



Township of Edwardsburgh/Cardinal

# Spencerville Community Improvement Plan

Approved by Council | December 9, 2013



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## **Appendix A: Spencerville Community Improvement Design Principles**

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# 1.0

## Introduction

A Community Improvement Plan is a revitalization tool, used to achieve community planning, urban design and economic development objectives for a defined area. Numerous Ontario municipalities have successfully implemented Community Improvement Plans, which allow municipalities to offer financial incentives to landowners and tenants, and to study and plan for capital projects and other municipal leadership initiatives.

## Background

The Township of Edwardsburgh/Cardinal has embarked upon the preparation and implementation of a Community Improvement Plan for the Village of Spencerville. The Spencerville Community Improvement Plan follows the completion of the Community Improvement Plan for the Village of Cardinal, the Township's first Community Improvement Plan.

Spencerville is a vibrant, historic village located on the South Nation River. Its history is tied to agriculture and the Spencerville Mill, historically a major employer, while its current traditions continue to celebrate these historic uses. The restored Spencerville Mill remains an historic landmark and attraction for the village, while the village regularly celebrates its agricultural roots through the annual Spencerville Fair, a regional attraction and staple of the community's tourism.

The Study to prepare a Community Improvement Plan was initiated in July 2013. The study process included:

- A review of background materials, including but not limited to the Planning

Act, the Edwardsburgh/Cardinal Official Plan, the Zoning By-law (By-law No. 2012-35), the Cardinal Community Improvement Plan and Strategy Report, as well as an observational strengths, weaknesses, opportunities and threats analysis (SWOT) and an analysis of critical needs;

- A public open house and workshop held on September 5, 2013, to discuss options for incentive programs and municipal leadership initiatives, and to present the findings of the background review and SWOT analysis; and
- A statutory public meeting to present the draft Community Improvement Plan was held on October 15, 2013.

## Planning Act

The Community Improvement Plan is prepared in accordance with the *Planning Act*, which provides the legislative authority for the Township to prepare a Community Improvement Plan.

Subsections 106(1), (2), and (3) of the *Municipal Act*, 2001, as amended, and Section 28 of the *Planning Act*, 1990, as amended, give the Township of Edwardsburgh/Cardinal the legislative authority to define a community improvement project area and prepare a community improvement plan for that area. The plan must be prepared in accordance with the community improvement policies of the Township's Official Plan and the specific powers granted under the *Planning Act*. In accordance with the *Municipal Act*, the Township may not provide financial assistance or bonusing to a commercial enterprise, unless the assistance is provided through a Community Improvement Plan prepared in accordance with the *Planning Act*.

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 therefor, as may be appropriate or necessary” and includes the provision of affordable housing under Section 28(1.1).

### **Community Improvement Project Area**

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.”

### **Community Improvement Plan**

A community improvement plan is defined in the *Planning Act* as “a plan for the community improvement of a community improvement project area.”

### **Powers under the Planning Act**

The *Planning Act* outlines the powers which may be exercised through a community improvement plan and within a community improvement project area.

- Under Section 28(3), Council may acquire, hold or clear land;
- Under Section 28(6), Council may construct, repair, rehabilitate or improve

buildings on land acquired or held by the Municipality, or it may sell or dispose of land in conformity with the community improvement plan;

- Under Section 28(7), the Municipality may make grants or loans to registered owners or tenants of land in the community improvement project area to pay for eligible costs associated with community improvement. In accordance with Section 28(8), eligible costs include costs related to an 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; and
- Under Section 69(2), where the Municipality provides a tariff of fees with respect to planning applications, the Municipality may also reduce or waive the fees where the Council has deemed it unreasonable to require payment in accordance with the tariff. Although this is not a direct community improvement power, the best practices review contained in the Community Improvement Strategy indicates that municipalities frequently use this program to complement the other programs of their community improvement plans.

## **Official Plan Policies**

In accordance with the *Planning Act*, the Township’s Official Plan must contain policies to enable and guide the preparation of a community improvement plan. The Township’s Official Plan

provides sufficient policies to enable preparation of a Community Improvement Plan for Spencerville.

Section 6.3.17 contains policies respecting community improvement in the Township. The Plan provides for the Municipality to designate a community improvement project area and to prepare a community improvement plan for that area (Section 6.3.17.2). Council may sell or lease or dispose of land and buildings, issue grants or loans to owners and tenants, provide tax assistance and issue debentures with the approval of the Ontario Municipal Board (Section 6.3.17.3).

Section 6.3.17.4 of the Official Plan outlines broad objectives for Community Improvement.

Section 6.3.17.6 outlines considerations for selecting community improvement project areas. Evidence of the need to improve municipal services, waterfront areas, signs of physical deterioration, the need to improve aesthetics are indications of the need to prepare a Community Improvement Plan. The Township should ensure that improvements are within the financial capability of the Township and that they will have a significant impact on strengthening the economic base of the community.

## Community Consultation

A public open house and workshop was held with the community of Spencerville on September 5, 2013, in Council Chambers, 18 Centre Street, in Spencerville. The purpose of the meeting was to:

- Introduce the study, its purpose, and process;
- Present the findings of the review of relevant legislation, policies and regulations;
- Present the strengths, weaknesses, opportunities and threats analysis, as well as the assessment of critical needs;
- Obtain input on the community's view of Spencerville's assets, as well as the issues that may be addressed by a community improvement plan; and
- Obtain input on options for financial incentive programs and municipal leadership programs.

The format of the meeting included an open house, a formal presentation, as well as an interactive workshop session. Three tables of participants, totaling about 20 persons, participated in the workshop component.

The key points raised through the workshop included:

- The critical needs of Spencerville are very different from that of Cardinal. Cardinal is a larger, more commercial community, with a greater number of buildings and properties in need of improvement. Spencerville, by contrast, is smaller, and many of the commercial properties in

Spencerville are well maintained and are smaller in scale.

- There is a need to improve the public realm in Spencerville. There is an opportunity for streetscape improvements, including consideration to reconfigure the right-of-way. In particular, residents raised the need to address the hydro poles (currently located on the pavement, and may represent a traffic hazard), the need for street furniture/amenities, traffic calming and wider sidewalks.
- There are some opportunities to improve façades or to enhance façades and properties. While many of the façades on Spencer Street are considered to be well-maintained, other properties, including residential properties near the core would benefit from improvements. There was some disagreement regarding whether to incent improvement to single detached residential properties;
- There is an opportunity to improve the “clock parkette” property, located at the northwest corner of Spencer St. and Centre St., as a key public space, and to improve other public parks and public spaces (i.e., along the South Nation River waterfront).
- There is a need for amenity wayfinding signage. In particular, the picnic area near the Spencerville Mill is not visible to visitors.
- There is an opportunity to improve upper storey housing units in Spencerville.

Consultation with the community has informed and confirmed much of this Plan. This Plan is prepared on the basis that the incentive programs and municipal leadership strategy need to be responsive to the critical needs of Spencerville, as well as the specific needs of stakeholders, such as business owners, tenants, landowners, residents and visitors. The critical needs identified through the workshop, inclusive of written comments received by the Township on an ongoing basis, have informed the programs of this Plan.

## Relationship to the Cardinal Community Improvement Plan

The Cardinal Community Improvement Plan, approved by Council on January 23, 2012, was the Township’s first Community Improvement Plan. At the time of completion of this Community Improvement Plan for Spencerville, the Cardinal Community Improvement Plan was being implemented in the following ways:

- The Township has been actively setting aside funding each year for the incentive programs under the Cardinal Community Improvement Plan.
- The Township has advanced the municipal leadership strategy, including the preparation of the Streetscape Plan for Cardinal.

The Spencerville Community Improvement Plan is a separate, distinctive Plan. The programs and projects contained within this Plan, as well as the vision, goals and objectives, are unique to the needs of Spencerville. The vision, goals, objectives and implementation programs are intended to

specifically address the critical needs of Spencerville, which differ from Cardinal.

Where two programs are contained in both the Spencerville Community Improvement Plan and the Cardinal Community Improvement Plan, the details of the programs are the same, to help streamline administration and ensure consistency and fairness in implementation. For the same reasons, many of the general eligibility criteria are the same. However, there are programs in the Cardinal Community Improvement Plan that are not included in the Spencerville Community Improvement Plan, and vice versa.

# 2.0

## Community Improvement Framework

Community improvement is a long-term process, involving many small, incremental improvements. A long-term vision, goals and objectives can be used to evaluate individual decisions, whether the decision to undertake a capital project or a decision on an application for a financial incentive, will ensure that improvements are working towards achieving the same ends.

