planned public realm and infrastructure improvement projects and other actions planned by the Municipality and others to improve the investment environment and conditions within the CIPA; and,
- c) Publicizes recent developments and business activity within the CIPA, especially success stories that take advantage of the CIP incentive programs.

All of these activities will help to further bolster the image of the Buckhorn CIPA as a good place to invest, open or expand a business, and reside. The Municipality can also seek input and feedback from the Economic Development Advisory Committee with respect to these activities. The main messages that should be conveyed by the Municipality of Trent Lakes as part of its Strategy to market the CIP incentive programs are as follows:

- The Municipality has strategically and significantly enhanced its available incentive program offerings to provide financial assistance for both small and large scale building and property improvement and development.
- The Municipality has made the process of applying for incentives easier and faster.

9.2 Target Markets

The long-term success of the CIP will depend on investment from both within Buckhorn (existing property and business owners), outside Buckhorn, and even outside Trent Lakes. While it is important to market the CIP programs to all these target markets, the primary target market should be property and business owners already located within the Buckhorn CIPA as this is where the most uptake of the CIP incentive programs will be generated. Also, the impact of what existing business and property owners and residents tell potential investors and business owners cannot be underestimated.

The secondary target market should include business owners, real estate investors/ developers, and support professionals such as realtors, architects, planners, engineers and accountants in Trent Lakes and Peterborough County so that they are aware of the incentive programs available in the Buckhorn CIPA.

9.3 Marketing Tools

As much as possible, the marketing of the CIP incentive programs should be a comprehensive multi-media campaign containing information, education, and advertising components. The Municipality should regularly reach out to property and business owners, developers/investors and others using a mix of the marketing tools described below to inform about available incentive programs, planned public realm and infrastructure improvements, ongoing and planned revitalization projects, and even other attractors such as festivals and events.

The following key tools are recommended to implement the Marketing Strategy:

- a) A press release advising that the new Buckhorn CIP has been adopted by Council, highlighting the enhanced incentive programs, how to apply, and when the new incentive programs will launch;
- b) A revised single fillable application form for all the incentive programs that clearly specifies all required information;
- c) A prominent “Buckhorn Incentive Programs” link on the Municipality website that includes a copy of the CIP, a printable Incentive Programs Brochure that outlines the financial incentive programs and how to apply, Program Guides, an Application Form, and supporting documents such as the Buckhorn Hamlet Core Design Guidelines;
- d) The Incentive Programs Brochure should also be made available in hardcopy for distribution at the Municipality office and to business and industry associations;
- e) Inclusion of the Incentive Programs Brochure in the Municipality’s annual property tax billing for all properties within the Buckhorn CIPA;
- f) Economic Development staff to identify eligible businesses and properties, and supported by marketing tools specified herein, and perhaps accompanied by rotating Council members, schedule in advance on-site visits to the owners/ managers of these establishments, and follow up with phone calls, personal emails, and quarterly reminders after the visit;
- g) Inclusion of information in planning and economic development publications and notices produced by the Municipality outlining the available CIP incentive programs; public realm improvements (planned, underway, and recently completed);
- h) Presentations on the incentive programs and the opportunities available to business, real estate and developer associations, and support professionals such as local real estate and other professional associations in Trent Lakes and Peterborough County;

- i) Promotion of stories in local media (newspaper, radio, web advertising) on the CIP, public realm improvements and community improvement success stories in the CIPA;
- j) Promotion of the CIP Incentive Programs on the Municipality's social media accounts (as applicable), and also consider utilizing tools such as Google AdWords to target businesses, developers, real estate associations, and finance, insurance and legal professionals in and around Peterborough County; and,
- k) Requiring recipients of CIP grants to post a sign that indicates the project is taking advantage of the Buckhorn CIP Incentive Programs.

10.0 Conclusion

The incentive programs contained in this CIP have been developed to help achieve the key community improvement goals of this CIP. The incentive programs have been developed based on the direction provided by the policy framework, input and direction from the PMT, Council, and input received from stakeholders and members of the public during preparation of this Plan.

The adoption and approval of this CIP will provide the legislative basis and comprehensive incentive programs framework needed to help the Municipality of Trent Lakes enhance community improvement results in the Buckhorn CIPA. Successful implementation of this CIP will require a commitment by Council to funding for implementation of the incentive programs as well as a financial and staffing resources commitment to administer, market, and monitor the incentive programs.

Experience in other municipalities has shown that early and effective implementation of a robust Marketing Strategy will help to make property and business owners aware of the enhanced incentive programs in this new Buckhorn CIP. This will result in a more successful CIP.

Implementation of the Monitoring Plan for the incentive programs is also very important to the success of the CIP. Monitoring of the uptake and performance of the incentive programs should be done on a regular basis, and these monitoring results reported to Council annually. Ongoing monitoring of the incentive program results will also allow the Municipality to adjust the incentive programs as required to ensure the long-term effectiveness and success of this CIP.

