

ATTACHMENT 1

**COMMUNITY
IMPROVEMENT
PLAN**

Revised 2026



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1 Legislative Authority and Policy Basis

1.1 What is a Community Improvement Plan?

A CIP is a planning and economic tool legislated under Section 28 of the Ontario Planning Act and under Section 365.1 of the Municipal Act. CIPs set out a framework to assist municipalities in promoting community revitalization and often serve as a catalyst for achieving economic, community planning, and urban development goals. Municipalities use CIPs to enable a wide range of policies and Financial Incentive Programs that encourage private investment, and to support strategic municipal initiatives, aimed at the revitalization of targeted areas. A CIP identifies the local needs, priorities, and circumstances for designated Community Improvement Project Areas (from large areas to specific streets and properties), which are usually in transition and in need of maintenance, rehabilitation, development, and/or redevelopment.

CIPs can provide several community benefits, such as:

- Stimulating private sector investment in targeted areas through grants and loans provided by a municipality;
- Promoting development, revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility;
- Promoting the development of housing across the range of densities and tenures;
- Promoting the cleanup and redevelopment of “brownfield sites”, (former industrial or commercial properties that are typically vacant or underutilized, and require some form of environmental remediation prior to redevelopment taking place);
- Improving energy efficiency; and
- Encouraging the effective use of community infrastructure.

1.2 Planning Act

The Planning Act is provincial legislation that delineates the ground rules for land use planning in Ontario. The Act sets out how land uses may be controlled and who may control them. Additionally, Section 28 of the Planning Act outlines the powers that can be exercised through a Community Improvement Plan.

Section 28(1) of the Planning Act defines community improvement as:

“the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary”

Once a CIP is in effect, the municipality may:

- Acquire land, hold land acquired, clear, grade, or otherwise prepare land for the purpose of community improvement;
- Construct, repair, rehabilitate, or improve buildings on land acquired or held by it in the project area in conformity with the Community Improvement Plan;
- Sell, lease, or otherwise dispose of any land acquired or held by it in conformity with the Community Improvement Plan; and
- Make grants or loans in conformity with the Community Improvement Plan for the purpose of carrying out the plan to owners or tenants to pay for the whole or part of the eligible costs of the Community Improvement Plan.

1.3 Municipal Act

The Municipal Act sets out the rules for the governance of Ontario municipalities, save for the City of Toronto, and recognizes them as a responsible and accountable level of government. The Act gives them broad powers to pass bylaws and govern within their jurisdiction.

Section 106(1) of the Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose. Section 106(2) specifies that the municipality shall not grant assistance by:

- giving or lending any property of the municipality, including money;
- guaranteeing borrowing;
- leasing or selling any property of the municipality at below fair market value; or
- giving a total or partial exemption from any levy, charge, or fee.

However, Section 106(3) provides an exception to subsection (2) where a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act. This exception provides the municipality with the power and tools for community improvement, including tools relating to the remediation and redevelopment of brownfield properties. Further, Section 107 provides a municipality with the power to make grants to any person, group, or body, including a fund, within or outside the boundaries of the municipality, for any purpose that council considers to be in the interests of the municipality.

1.4 Town of Deep River Official Plan

The Town of Deep River Official Plan provides the enabling policies under Section 28 of the Planning Act that allow the municipality to prepare or provide for the preparation of a community improvement plan. This Plan has been developed in accordance with the relevant policies of the Town of Deep River Official Plan.

[NOTE: This draft CIP amendment includes an expansion of the currently designated Community Improvement Plan Area to include all of the urban areas of Deep River (see section XX below). The associated by-law, and amendment to the Town’s Official Plan required to implement this change to the CIPA will be presented for approval.]

1.5 County of Renfrew Official Plan

The Community Improvement policies of the County of Renfrew Official Plan apply to the Town of Deep River in addition to the policies of the local Official Plan. This Plan has been developed in accordance with the relevant policies of the County of Renfrew Official Plan. In particular, this plan has been developed to align with the County's recently adopted Regional Improvement Plan.

1.6 Deep River Downtown CIP Background Report

A background study was performed as part of the development of the current Downtown Community Improvement Plan. It provided a background review of the legislation regarding Community Improvement Plans and conducted consultation with the public, businesses, the Town and Council. The background report identified the needs within the downtown and made recommendations for financial incentive programs and municipal leadership strategies.