Spencerville will benefit from a Community Improvement Plan. Improvements to private properties, which may be incented through the financial incentives of a community improvement plan, as well as municipally-led improvements to the public realm, are considered to be desirable and will support Spencerville's tourism, commercial base, as well as the quality of life of the community's residents. Following are considered to be the types of improvements that are desirable for addressing Spencerville's critical needs:

- Improvements to the public realm, including improvements to sidewalks, street parking, street furniture/amenities, and right-of-way configuration;
- Improvements to Spencerville's gateways, including consideration for decorative gateway features and wayfinding/directional signage;
- Improvements to façades, which should generally focus on commercial and mixed use properties, and other multi-unit

residential properties in the Community Improvement Project Area; and

- Generally strengthening Spencerville's aesthetics, parks and amenities, to support growth in tourism as a key component of Spencerville's economic base;
- Improvements to the 'clock park' property at the corner of Spencer Street and Centre Street, recognizing the prominence of the property as a key public space; and
- Improvements to upper storey residential units in mixed use buildings;

The Community Improvement Strategy introduced in Section 1.0 outlines recommendations for revitalizing the community through the preparation and implementation of a Community Improvement Plan. The vision, goals and objectives, and overall approach to community improvement planning are identified as follows, based on the Community Improvement Strategy and consultation with the community.

## Vision

Based on consultation with the community and the critical needs for Spencerville, the following statement establishes the long-term vision for community improvement activities:

“Spencerville is well-known for its history, which comes alive through the charming historic main street, unique shops and services, the Spencerville Mill and the renowned Spencerville Fair.”

## Goals and Objectives

The goals and objectives build upon the community improvement objectives established in the Official Plan, and are intended to translate the vision into more meaningful, measurable performance metrics.

**Goal #1: Spencerville’s streets are well-connected, safe, accessible, walkable and complementary to the community’s historic character.**

Objectives:

- a) Implement a Streetscape Plan for Spencerville, which outlines potential improvements to sidewalks, street furniture, street parking, and crossings, and gives consideration to right-of-way reconfiguration on Spencer Street and Centre Street, in particular.
- b) Design streetscape improvements to be complementary and appropriate to Spencerville’s scale and historic character.
- c) Ensure the implementation of streetscape improvements over the long term, inclusive of a consistently applied maintenance strategy.
- d) Design streetscapes to be universally accessible for people of all abilities.

**Goal #2: Spencerville is an attractive, unique and historic village.**

Objectives:

- a) Improve commercial and mixed use properties, including façades and landscaping.

- b) Conserve historic buildings and structures and the Village’s cultural heritage landscape.
- c) Improve multi-unit residential properties in the Community Improvement Project Area.
- d) Support and encourage activities by private property owners to beautify their properties and the edge of the sidewalk.
- e) Retain mature trees, which form an important aspect of Spencerville’s streetscape and character.

**Goal #3: Spencerville is a well-known destination for visitors and tourists, attracted annually by festivals and events, and throughout the year by Spencerville’s unique character, its parks, amenities, history and unique shops.**

Objectives:

- a) Improve gateway features and wayfinding signage.
- b) Support the continued revitalization of the Spencerville Mill and surrounding park.
- c) Improve the clock parkette at Spencer Street and Centre Street.
- d) Continue support for annual fairs and events, including but not limited to the Spencerville Fair, as a critical element of the community’s tourism base.

**Goal #4: Spencerville offers a wide range of housing options, attracting a diverse group of residents and ensuring the long-term prosperity of the community.**

- a) Encourage improvements to properties and building conditions and maintenance.

- b) Improve upper storey units, including units geared toward a wide range of demographics, special needs and income levels.
- c) Recognize that modest growth in the community is desirable, including infill development, to accommodate new residents and support the commercial base.

## Community Improvement Project Area

All community improvement activities described in this Plan, including the Township Programs and Financial Incentive Programs, will only be undertaken within the area currently designated as the Community Improvement Project Area.

The Community Improvement Project Area is designated by By-law, passed by Township Council, in accordance with Section 28 of the *Planning Act*. The Community Improvement Project Area is not shown in this Plan to avoid the need to amend the Plan for minor changes to the Community Improvement Project Area. The Community Improvement Project Area is enacted by by-law. Changes to the Community Improvement Project Area will not require amendment to this Plan, but can be implemented by passing a new by-law.

## Community Improvement Activities

The revitalization of Spencerville is considered to be a partnership between the Township and private stakeholders, such as business owners, tenants, and property owners.

The Township will lead its own programs and initiatives, such as capital projects, further studies, marketing/administration of the Community Improvement Plan and support for community involvement. The Township Programs are established in Section 3.0 of this Plan. It is not intended that all of the Township Programs will be completed within a certain timeframe. Some of the initiatives will be considered by Council individually as part of its annual budgeting process. In some cases, there may be an opportunity to involve other government agencies, perhaps as funding partners or in other roles as may be agreed upon between the Township and the interested stakeholder.

Eligible private landowners and tenants will be encouraged to re-use, improve and redevelop their property through the availability of financial incentives. The financial incentive programs are established in Section 4.0 of this Plan. It is also not the intent of this Plan to require Council to fund or operate all of the identified incentive programs throughout the life of this Plan. At Council's discretion, based on feedback from Township staff and input from the Community, different programs may be implemented in any given year by adjusting funding to specific programs.

# 3.0

## Township Programs

The Township will need to lead its own community improvement activities to administer and promote this plan, undertake improvements to the public realm and encourage economic development and private sector investment. In some cases, opportunities to partner with senior levels of government, including the United Counties of Leeds and Grenville, the Ontario government, the private sector or specific landowners should be pursued to best achieve the intent of the programs.

Each program described in this section contains:

- A description of the purpose of the program;
- The details of the program; and
- An estimated timeframe for implementation.

### Programs

The Township Programs include:

1. Implementation Activities by the Community Development Committee and Plan Administrator(s);
2. Marketing, Communications and Promotion Program; and
3. Streetscape, Wayfinding and Gateway Improvements Program.

The Township Programs are described in detail as follows.

#### Implementation Activities by the Community Development Committee and Plan Administrator(s)

**Details:** The Community Development Committee will be designated by Council to administer, monitor, evaluate and report on the implementation of the Community Improvement Plan. Council will also identify one or two designated Plan Administrator(s), who will be responsible for day-to-day tasks related to administering and promoting the Community Improvement Plan and communicating with the Community Development Committee. The Plan Administrator(s) will be Township staff members.

The Community Development Committee will be designated the authority to approve, refuse or defer applications for financial incentives.

The Plan Administrator(s) will be responsible for accepting, reviewing and reporting on applications to the Community Development Committee, as well as supporting the other responsibilities of the Community Development Committee.

Council will assign responsibilities to the Community Development Committee and the Plan Administrator(s), including but not limited to:

1. Responding to inquiries in relation to the CIP, its programs and its administration;
2. Monitoring, evaluating and recommending revisions to the Plan, its programs, and the Community Improvement Project Area, in accordance with the Monitoring and Evaluation Program (Section 5.0);
3. Coordinating and participating in pre-application meetings with potential applicants;

4. Reviewing, accepting, processing and reporting on applications for Financial Incentive Programs in accordance with the requirements for the programs (Section 4.0) and the general eligibility requirements (Section 6.6);
5. Making decisions in respect of applications for financial incentive programs;
6. Driving the implementation of Township Programs, where Council has established funding to implement the Township Programs;
7. Ensuring the prompt and expedient acceptance, review and processing of financial incentive applications; and
8. Generally promoting or marketing the Plan.

**Timing:** Council should designate the Community Development Committee as the Plan’s implementation body, and designate two Township staff members as the Plan Administrators immediately upon adoption of this Plan.

## **Marketing, Communications and Promotion Strategy**

**Details:** With approval from the Community Development Committee, the administrator(s) may undertake the completion of marketing and promotional materials to promote the use of financial incentive programs contained within this Plan. Through this program, the Plan Administrator(s) may:

1. Develop a web page dedicated to the Community Improvement Plan. Township staff may develop a web page, as a component of the Township’s website, to post information related to the CIP, application processes and marketing materials. The Township may utilize online social media to promote the Plan.
2. Prepare and distribute Educational/Promotional Materials. The Plan Administrator(s) may prepare and/or distribute marketing materials such as brochures. The materials should be concise, and include information about each financial incentive program, and potentially include sample projects. Contact information to arrange a pre-application meeting should be provided. Distribution may consist of a mail-out to businesses, landowners, and/or tenants or posting of information in public areas in the Village.
3. Participate in meetings with the business community, potential funding partners, and landowners. The Plan Administrator(s) may market the CIP by making presentations to the business community, the Community Futures Development Corporation, and other business groups. The Plan Administrator(s) should

proactively meet with potential funding partners or landowners. The Plan Administrator(s) will also be responsible for meeting with potential applicants for financial incentives, as requested.

4. Prepare news releases. The Township may correspond with local newspapers to announce the availability of funding for financial incentive programs, or the progress of Township Programs, on an annual basis.