Finally, it is recommended that this CIP be reviewed and updated within five (5) years.

APPENDIX A

Section 2.7 Community Improvement - Peterborough County Official Plan

2.7 Community Improvement

The Community Improvement provisions of the Planning Act allow municipalities to prepare community improvement plans for designated community improvement project areas that require community improvement as the result of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic *development* reason.

The purpose of the Community Improvement policies in this Plan is to provide a comprehensive framework for the designation of community improvement project areas and the preparation, adoption and implementation of community improvement plans by local Municipalities that promote the maintenance, rehabilitation, redevelopment and revitalization of the physical, social and economic environment in the Municipality.

The goals of community improvement are to:

- preserve, rehabilitate and redevelop the existing built environment;
- maximize the use of existing public infrastructure, facilities and amenities;
- coordinate private and public community improvement activities;
- promote *development* and redevelopment that is sustainable in nature;
- guide the setting of priorities for municipal expenditures respecting community improvement projects;
- participate, wherever possible, in Federal and/or Provincial programs to facilitate community improvement; and,
- reconcile existing land use conflicts and minimize future land use conflicts.

1) Objectives

Community improvement plans may be prepared and adopted by local Municipalities to accomplish one or more of the following objectives:

- a) maintain and improve municipal services including the water distribution system, the sanitary and storm sewer systems, roads, sidewalks, and street lighting
- b) maintain and improve the transportation and active transportation network to ensure adequate traffic flow, pedestrian circulation and parking facilities
- c) encourage the renovation, repair, rehabilitation, redevelopment or other improvement of lands and/or buildings, including 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
- d) encourage the preservation, restoration, adaptive reuse and improvement of historical or architecturally significant buildings
- e) maintain and improve the physical and aesthetic amenities of streetscapes
- f) encourage the *development* of an adequate supply of affordable housing which meets the needs of local residents
- g) encourage infill, intensification and redevelopment within existing *settlement areas*

- h) promote and encourage the rehabilitation, re-use and redevelopment of brownfield sites
- i) encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, recreational and heritage facilities and amenities
- j) encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize the incompatibility
- k) encourage activities which contribute to and promote a strong economic base and economic *development* including commercial, industrial, recreational and tourism activity and job creation
- l) improve environmental and/or social conditions, as well as community quality, safety and stability
- m) promote cultural and tourism *development*
- n) encourage the beautification of communities, neighbourhoods and downtowns through landscaping initiatives and public art installations
- o) promote improved water quality of lakes and rivers and resilience to climate change through shoreline naturalization and restoration
- p) maintain and improve accessibility of buildings and streetscapes.

2) Selection and Designation Criteria for a Community Improvement Project Area

A local Municipality may designate by by-law one or more Community Improvement Project Area(s), the boundary of which may be part, or all, of the Municipality.

For an area to be designated as a Community Improvement Project Area, it must satisfy at least one, and preferably more than one of the following general criteria:

- a) deficiencies in physical infrastructure including but not limited to the sanitary sewer system, storm sewer system, and/or watermain system, roadways, sidewalks, curbs, streetscapes and/or street lighting, traffic signals or signage, and municipal parking facilities
- b) deterioration or deficiencies in recreational or community facilities including public open space, municipal parks, neighbourhood parks, indoor/outdoor recreational facilities, public social facilities or lands, and opportunities for affordable housing
- c) a portion of a community lies within a flood susceptible area or has natural drainage characteristics that require such measures as flood proofing or stormwater management be undertaken to alleviate storm related situations
- d) the area contains human-made hazards which should be eliminated in order to ensure a greater degree of public safety and to further enhance the community function
- e) demonstrated problem or deficiency associated with the circulation and/or access of traffic
- f) a shortage of land to accommodate widening of existing rights-of-way, building expansion, parking and/or loading facilities
- g) buildings, building facades, and/or property are in need of maintenance preservation, restoration, repair, rehabilitation, energy efficiency or renewable

- energy improvements, or redevelopment
- h) vacant lots and/or underutilized properties and buildings which have potential for infill, redevelopment or expansion to better utilize the land base and stabilize and increase economic and community activity
- i) non-conforming, conflicting, encroaching or incompatible land uses or activities threaten to disrupt the predominant land use and/or economic function of the area
- j) commercial areas with high vacancy rates and/or poor overall visual quality of the built environment, including but not limited to, building facades, streetscapes, public amenity areas and urban design
- k) a deficiency in the amount, variety, affordability and/or quality of housing to meet community needs
- l) presence of buildings and/or lands of architectural or heritage significance
- m) known or suspected environmental contamination
- n) other significant barriers to the repair, rehabilitation or redevelopment of underutilized land and/or buildings
- o) deficiencies in water quality or wildlife habitat, or evidence of shoreline erosion or degradation
- p) any other significant environmental, social or community economic *development* reasons for community improvement.