**Timing:** The website and initial distribution of marketing materials should be treated as a high-priority initiative, and marketing materials should be updated on an on-going basis as program availability changes. Meetings with potential partners, the business community and correspondence with newspapers should be on-going throughout the life of this Plan.

## **Streetscape, Wayfinding Signage and Gateway Improvement Program**

**Details:** Council may set funding to undertake the preparation of a master plan for streetscape and public realm improvements, and undertake subsequent capital projects improvements to implement the Plan. This Plan encourages the development of the Streetscape Plan prior to undertaking specific improvements, to ensure that improvements are coordinated, are logically phased and contribute to the long-term vision of this Plan.

The Streetscape Plan is a document that can be used to guide future improvements to the public realm over the long term. Subject to funding availability, development of the Streetscape Plan may involve additional public consultation and consultation with business owners. As a guide, the Urban Design Principles contained in Appendix A should be used as a basis for design, and the projects described below should be considered for implementation in the Streetscape Plan.

The Streetscape Plan also functions as a maintenance plan, ensuring that future repairs are consistent with the long-term design vision for Spencerville. The Streetscape Plan ensures that future repairs and maintenance activities are consistent with the types of materials and design of the original improvements.

The Streetscape Plan may consist of illustrations, drawings and a report to address the following elements, which may be subsequently constructed in accordance with the phasing determined by the Streetscape Plan:

1. **A unified and clear vision for programming and designing the Village's streetscapes.** Options and

recommendations for streetscape elements should be detailed in the Streetscape Plan to ensure that all future improvements are coordinated. The Streetscape Plan should address a long-term vision for programming the streetscapes, with consideration made to reprogramming the configuration of the right-of-way, giving consideration to the following potential improvements:

- a. Replacement or improvement of sidewalks;
  - b. Improved demarcation of street crossings, with consideration given to a defined crossing at Spencer Street and Centre Street;
  - c. Curb bump-outs to define the public realm (versus the roadway) and provide space for benches and street furniture;
  - d. Demarcation of street parking;
  - e. Improvements to street lighting;
  - f. Locations for street furniture and amenities; and
  - g. Other potential improvements as may be identified.
2. **Programming and use of public space**, particularly with consideration to improving the use of the 'clock parkette' at Spencer Street and Centre Street.
  3. **Connectivity to the waterfront area around the Spencerville Mill, including parks** should be examined, and improvements to amenities, connectivity, heritage signage, views and lookouts and other elements may be designed and incorporated into the Streetscape Plan.

4. **Tree planting/reforestation.** The Village may benefit from tree planting, which may be undertaken within the public right-of-way and in public spaces.

5. **Gateway features.** The community would benefit from gateway or entrance features and signage which makes reference to Spencerville's history. The gateway features should be designed to be appropriate to Spencerville's history, landmarks and features. The most logical options for potential gateway features are located at:

- a. County Road 21/Spencer Street (which is visible to drivers entering from Highway 416);
- b. At Spencer Street, approaching from the south, over the bridge over the South Nation River;
- c. At Bennett Street, approaching the village from the north; and/or
- d. At County Road 21, approaching the village from the west.

The Streetscape Plan will identify the preferred location(s) for gateway features through more detailed study. Based on the location of Highway 416 as the primary source of vehicular traffic, options (a) and/or (b) should be prioritized.

6. **Wayfinding signage may be identified to indicate the location of key landmarks, amenities, parks and attractions.** Wayfinding signage may be located in association with gateway features, or otherwise in the public right-of-way. Wayfinding signage may include both signage oriented for vehicles as well as

signage that is scaled for pedestrians. The Streetscape Plan should address the design of wayfinding signage to ensure it is complementary to the character of Spencerville.

7. **Estimates of costs** to complete the capital works noted above, as well as phasing and timing of the improvements, should be addressed in the Streetscape Plan to minimize impacts to landowners/tenants and ensure efficient completion of the projects.

To undertake the improvements above, it may be necessary to acquire private land. In particular, the implementation of gateway features may require acquisition of private land. In accordance with Sections 28(3) and 28(6) of the *Planning Act*, the Township may acquire, grade, improve or otherwise prepare land for the purposes of implementing the approved Streetscape Plan, in accordance with this Plan and the detailed designs in the Streetscape Plan.

**Timing:** To ensure the long-term development of the Village, funding should be provided by Council to undertake the Streetscape Plan in the short- to medium-term (2014-2016). Implementation of the Streetscape Plan will occur on an on-going basis. Specific timing of each element should be addressed within the Streetscape Plan.

# 4.0

## Financial Incentive Programs

The private sector needs to be engaged in community improvement to revitalize the Village. Financial incentives are established to help stimulate private investment in the Village's buildings and properties. In accordance with the *Planning Act* and the Township's Official Plan, the Township may offer grants or loans to property owners and tenants to help cover eligible costs and further community improvement goals. Under Section 28(7.3) of the *Planning Act*, the total amount of grants is not able to exceed the amount of eligible costs of a project. In this Plan, the total amount of grants cannot exceed 50% of the total eligible costs of a project.

## Programs

The following financial incentive programs are established by this Plan:

1. Façade and property improvement program;
2. Heritage property improvement program;
3. Downtown housing improvement program;
4. Tax increase-based equivalent rebate program; and
5. Application and building permit fees refund program.

## Façade and Property Improvement Program

**Basis:** Under Section 28(7) of the *Planning Act*, the Township may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings. A façade and property improvement program will benefit the aesthetics of the Village's streetscapes and the impression that the Village makes on visitors.

**Details:** Up to two types of grants are available for eligible owners and tenants:

1. **Grant Program:** Grants for front, rear, or sidewall façade improvements, and other improvements to a commercial or mixed-use building or property, may be provided to eligible applicants for a total of 1/2 (50%) of the construction costs to a maximum of \$5,000.
2. **Interest Rebate Program:** A rebate (grant) may be provided to eligible applicants to cover the cost of interest paid on a loan issued by a financial institution to a property owner or tenant for the purpose of undertaking front, rear, or sidewall façade improvements, and other improvements to a commercial or mixed-use building or property. The rebate will not exceed \$2,500, and will be issued for interest repaid at a rate considered reasonable in the opinion of the Community Development Committee. The rebate may be combined with the grant program, for a total maximum grant of \$7,500.

For clarity, in no case will the total amount of grants under the Façade and Property

Improvement Program exceed \$7,500. Additionally, the applicant should refer to the General Eligibility Criteria (Section 6.6), which sets the total grants that can be received by a single applicant at \$10,000 or 50% of eligible costs, whichever is lesser. Grants received from other organizations, such as Community Futures Development Corporation or Canada Mortgage and Housing Corporation for example, will count towards the total amount of grants received for the purposes of calculating the maximum amount of funding available from the Township.

**Eligibility Criteria:** Applicants for this program will need to comply with the following eligibility criteria:

1. **General Eligibility Criteria:** All of the General Eligibility Requirements (outlined in Section 6.6) apply.
2. **Eligible Projects:** The following types of front, rear, or side wall façade restorations or property improvements are considered eligible:
  - a. repair or replacement of storefront doors and windows;
  - b. repair or replacement of masonry and brickwork;
  - c. repair or replacement of architectural details;
  - d. repair or replacement of awnings or canopies, or installation of new awnings or canopies;
  - e. façade painting, including murals, as well as cleaning or treatments to improve the durability of façade materials;
  - f. the addition of new lighting/upgrading of existing fixtures on exterior façade and in entrance and storefront display areas;
  - g. building accessibility improvements, such as accessible ramps or automatic doors, which are considered to be above and beyond the minimum requirements of the *Accessibility for Ontarians with Disabilities Act* and related legislation;
  - h. the addition of new sidewalk or outdoor cafés which are adjacent to the public realm (cafés not close or adjacent to the sidewalk are not eligible);
  - i. landscaping improvements, including:
    - i. replacement of sod with new sod or other ground cover treatments;
    - ii. planting of trees, shrubs, plants or installation or repair of hanging planters (having consideration for Township’s reforestation program noted under the Streetscape Plan and Improvements Program);
    - iii. improvement of parking areas, such as landscaping improvement, sidewalk repairs or replacement, pavement repair or replacement, or demarcation/improvement of pedestrian walkways in parking areas or across driveways;
    - iv. addition of benches and planters; and

- v. repair or construction of driveways, walkways, and rockwork.
  - j. architectural/design fees required by a licensed Architect for eligible works (to a maximum of 15% of the approved grant amount); and
  - k. other similar repairs/ improvements as may be considered and approved by the Community Development Committee.
3. **Eligible Buildings:** Only mixed use and commercial buildings will be eligible for this program, as established through the Zoning By-law. For clarity, single detached residences will not be eligible for this program. Multi-unit rental residential buildings will be considered for this program if it is determined by the Community Development Committee that improvement of the façade will contribute to the goals and objectives of this Plan.
  4. **Design:** The proposed improvements will be generally consistent with and maintain the intent of the Spencerville Community Improvement Design Principles (Appendix A).
  5. **Interest Rebate Program Conditions:** As part of the application process, the owner or tenant will be required to present the terms of the loan from the financial institution prior to approval of the grant. The Community Development Committee may choose to reject the application for the interest rebate grant if the loan terms, including the interest rate or repayment terms, are deemed to be unreasonable in

the sole opinion of the Community Development Committee.

**Payment:** Payment will be provided in accordance with the following:

1. **Payment of Grant:** The grant will be paid upon completion of the community improvement works, to the satisfaction of the Plan Administrator(s).
2. **Payment of Interest Rebate:** The terms of payment of the interest rebate to the property owner or tenant will be negotiated by the Township and the property owner or tenant, and is generally not to be more frequent than five (5) annual payments by the Township over a five-year period. The payments will relate only to the interest paid on the loan and not the principal.

## Heritage Property Improvement Program

**Basis:** Under Section 28(7) of the *Planning Act*, the Township may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings.

It is in the interest of the Township to assist in the improvement of heritage properties and buildings, which are important assets that contribute significantly to the streetscapes in the Village's Core. Should any buildings in Spencerville be designated in the future, or should buildings be listed as having cultural heritage value or interest (in accordance with Section 27(1.2) of the *Ontario Heritage Act*), this program will allow the Township to provide assistance to support restoration of historic buildings in Spencerville.

**Details:** Up to two types of grants are available for eligible owners and tenants:

1. **Grant Program:** Grants for the restoration, repair, rehabilitation or preservation of designated heritage buildings and properties, or to undertake an economic feasibility study to determine the feasibility of restoring a designated heritage building, or to undertake an architectural or design study in relation to restoring a heritage building or property, will be provided to eligible applicants for 1/2 (50%) of eligible costs up to a maximum of \$7,500. Only a maximum grant of \$2,500 (or 50% of the cost, whichever is lesser) will be provided in relation to an economic feasibility study and architectural or design study. The total amount of the grant will not exceed \$7,500.

2. **Interest Rebate Program:** A rebate (grant) may be provided to eligible applicants to cover the cost of interest paid on a loan issued by a financial institution to a property owner or tenant for the purpose of restoration, repair, rehabilitation or preservation of designated heritage buildings and properties, or to undertake a feasibility study to determine the viability of restoring a designated heritage building, or to undertake an architectural or design study in relation to restoring a heritage building or property. The rebate will not exceed \$2,500, and will be issued for interest repaid at a rate considered reasonable in the opinion of the Community Development Committee. The rebate may be combined with the grant program, for a total maximum grant of \$10,000.

For clarity, in no case will the total amount of grants under the Heritage Property Improvement Program exceed \$10,000. Additionally, the applicant should refer to the General Eligibility Criteria (Section 6.6), which sets the total grants that can be received by a single applicant at \$10,000 or 50% of eligible costs, whichever is lesser. Grants received from other organizations, such as Community Futures Development Corporation or Canada Mortgage and Housing Corporation, for example, will count towards the total amount of grants received for the purposes of calculating the maximum amount of funding available from the Township.

**Eligibility Criteria:** Applicants for this program will need to comply with the following eligibility criteria:

1. **General Eligibility Criteria:** All of the General Eligibility Requirements outlined in Section 6.6 apply.
2. **Eligible Projects:** The following types of projects, improvements to or restoration of eligible buildings and properties are considered eligible:
  - a) works that preserve, restore, and/or enhance elements specified in the Reasons for Designation within the designating by-law (including fences and outbuildings) for properties which are designated under Part IV of the *Heritage Act*;
  - b) repair of original siding and roofing materials;
  - c) removal of modern building materials and replacement with documented original building materials;
  - d) reconstruction or construction of former and significant architectural features based on documentary sources (photographs, drawings, etc.);
  - e) cleaning of masonry buildings;
  - f) repairs/works to permit the use of a property designated under Part IV of the *Ontario Heritage Act*, such as upgrades to comply with the Ontario Building Code; and
  - g) other similar repairs/improvements as may be approved.
3. **Interest Rebate Program Conditions:** As part of the application process, the owner or tenant will be required to present the terms of the loan from the financial institution prior to approval of the grant.

The Community Development Committee may choose to reject the application for the interest rebate grant if the loan terms, including the interest rate or repayment terms, are deemed to be unreasonable in the sole opinion of the Community Development Committee.

**Payment:** Payment will be made in accordance with the following:

1. **Payment of Grant:** The grant will be paid upon completion of the community improvement works, to the satisfaction of the Plan Administrator(s).
2. **Payment of Interest Rebate:** The terms of payment of the interest rebate to the property owner or tenant will be negotiated by the Township and the property owner or tenant, and is generally not to be more frequent than five (5) annual payments by the Township over a five-year period. The payments will relate only to the interest paid on the loan and not the principal.

## Housing Improvement Program

**Basis:** Under Section 28(7) of the *Planning Act*, the Township may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings. Improving the quality and attractiveness of rental units to a wider range of income groups is beneficial to support businesses in the Village's Core.

Programs from other agencies, such as the Canada Mortgage and Housing Corporation (CMHC), may become available from time to time, and can augment or replace the grants offered under the Housing Improvement Program. Applicants to this Program should be encouraged to discuss programs available from other agencies, such as the Seed Funding and Proposal Development Funding Program offered through CMHC's Affordable Housing Centre. Note that beginning on April 1, 2012, the Ontario Renovates component of the Investment in Affordable Housing Program will incorporate CMHC's Residential Rehabilitation Assistance Program.

In addition, the United Counties of Leeds and Grenville is the Service Manager for the Township of Edwardsburgh/Cardinal, and plans to deliver the Ontario Renovates component of the Investment in Affordable Housing Program (IAH) until March, 2015. Ontario Renovates incorporates the suite of federal rehabilitation programs including the Residential Rehabilitation Assistance Program (RRAP).

**Details:** Up to two types of grants are available for eligible owners and tenants:

1. **Grant Program:** Grants for the rehabilitation of residential space or the conversion of non-residential space to residential space will be available to eligible applicants in order to provide improvements to existing residential units. Grants will be equal to 1/2 (50%) of the construction cost of each unit to a maximum of \$1,500 per unit, to a maximum of four (4) units per eligible applicant. In no case will the total grant exceed 50% of the total construction cost.
2. **Interest Rebate Program:** A rebate may be provided to eligible applicants to cover the cost of interest paid on a loan issued by a financial institution to a property owner or tenant for the purpose of rehabilitating residential space or converting non-residential space to residential space. The rebate will not exceed \$1,000 per unit, to a maximum of four units, and will be issued for interest repaid at a rate considered reasonable in the opinion of the Community Development Committee. The rebate may be combined with the grant program, for a total maximum grant of \$2,500 per unit, or up to \$10,000 for a maximum of four units. In no case will the total grant exceed 50% of the total construction cost.

For clarity, in no case will the total amount of grants under the Housing Improvement Program exceed \$2,500 per unit, to a maximum of four units, totaling up to \$10,000. Additionally, the applicant should refer to the General Eligibility Criteria (Section 6.6), which sets the total grants that can be received by a

single applicant at \$10,000 or 50% of eligible costs, whichever is lesser. Grants received from other organizations, such as Community Futures Development Corporation or Canada Mortgage and Housing Corporation, for example, will count towards the total amount of grants received for the purposes of calculating the maximum amount of funding available from the Township.

**Eligibility Criteria:** Applicants for this program will need to comply with the following eligibility criteria:

1. **General Eligibility Criteria:** All of the General Eligibility Requirements (outlined in Section 6.6) apply.
2. **Eligible Projects:** To be eligible for this grant or loan, applicants will need to demonstrate that:
  - a. The proposed project will result in the creation of new residential units in the upper storey(s) of a mixed-use building in the Community Improvement Project Area; and/or
  - b. The proposed project will result in a significant improvement in the quality of one or more existing residential units in the Community Improvement Project Area which improve the quality of life for the occupants, increase the value of the unit(s), or make the unit(s) habitable where the unit(s) are currently considered to be inhabitable, or make the unit attractive to a wider range of income groups. This may include projects which are required to

bring the building or unit into compliance with the current Ontario Building Code.

3. **Eligible Types of Residential Units:** Existing or proposed ground floor/at grade residential space within the designated Community Improvement Project Area will not be eligible for the grants or loans through this program. For clarity, only upper storey and rear residential units in mixed-use buildings are eligible for this program.
4. **Interest Rebate Program Conditions:** As part of the application process, the owner or tenant will be required to present the terms of the loan from the financial institution prior to approval of the grant. The Community Development Committee may choose to reject the application for the interest rebate grant if the loan terms, including the interest rate or repayment terms, are deemed to be unreasonable in the sole opinion of the Community Development Committee.
5. **Priority Projects:** Priority may be given to the conversion of upper storey space to new residential unit(s) and for the rehabilitation of affordable housing and rental units over other housing projects. For the purposes of this program, affordable housing will include the creation of any new rental units in the upper storeys of mixed-use buildings. Projects on Spencer Street and projects in close proximity to the Village's centre at Spencer Street/Centre Street may also be given priority at the discretion of the Community Development Committee.