3) Priorities for the Designation of a Community Improvement Project Area

Priority for the designation of Community Improvement Project Areas and the preparation and adoption of Community Improvement Plans shall be given to:

- a) existing built up areas
- b) those areas where the greatest number of criteria for designation of Community Improvement Project Areas are present, and/or,
- c) those areas where one or more of the criteria for designation of Community Improvement Project Areas is particularly acute, and/or,
- d) those areas where one or more of the criteria for designation of Community Improvement Project Areas exists across the entire Municipality or a large part of the Municipality.

4) Phasing of Community Improvements

Phasing of community improvements shall be prioritized to:

- a) permit a logical sequence of improvements to occur without unnecessary hardship on area residents and the business community within the Municipality;
- b) implement those improvements that will most substantially improve the aesthetic, environmental and service qualities of a community improvement project area;
- c) reflect the financial capability of local Municipalities and the County to fund community improvement projects;
- d) take advantage of available senior government programs that offer financial assistance for community improvement efforts; and,

- e) coordinate the timing of related capital expenditures from various municipal departments with departmental priorities.
- 5) Community Improvement Plans shall contain the purpose of the plan, goals and/or objectives, a description of the community improvement project area, and a description of all projects and/or programs.
- 6) The preparation of a Community Improvement Plan shall meet the minimum requirements of the Planning Act for public consultation. Local Municipalities may support and encourage the participation of local community groups, service clubs, ratepayer associations and other public organizations in the implementation of the Community Improvement Plan
- 7) In order to implement a Community Improvement Plan in effect within a designated Community Improvement Project Area, local Municipalities may undertake a range of actions, including:
- a) municipal acquisition of land and/or buildings, and the subsequent;
 - clearance, grading, or environmental remediation of these properties;
 - repair, rehabilitation, construction or improvement of these properties;
 - sale, lease, or other disposition of these properties to any person or governmental authority;
 - other preparation of land or buildings for community improvement.
 - b) provision of public funds such as grants and loans to owners and tenants of land and buildings and their assignees;
 - c) programs and measures to promote energy efficient *development*, redevelopment and retrofit projects;
 - d) application for financial assistance from and participation in senior level government programs that provide assistance to municipalities and/or private landowners for the purposes of community improvement;
 - e) coordination of public and private redevelopment and rehabilitation by providing administrative and liaison assistance;
 - f) preparation of a Municipal Housing Statement;
 - g) support of heritage conservation and improvement through means available under the Ontario Heritage Act;
 - h) provision of information on municipal initiatives, financial assistance programs, and other government assistance programs;
 - i) continued enforcement of the Zoning By-Law, Property Standards By-law and Sign By-law, and other related municipal by-laws and policies; and,
 - j) coordinate streetscaping improvements with the installation/upgrading of municipal services, for example water/sewer installation, road and sidewalk reconstruction.
- 8) The County may establish programs for the provision of grants and loans to local Municipalities for the purposes of achieving the goals and objectives specified in local Municipal Community Improvement Plans.

APPENDIX B

Requirements for Rental Residential Units and Affordable Rental Residential Units

For purposes of the Rental Residential and Affordability Grant Program,

- a) all rental residential units created under this program must remain as rental residential units for a minimum of 20 years from the date that the unit is first rented;
- b) all affordable rental residential units created under this program must remain as affordable rental residential units for a minimum of 20 years from the date that the unit is first rented; and,
- c) “affordable rental residential unit” means a residential unit intended for use as a rented residential premises where the tenant is dealing at arm’s length with the landlord; and the rent is the least expensive of:
 - i) a unit for which rent does not exceed 30% of gross annual household income for low and moderate income households; or,
 - ii) a unit for which rent is at or below the average market rent of a unit in the municipality.

APPENDIX C

Minimum Assessment Value Increase Requirement for TIG Program Eligibility

In order for a project to be eligible for a grant under the TIG Program contained in this CIP, the project must generate a minimum “as built” increase in assessment value (as determined by the Municipal Property Assessment Corporation (MPAC) of at least \$200,000.

APPENDIX D

Applications and Permit Types Eligible for the Planning and Building Fees Grant Program

The following types of applications and permits are considered eligible for the Planning and Building Fees Grant Program:

- i) Official Plan Amendment;
- ii) Zoning By-law Amendment;
- iii) Minor Variance;
- iv) Consent to Sever;
- v) Site Plan Control and Development Agreements;
- vi) Sign Permit;
- vii) Sidewalk Café Permit;
- ix) Encroachment Agreement;
- x) Demolition Permit;
- xi) Building Permit; and,
- xii) Heritage Permit.

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