**Payment:** Payment will be made in accordance with the following:

1. **Payment of Grant:** The grant will be paid upon completion of the community improvement works, to the satisfaction of the Plan Administrator(s).
2. **Payment of Interest Rebate:** The terms of payment of the interest rebate to the property owner or tenant will be negotiated by the Township and the property owner or tenant, and is generally not to be more frequent than five (5) annual payments by the Township over a five-year period. The payments will relate only to the interest paid on the loan and not the principal.

## **Tax Increment Equivalent Grant Program**

**Basis:** The legislative authority is provided under Section 28(1) of the *Planning Act*, which states that the Township may make grants to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings.

The Tax Increment Equivalent Grant Program offers grants to eligible applicants whose municipal property tax has increased as a result of community improvement activities. The program provides a grant, equivalent to the amount of the Township's portion of the property tax increase resulting from community improvement activities, which is granted to the landowner each year for a period of approximately 10 years. The amount of the grant may decrease each year after the property tax increases. The program is beneficial because it can encourage significant property improvements and ultimately increases the Township's tax assessment.

Council will make decisions on applications for the tax increment equivalent grant program.

**Details:** When an approved eligible project is complete, a grant will be paid annually by the Township following the payment of all property taxes by the owner. Grants will be equal to a percentage of the municipal tax increase resulting from the improvements, and paid to the owner each year for a maximum period of 10 years. In year one, the grant to the approved applicant equals 100% of the increase in the municipal tax assessment. The grant decreases by 10% of the total tax increment cumulatively each year thereafter, for a maximum of 10 years. The tax grant will not be paid and will not accumulate for any year when taxes remain unpaid as of March

31st of the year after the last property tax payment was due. Any failure to pay taxes in two consecutive years shall disqualify the owner for further grant payments.

**Eligibility Criteria:** Applicants for this program will need to comply with the following eligibility criteria:

1. **General Eligibility Requirements:** All of the General Eligibility Requirements (outlined in Section 6.6) apply.
2. **Eligible Projects:** Eligible community improvement projects under this program will include construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities. Projects which involve improvement of more than 25% of the existing gross floor area, or are considered to be a new development, are eligible. Projects which result in an increase in the assessed value of the property by more than 15% will also be considered eligible. Infrastructure work such as the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers) and result in an increase in the assessed value of the property will also be eligible. For clarity, small scale projects, defined as those that involve less than 25% of the existing gross floor area and/or an increase of less than 15%, will not be considered eligible under this program, but may be eligible for other Financial Incentive Program(s) offered through this Plan.
3. **Retail and Mixed Use Buildings and Projects Only:** Only projects related to

retail and mixed use buildings will be eligible for this program, as proposed by the applicant, and in accordance with the Zoning By-law. Mixed use buildings will include 2 to 2-and-a-half storey buildings with retail or commercial space at the ground floor, and office or residential uses in the upper floors.

4. **Combination with other Financial Incentive Programs:** The property owner is responsible for the entire cost of the rehabilitation or development project. Applicants accepted for other Financial Incentive Programs offered through this Plan may apply for the incremental tax grant. However, this grant in combination with any other program shall not exceed a value of 60% of the original construction costs and the initial grant value calculated under this program must exceed a value of \$500.
5. **Transferability of Grant Payments:** If a property is sold, in whole or in part, before the original grant period lapses, the original owner and the new owner are not entitled to receive the remaining grant payments under the original agreement.

**Payment of Grants:** Grants may be provided upon successful completion of the approved work and payment of the full assessed value of the municipal taxes. Tax increment grants are provided to property owners for a maximum of 10 years. Where approved, grants will be paid annually to property owners within approximately three (3) months of payment of the full municipal property tax.

## **Application and Permit Fees Rebate Program**

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

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

**Details:** The Township may provide a refund equivalent to the applicable cost of normal planning application fees (minor variance, zoning by-law amendment, site plan, or official plan amendment) and building permit fees, to a maximum of 50% of the application fees paid by the applicant, or \$5,000, whichever is lesser.

**Eligibility Criteria:** Applicants for this program will need to comply with the following eligibility criteria:

1. **General Eligibility Requirements:** All of the General Eligibility Requirements outlined in Section 6.6 apply.
2. **Eligible Projects:** Eligible community improvement projects under this program will include both large and small scale development, redevelopment, construction and reconstruction of lands

and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities, that in the opinion of the Community Development Committee, are generally consistent with and maintain the intent of the Spencerville Community Improvement Design Principles (Appendix A). In general, projects which are eligible for other incentives (the façade improvement program, the heritage property improvement program, etc.) will also be eligible for this program if the applicant is required to obtain a planning approval or building permit.

3. **Application Fees Used to Recover Significant Consulting Costs are not Eligible:** Recognizing that the Township incurs consulting fees to process planning applications, complex applications which require significant work by the Township's planning consultant to process applications will not be eligible for a rebate under this program, since the application fees are used in part to recover the cost of consulting fees. Smaller, less complex planning applications and building permit fees will be preferred under this program. The Community Development Committee will, in its sole opinion, decide whether the planning application and building permit fees are needed to recover the costs of consulting fees to process applications.
4. **Retail and Mixed Use Uses Only:** Only projects related to retail and mixed use buildings will be eligible for this program, as proposed by the applicant, and in accordance with the Zoning By-law. Mixed use buildings will include 2 or 3 storey

buildings with retail or commercial space at the ground floor, and office or residential uses in the upper floors.

5. **Payment of Application Fees:** Applicants must pay for all applicable planning application fees, building fees and other fees as may be required prior to undertaking the approved work. The grant will only be allocated as a refund to the fees paid.

**Payment:** A refund for the amount of the application and permit fees will be provided to the applicant once the community improvement project is complete and constructed, to the satisfaction of the Plan Administrator(s).

# 5.0

## Plan Monitoring and Evaluation

The Community Improvement Plan is a long-term revitalization tool, intended to guide decision-making with regard to Township programs and the distribution of financial incentives. As the Village improves over time, and as market forces, economic conditions and financial resources change, the Community Improvement Plan will likewise need to evolve to respond to new community strengths, weaknesses, opportunities and threats.

This Plan is primarily intended to be a flexible revitalization tool. Council will have discretion to determine funding for the financial incentive programs and to provide funding for Township Programs. However, in order to inform decision-making about the implementation budget, and to ensure that the programs are working as they are intended, the Plan should be monitored, evaluated and, if necessary, revised, on a regular basis.

### Program Details

Immediately following adoption of the Community Improvement Plan, the Plan Administrator(s) will begin to undertake the following activities on an annual basis:

#### **Step 1: Establish the Monitoring Database**

As a first step, the Plan Administrator(s) should develop a database upon which to monitor the number, types and success of financial incentive applications and Township Programs. As

applications are received, they should be recorded into the database.

Specific performance indicators will need to be identified and monitored. The selection of indicators will provide guidance about the success of the Plan and its individual programs. At this time, it is suggested that the Plan Administrator(s) gather the following information from applicants (which should be incorporated into the application form for financial incentives):

- The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
- The effect of the incentives, such as the number of new residential units created and/or rehabilitated, the number and type of retail or businesses created, the number of trees being planted, etc.; and
- “Indirect” indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the Township, and which may or may not be directly attributed to the influence and success of the Community Improvement Plan.

Other indicators should be identified and monitored on a periodic basis, such as:

- Utilization of the total financial incentives program budget;
- Utilization of the various incentive programs;
- Total dollars spent on Township Programs, or other specific variables which indicate advancement of the Township Programs (e.g., number of trees planted, the number

of units created, the number of affordable housing units created, etc.);

- Other indirect indicators, such as economic indicators, as may be identified.

## **Step 2: Determine Baseline Conditions**

For the indicators identified above, the Plan Administrator(s) should identify baseline conditions at the outset of Plan implementation, so that variables may be compared from year-to-year, beginning with implementation of this Plan.

## **Step 3: Collect Data**

Throughout the course of the one-year review period, the Plan Administrator(s) should enter information from applications into the database on an on-going basis. Additionally, Township Programs which are related to the Community Improvement Plan should be recorded and monitored.

## **Step 4: Prepare Annual CIP Evaluation Report to Council**

Based on the information obtained, the Plan Administrator(s), in consultation with the Community Development Committee, will prepare an annual report to Council to evaluate the Community Improvement Plan and its individual programs, based on the changes to the baseline conditions established above, and based generally on the uptake of the programs and any new challenges that have emerged. The report will recommend adjustments to the Community Improvement Plan, including its terms, Township Programs, Financial Incentive Programs and eligibility criteria, in order to improve the programs offered through the Community Improvement Plan. The report will provide recommendations about the budget of the financial incentive programs, based on the

performance of the programs. It may also include recommendations to adjust the boundary of the Community Improvement Project Area.

## **Step 5: Program and Plan Adjustments**

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

- **Adjustments to the Plan:** Based on the monitoring and evaluation process, changes to the terms of this Plan, the eligibility requirements, or the financial Incentive or Township leadership programs may be required. The Community Development Committee may adjust the financial incentive programs or any of the terms and requirements associated with the programs, and may do so without amending this Plan. The Community Development Committee may also choose to eliminate one or more of the Financial Incentive Programs, and may do so without amending this Plan. However, the addition of a new Financial Incentive Program or the addition of eligibility criteria will require an amendment to this Plan in accordance with Section 28 of the *Planning Act*.
- **Adjustments to the Community Improvement Project Area:** Adjustments to the Community Improvement Project Area may occur based on on-going Plan monitoring and evaluation. Changes to the boundaries of the Community Improvement Project Area will not require an amendment to this Plan, but will necessitate an amendment to the Community Improvement Project Area By-

law, which would need to be passed by Council.

- **Adjustments to Funding:** Council will determine annual funding for financial incentives and Township Programs based on the results of the Monitoring and Evaluation Strategy.

The activities above are intended to be repeated on an annual basis, throughout the life of this Plan. Many of these activities may be combined with the activities undertaken for monitoring and evaluating the Cardinal Community Improvement Plan.

# 6.0

## Implementation

### 6.1 Glossary of Terms

The following defines the terms used in this CIP:

**Administrator or Plan Administrator** means one or two Township staff members assigned by Council, who are primarily responsible for ensuring that the responsibilities of the Plan Administrator(s), as set out herein, are fulfilled. See also the definition for Community Development Committee.

**Affordable Housing**, for the purposes of this Plan, means rental units in multiple-unit residential buildings or upper storey residential rental units above commercial uses.

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

**Eligible Applicant** means an applicant (as defined above) who meets all of the general and program specific requirements of the Financial Incentive Programs, and prepares and submits an application for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The Community Development Committee reserves the right to determine whether or not an applicant is eligible for the Financial Incentive Programs.

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

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

**Community Improvement Project Area**, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*. The community improvement project area for the Spencerville Community Improvement Plan is defined separately and established by by-law. The reader should consult the Township for the most up-to-date community improvement project area by-law.

**Council** means the Council of the Township of Edwardsburgh/Cardinal. Under this Plan, Council has the authority to set a budget for the financial incentive programs and Township programs, and it is intended that Council will delegate the authority to approve applications for financial incentives. It is intended that Council will consider applications for the Tax Increment Equivalent Grant Program only. It is further intended that Council will delegate day-to-day administration of the Plan to the Administrator(s).

See also the definition for Administrator and Community Development Committee.

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

**Community Development Committee** means the committee designated by Council to implement the Community Improvement Plan. The Community Development Committee is a committee of Council, appointed by Council in

accordance with an established Terms of Reference. It is intended that the Community Development Committee will consider applications for financial incentive applications, as delegated by Council. The Community Development Committee will be the approval authority for all financial incentive programs, except the Tax Increment Equivalent Grant Program, which will be dealt with directly by Council. Where the name of the Committee designated by Council to implement the Community Improvement Plan is changed, or where a different Committee is selected to implement the Community Improvement Plan, all references to the Community Development Committee are intended to refer to the name of the Committee of Council that is designated to implement the Community Improvement Plan.

See also the definition for Administrator.

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

**Township** means the Corporation of the Township of Edwardsburgh/Cardinal.

## 6.2 Interpretation

1. **Read in Conjunction with Community Improvement Project Area By-law:** The Spencerville Community Improvement Plan must be read and interpreted in its totality, and in conjunction with the current Spencerville Community Improvement Project Area By-law.
2. **Interpretation at Sole Discretion of Council:** The Community Improvement Plan will be interpreted at the sole discretion of the Community Development Committee, or Council, as the case may be.

## 6.3 Planning Horizon

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

## 6.4 Administration of Programs

1. **Administration of Township Programs:** The Township Programs outlined in Section 3.0 of the Community Improvement Plan will be administered by the Plan Administrator(s) under the direction of Council.
2. **Execution of Township Programs:** Execution of the Township Programs will be dependent on the commitment of the Township to contribute to, motivate, and assist in community improvement activities and undertakings, in addition to available budget, and Council approval of each activity. Where appropriate, Council will establish an annual budget related to the Township Programs, where funding is required to support implementation. The activities will be carried out in accordance with the recommended timing of implementation, as described in Section 3.0, subject to available financial resources.
3. **Administration of Financial Incentive Programs:** The Financial Incentive Programs outlined in Section 4.0 of the Spencerville Community Improvement Plan will be administered primarily by the

Plan Administrator(s), and decisions will be made by the Committee. Decisions for applications related to the Tax Increment Equivalent Grant Program will be made by Council.

4. **Submission of Applications for Financial Incentives:** Applications for Financial Incentive Programs will be submitted and processed in accordance with the steps outlined in Section 6.8 below. The Plan Administrator(s) will be responsible for ensuring that this process is carried out in a timely manner, as indicated in Section 6.9.
5. **Approval of Applications for Financial Incentives:** Decisions on financial incentive applications and Financial Incentive Program agreements will be made by the Community Development Committee, which will be delegated approval authority by Council. Should an application be refused, all applicants will be given an opportunity to request the Community Development Community to reconsider its decision, as applicable.

## 6.5 Financial Management of Financial Incentive Programs

1. **Annual Budget for Financial Incentive Programs:** Council will establish an annual budget related to the following Financial Incentive Programs:
  - a. Façade and Property Improvement Grant Program.

- b. Heritage Property Improvement Program;
- c. Housing Improvement Program;
- d. Application and Permit Fees Refund Program; and
- e. Tax Increment Equivalent Grant Program.

2. **Changes to Funding Levels:** In accordance with the Monitoring Strategy in Section 5.0, Council will determine if changes in the funding and incentive levels are necessary or warranted to ensure that the Community Improvement Plan functions properly in light of the Township's financial circumstances. Any change to the funding for the Financial Incentives Programs of this Community Improvement Plan will be made at the sole discretion of Council, without an amendment to this Plan.

## 6.6 General Eligibility Requirements of the Financial Incentive Programs

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

1. In order to be eligible for any incentive program contained within the Spencerville Community Improvement Plan, a Financial

Incentive Program application form must be submitted to the Township (accepted and processed by the Plan Administrator(s)) prior to commencing any community improvement works. Complete applications must be submitted and approved prior to application for planning approval and/or building permit, as may be required, and prior to commencing community improvement works.

2. Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application.
3. In order to be eligible for any incentive program, all proposed projects must be within the designated Community Improvement Project Area, as indicated in the Community Improvement Project Area By-law. As well, all proposed projects must help achieve the Community Improvement Plan's vision, goals and objectives for the revitalization of the Village, as presented in Section 2.0 of this Plan.
4. The property owner must not have outstanding tax arrears and must be in good standing with regard to taxation at the time of application and throughout the duration of the incentive benefit period, as identified within the Spencerville Community Improvement Plan.
5. In order to be eligible, all incentive program applications must include completed application forms and supporting materials such as detailed work plans, cost estimates and contracts,

applicable reports, and any additional information as required by the Township.

6. Community improvement works associated with an incentive program application must be in accordance with all Township by-laws, policies, procedures, standards, and guidelines in order to be approved.
7. Existing and proposed land uses must be in conformity with the policies and standards provided by the Township's Official Plan, and in accordance with applicable regulations, such as the Zoning By-law, and all other planning documents.
8. Community improvement works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the Ontario Building Code and all applicable planning policies and standards.
9. The proposed exterior design of buildings, including signage, associated with an incentive program application must be considered by the Township as consistent with the Township's desired goals for and appearance/character of the Township, in relation to the Village Design Principles (Appendix A). The Community Development Committee will consider details of exterior design proposed by each application when determining eligibility for incentive programs of the Community Improvement Plan. Specifically, the Plan Administrator(s) will ensure that details of exterior design are in accordance with the policies of the Official Plan and generally accepted principles of community

character and compatibility. The Community Development Committee will use the Spencerville Community Improvement Design Principles contained in Appendix A as a tool to characterize whether a project is considered desirable.

10. Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the works not be consistent with the original project description, to the satisfaction of the Plan Administrator(s), the Township may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Township.

11. The incentive programs made available under the Spencerville Community Improvement Plan may be used individually or may be combined, subject to the exceptions outlined within the specific program details and eligibility criteria in the Community Improvement Plan. The total of all incentive benefits (including grants and refunds and grants paid by other organizations, such as the Community Futures Development Corporation or the Canada Mortgage and Housing Corporation) provided to each applicant for each community improvement proposal for a building or lands within the Community Improvement Project Area must not exceed fifty percent (50%) or \$10,000, whichever is lesser, of the project's eligible costs related to the

planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, and/or reconstruction and rehabilitation associated with an application for a financial incentive from the Township.

## 6.7 General Process and Submission Requirements of the Financial Incentive Programs

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

A complete application will include:

1. Completed application forms; and
2. Supporting materials such as plans, cost estimates and contracts, applicable reports, and any additional information required by Plan Administrator(s) and/or the Community Development Committee.

General Process and Submission Requirements include:

1. The Township is not responsible for any costs incurred by the Applicant during the application process, including costs associated with preparing the materials which are required by the Township as part of a complete application.
2. An application must be submitted to the Township prior to commencing any community improvement works. Should

an application be submitted following the commencement of community improvement works, the application will be rejected upon receipt.

3. All sources of additional funding or incentives must be declared at the time of application submission. The Plan Administrator(s) is entitled to make recommendations for incentive reductions based upon any declared funding or incentive.
4. The Plan Administrator(s) will initially evaluate all applications and supporting materials and offer a recommendation to the Community Development Committee, who will make a decision on the application. The exception is the Tax Increment Equivalent Grant Program, in which the Plan Administrator(s) will make a recommendation to Council, who will be the approval authority for the application.
5. Should the application be approved by the Community Development Committee, a Financial Incentive Program Agreement will be required, which will outline the terms, duration, default, and any other provisions of the incentive program. This agreement will also be subject to approval by the Community Development Committee.
6. Should the Plan Administrator(s) or the Community Development Committee require additional information, plans, studies, or any additional works related to the proposed project and incentive program application, the requested information and/or works must be adequately provided and/or undertaken prior to approval of the application.
7. Upon approval and/or completion of community improvement works, the Township, under direction of the Plan Administrator(s), reserves the right to audit the costs associated with any of the works described by the approved application for financial incentive(s). Audits will be undertaken at the expense of the applicant.
8. Upon approval and/or completion of community improvement works, the Township reserves the right to inspect any properties/buildings that are associated with an incentive program application offered within this Plan. Inspections would be carried out by the Plan Administrator(s).
9. Should the applicant fall into default of any of the General Eligibility Requirements, or fail to meet the detailed requirements of each of the incentive programs or any other requirements of the Township, the Township, under direction of the Plan Administrator(s), may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Plan Administrator(s) in consultation with the Community Development Committee.
10. The Township may discontinue any of the CIP incentive programs at any time; however, all applicants with approved incentive program benefits will continue to receive the benefits in accordance with the terms outlined in the CIP, subject to fulfilling any requirements and agreements and subject to available funding as

approved by Council or its designated approval authority.

11. Any program commitments may be cancelled if work does not commence within six months of the approval of an application, or in accordance with an agreement with the Township.

## 6.8 Application Process for the Financial Incentive Programs

This section provides a detailed outline of the steps involved in the application process for the Financial Incentive Programs. These steps are intended to be read in association with the General Process and Submission Requirements of the Financial Incentive Programs, as presented in Section 6.7.

### Step 1: Pre-Application Consultation and Application Submission

1. Applicants are required to arrange and participate in a pre-application consultation meeting with the Plan Administrator(s), in order to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
2. The applicant will be required to submit a completed application, which will include all of the required application forms, in addition to any supporting documentation, as required by the Plan Administrator(s) or by the Community Development Committee. Supporting documentation

may include, but is not limited to, the following materials:

- a. photographs of the existing building condition or property;
  - b. historical photographs and/or drawings;
  - c. a site plan and/or professional design study/architectural drawings;
  - d. specification of the proposed works, including a work plan for the improvements and construction drawings;
  - e. Information about current tenancies and rents, if the program relates to affordable housing, to help the Community Development Committee determine whether the project is considered to be affordable housing; and
  - f. two cost estimate(s) for eligible work provided by licensed contractors or consultants, as appropriate in the context of the Financial Incentive Program.
3. Once all of the required forms and supporting materials are received, the Plan Administrator(s) will undertake a preliminary screening of the proposal and application.
  4. Based on the application and proposal, and the results of the preliminary screening, the Plan Administrator(s) may perform an initial site visit and inspection of the building/property, as necessary. The Plan Administrator(s) will inform the applicant of the approximate time for the site visit

and inspection. The applicant will accompany the inspector during the inspection if possible, and will inform the inspector of any potential safety hazards on the site.

5. If the application clearly does not meet the program requirements, the application will not be accepted.
6. If the application meets the program requirements, the application will be accepted.
7. By accepting an application for any of the Financial Incentive Programs, the Community Development Committee and/or the Plan Administrator(s) does not guarantee program approval.

## **Step 2: Application Review and Evaluation**

1. Once an application has been accepted by the Plan Administrator(s), information related to the applicant, application, and proposal information will be entered into the Township's database in order to track the application details, progress and results in accordance with the Monitoring and Evaluation Program (refer to Section 5.0). This will be an on-going task throughout the remainder of the application process since this information will need to be updated as the application is processed.
2. Applications and supporting documentation will be considered by the Plan Administrator(s) against the incentive program eligibility requirements (including both general and specific requirements).

3. Based on the proposal, application, and fulfillment of eligibility requirements, the Plan Administrator(s) will determine if the proposal and application will be considered eligible.
4. Based on eligibility, a Recommendation Report will be prepared by the Plan Administrator(s). The report may recommend approval of the application or refusal of the application.
5. Should the Plan Administrator(s) recommend approval of the application, a Financial Incentive Program Agreement will be prepared by the Plan Administrator(s).
6. If applicable, the Financial Incentive Program Agreement will be forwarded to the applicant to be dated and signed.
7. Once the Agreement has been signed and returned to the Township, the application, Recommendation Report, and signed agreement will be forwarded to the Community Development Committee to initiate the approval process.
8. Should an agreement be forwarded by the Plan Administrator(s) to the applicant for signature, the Community Development Committee does not guarantee program approval.

## **Step 3: Application Approval**

1. If the Plan Administrator(s) has recommended that the application be refused, the Recommendation Report will be provided to the Community Development Committee for a decision. Where the Community Development Committee has refused the application,

the applicant may re-submit the application for reconsideration by the Community Development Committee, provided that the Application has made consideration of the Community Development Committee's reasons for refusal.

2. If the Community Development Committee determines that the application should be approved, Step 2.4 applies.
3. Alternatively, if the Plan Administrator(s) has recommended that the application be approved, the Recommendation Report and signed agreement will be forwarded to the Community Development Committee.
4. If the Community Development Committee approves the application and Financial Incentive Program Agreement, the Agreement will be executed by the signing and dating of the agreement by Township officials.
5. A copy of the signed and dated Financial Incentive Program Agreement will be provided to the applicant.

#### **Step 4: Payment**

1. Once an application has been approved by the Community Development Committee, and the agreement signed and dated, and once all of the required approvals and permits for the work are secured, the applicant may commence community improvement works.
2. Payment of the financial incentive, in accordance with the Financial Incentive Program Agreement, will be provided upon

successful completion of the approved work.

3. Prior to issuance of the financial incentive, the applicant may be required to provide the Plan Administrator(s) with final supporting documentation, which may include but is not limited to:
  - a. photographic evidence of the completed works satisfactory to the Township;
  - b. other documentation proving completion of the project;
  - c. invoices for all eligible work done, indicating the total amount paid for eligible works;
  - d. proof of payment to contractors in full; and
  - e. presentation of the terms of a loan and/or proof of approval of a loan provided by a financial institution, as it may be applicable in relation to the interest rebate programs contained in this Plan.
4. The Plan Administrator(s) may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Financial Incentive Program Agreement.
5. Prior to issuance of the financial incentive payment, the Plan Administrator(s) will ensure that all program requirements and details of the agreement have been met.
6. The Plan Administrator(s) will take appropriate remedies as specified in the

agreement if the applicant defaults on the agreement.

7. If all program requirements and Financial Incentive Program Agreement requirements have been met to the Plan Administrator(s) satisfaction in accordance with the decision of the Community Development Committee, the Plan Administrator(s) will issue payment of the approved grant in accordance with the general and specific program eligibility requirements, and the agreement.

## 6.9 Timeline for Application Approvals

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

1. The Plan Administrator(s) should be available to meet with a potential applicant for a pre-consultation meeting within 10 days of being requested to meet by a potential applicant, or as soon as is reasonably possible.
2. The Plan Administrator(s) should review an application for financial incentives and notify the applicant of its completeness within ten (10) business days of receiving the application, or sooner, if possible.
3. Upon receipt of the application, the Plan Administrator(s) should prepare a Recommendation Report to the Community Development Committee and, if applicable based on the recommendations contained within the Recommendation Report, prepare a Financial Incentive Program Agreement and forward it to the applicant within thirty (30) days of receiving the application for funding.
4. The application for funding should be considered for approval at the next meeting of the Community Development Committee or its delegated approval authority, subject to the Clerk's timelines for adding items to the meeting agenda.
5. The total time between receipt of a complete application for funding and the Community Development Committee meeting date should not exceed ninety (90) days.
6. Should the application be approved, the payment of the grant should occur within thirty (30) days of completion of the project. The Applicant is responsible for notifying the Township of the completion of the project, and may be required to provide proof of its completion. The execution of the Financial Incentive Program Agreement should occur within 30 days of application approval by the Community Development Committee.

# 7.0

## Conclusion

Spencerville's Community Improvement Plan is intended to be a long-term strategy for improving, strengthening and revitalizing the community. The Plan outlines opportunities for both the public sector, including the Township and other government stakeholders, as well as the private sector, to be involved in improving the community. This Plan outlines the types of projects and programs that will encourage desirable private property improvements and activities that the Township may initiate to improve the public realm. Additionally, the Plan outlines a strategy for monitoring and evaluating its performance, to ensure that the vision, goals and objectives for the community are being achieved.

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# Appendix A

**SPENCERVILE  
COMMUNITY  
IMPROVEMENT  
DESIGN  
PRINCIPLES**

# Introduction

The Community Improvement Plan includes incentives for façade and property improvements, new development and adaptive re-use of buildings. This Appendix contains key design principles to guide improvements so that they contribute to the development of Spencerville as an attractive, more pedestrian-oriented community.

It is intended that the Spencerville Community Improvement Design Principles will be used and applied in three ways:

- **By Applicants** - Applicants for incentive programs should refer to the Principles as a basis for designing their property improvements;
- **By the Community Development Committee** - The Community Development Committee and the Community Improvement Plan’s Administrators should ensure that applications for financial incentives are consistent with the Principles; and
- **By the Township** - Township Programs for streetscape improvements, including the preparation of a Streetscape Plan and improvements to the Mill Park should be consistent with – and build upon – these principles.

# Vision

The Spencerville Community Improvement Plan’s vision for the improvement of Spencerville is:

“Spencerville is well-known for its history, which comes alive through the charming historic main street, unique

shops and services, the Spencerville Mill and the renowned Spencerville Fair.”

Three key design values can be drawn from the vision:

- **Spencerville is a renowned tourism destination.** Spencerville is already well known for its annual Spencerville Fair. However, there exists an opportunity to transform Spencerville into a year-round destination. A high standard of design, combined with appropriate improvements to the public realm, will invite visitors to experience the Village’s unique offerings.
- **Spencerville is an historic, lively village.** Spencerville’s main street is distinctively historic. Its pride of ownership is showcased through well-maintained properties and historic buildings. The community’s character is characteristically and historically village-scaled. The scale and character of the community should be conserved.
- **Spencerville is a unique community.** Spencerville’s unique shops, amenities and proud community are important assets. The Mill, South Nation River and associated public parks, as well as the community’s mature trees and well-maintained landscaping forms an important part of the community’s landscape. The unique elements of the community should be conserved and celebrated.

# Built Form Principles

## Building Height, Scale and Massing

1. New buildings or significant additions should be of a scale and massing that is compatible with adjacent buildings and the overall character of the streetscape.
2. Building setbacks from the street should be compatible with adjacent properties and the dominant setback that has been established in the vicinity of the property. In many places, the building setback is minimal, however, there is some variation.
3. The village's character does not constitute an enclosed, urban form, but is characteristic of an historic village character. New buildings, additions and structures should be compatible with this scale.
4. Buildings should generally not exceed two-and-a-half storeys in height. Further, the height of new buildings and structures should provide for appropriate transition and compatibility with immediately adjacent buildings, and the overall pattern of height along the street.

## Pedestrian-Oriented Buildings and Structures

5. Buildings should be primarily oriented for pedestrians, with accessible entryways and clear sidewalk connections.



Spencerville's built form is characterized as an historic village, with distinctive buildings, rather than a continuous urban street. Building heights generally do not exceed two-and-a-half storeys.



Many buildings in the core area are located close, or at, the sidewalk's edge.

# Façade and Property Improvement Principles

## Historic Materials

1. Historic and local building materials should always be used or restored. Original materials should not be painted or covered.
2. Aluminum cladding and similar economical materials are discouraged.
3. The use of an appropriate palette of heritage colours is encouraged for painting.

## Historic, Front-Lit Signage

4. Signage should be scaled according to the building height and oriented for slow traffic and pedestrians.
5. Signage should be lit from the front. Backlit signs are strongly discouraged.

## Architectural Detailing

6. Architectural detailing and features should be maximized. Blank walls should be divided by repeating elements, such as windows, and architectural detailing. Architectural detailing around doors and windows is encouraged.

## Streetscape Activity

7. Sidewalk café, including bistro table sets, as well as outdoor displays of merchandise are encouraged to bring activity to the street.
8. Sidewalk cafés and outdoor merchandise displays should not impede the traveled portion of the sidewalk or roadway.
9. The streetscape plan may further address appropriate locations for sidewalk cafés and

merchandise display to provide additional, more detailed guidance.



Historic building materials should be conserved and restored, where possible.



Façade signage should be complementary to the historic village, and signage should be front-lit.



Detailing and differentiation of windows and doors adds interest to the façade.



Sidewalk cafés, bistro sets and merchandise displays add interest to the streetscape. They should not impede the sidewalk.

## Landscaping

10. A high standard of landscaping is strongly encouraged and should be provided in association with a façade improvement.
11. Landscaping improvements to all visible yards is encouraged. In Spencerville's core, where the buildings are not connected to form a continuous street wall, most properties have side yards which may benefit from professional landscaping. Outside of the core, the front yards would benefit from professional landscaping.
12. Sidewalk cafés, including bistro table sets, as well as outdoor displays of merchandise are encouraged to bring activity to the street.
13. Tree and vegetation planting is encouraged as part of landscaping activities. Existing healthy trees should be maintained and preserved, as they form an important component of Spencerville's landscape.

## Parking and Driveways

14. Off-street parking areas should not be located in the front yards. Off-street parking is preferred in the side or rear yards, where appropriate due to the configuration of the lot and building.
15. Landscaping is encouraged to help buffer side yard parking areas and existing front yard parking areas.
16. Driveways and ingress/egress to parking areas should generally be narrow to avoid interruption to the sidewalk.



Professional landscaping is strongly encouraged to strengthen the quality and in the core area.



Parking is best located in rear or side yards. Where located in side yards, parking areas should be buffered by landscaping elements.

# Public Realm Principles

## Streetscapes and Public Spaces

1. The Community Improvement Plan outlines potential improvements to streetscapes, sidewalks, public parks, crossings and other elements of the public realm. These improvements are intended to be designed in detail through the preparation of a Streetscape Plan. Any improvements will be designed to address the importance of pedestrian comfort, pedestrian and vehicular safety and universal accessibility.
2. The design of streetscape elements should be complementary to the character of the Village. The design of improvements should also be intended to achieve a consistent, uniform approach to streetscape improvements.
3. Planters and hanging baskets are encouraged to be provided and maintained by private property owners, provided they do not obstruct the sidewalk and that they are generally appropriate and consistent with the intent of these principles and the Community Improvement Plan. The Streetscape Plan may provide additional guidance regarding the application of privately owned and maintained planters.



Recent streetscape improvements in Halton Hills, Ontario, utilizes curb-bump outs and other defining elements to better frame the streetscape and improve pedestrian comfort.



Private property owners and tenants may participate in beautification by providing and maintaining planters and hanging baskets.

## Gateway Features and Wayfinding Signage

4. The Community Improvement Plan identifies potential locations for gateway features. The specific design of these features is intended to be addressed in the Streetscape Plan, which may be prepared following the completion of the Community Improvement Plan. Gateway features should be designed to:
  - a) Reference Spencerville’s history, landmarks and other features, in accordance with the Community Improvement Plan, and use historic building materials and artwork where possible;
  - b) Incorporate wayfinding signage;
  - c) Incorporate high-quality, professional landscaping that is maintained seasonally; and
  - d) Consider incorporating sustainable landscaping and lighting features, as identified in the Streetscape Plan.
5. Wayfinding signage may be addressed through the Streetscape Plan. Wayfinding signage may be provided for either pedestrian or vehicular traffic, and should be located and scaled in a manner appropriate to its function. The design of wayfinding signage will be addressed in the Streetscape Plan. Signage should be consistent with the theme and vision for other streetscape elements, which is to be complementary to the character of Spencerville.



The Cardinal Streetscape Study recommended transformational improvements to the gateway area.



The gateway area to Caledon East, Ontario includes a prominent sign and professional landscaping.