This information, along with the performance of the Downtown CIP over the last five years and feedback from the community was used in the preparation of this amended CIP.

1.7 Stakeholder Consultation

[NOTE: This draft plan will be presented to the public for feedback and input. This section will be completed after the public engagement process, which will include formal and informal Public Meetings and Open Houses, surveys, and interviews with key stakeholders.]

2 Introduction

The Town of Deep River is located along the Ottawa River and the Trans-Canada Highway, approximately mid-way between North Bay and Ottawa in the County of Renfrew. Deep River has a large geographic area (approximately 51 square kilometers) however the majority of the land to the south of the Town is owned by Atomic Energy of Canada Limited (AECL) and is home to the Chalk River laboratories site of Canadian Nuclear Laboratories. The Town was established in the 1940's as a planned community for the employees at the Chalk River laboratories. Since its establishment, the has seen both growth and decline, with significant growth projected in the next five to ten years. According to the 2021 Census, the Town of Deep River has a population of approximately 4,200.

2.1 Review of the Existing Downtown Community Improvement Plan

The Town of Deep River adopted its current Downtown Community Improvement Plan (CIP) in 2021 to support revitalization and investment within the downtown core. The program outlined a series of municipally-driven initiatives to develop a cohesive strategy for infrastructure rehabilitation, and established a set of financial incentives to encourage and support private investment in building improvements, and appearance enhancements.

The Town has been achieved significant progress against the municipal leadership initiatives identified in the current CIP:

| Initiative | Description | Progress to date |
|---|--|---|
| Streetscaping Strategy | Undertake the preparation of a Streetscaping Strategy for the downtown area, which will outline a conceptual vision of the downtown core, and act as a guideline for its revitalization. | Using funding from the Rural Economic Development grant program, the Town contracted Fotenn Design + (an architectural and planning consulting firm) in 2022 and 2023 to develop a streetscape strategy. This strategy was completed after extensive public engagement and forms the basis for infrastructure improvements in the downtown core. Implementation of the strategy is underway, with significant construction work projected for 2027 and beyond. |
| Canopy and Sidewalk Improvement Program | Undertake the revitalization of the Town-owned canopies and sidewalks to encourage private property improvements in facades. | Conceptual strategies for the improvement of the canopies and adjoining sidewalks were included in the Streetscape Strategy. The Town is currently working with the School of Architectural Studies at George Brown Polytechnic to expand on these concepts and develop working designs. This design work is projected to be completed in 2026. |

| Initiative | Description | Progress to date |
|--|---|--|
| Gateway and Wayfinding Improvement Program | Improve signage along Highway 17 and at major intersections to direct traffic to the Town’s primary amenities and attractions | Wayfinding signage in the Town was upgraded in 2021 and 2022. Funding has been allocated in the 2026 budget for new and additional signage along Highway 17. |
| Streetscape Design Guidelines | Based on the Streetscape Strategy, develop guidelines for building facades, street furnishing, and landscaping to enable a more cohesive and consistent appearance. | Streetscape guidelines were developed alongside the streetscape strategy. These are being used in the design of the municipal infrastructure rehabilitation. Further work is needed to encourage use of the guidelines for private improvement projects. |
| In-ground infrastructure replacement program | Replacement and rehabilitation of buried infrastructure in the downtown core. | Condition assessment of buried infrastructure and identification of those segments requiring rehabilitation is ongoing. Where possible, relining and other technologies are being considered to minimize the impact of rehabilitation projects on roads and sidewalks. |

Since its adoption, the Downtown Community Improvement Plan has supported a number of improvement projects within the downtown. These projects have contributed to improvements in building façades, general property improvements that enhance the appearance and functionality of the downtown area.

To date, the incentive program has supported six projects through the disbursement of over \$21,000 in grants, supporting \$115,000 in privately funded investment into the downtown area. The types of projects are varied and include façade and signage improvements, accessibility improvements, and upgrades to HVAC systems resulting in improved energy efficiency.

These investments support the revitalization of the downtown area and demonstrate the potential value of financial incentive program.

2.2 Opportunities for Improvement

While the progress has been made towards the goals of the Downtown Community Improvement Plan, the review process has identified several opportunities where the program could be strengthened to better support future community investment.

Some of the limitations identified include:

- The Downtown Community Improvement Project Area is limited to the downtown core and does not extend to other commercial areas within the municipality.
- Existing financial incentive programs were developed based on economic conditions and construction costs at the time the plan was created and may no longer reflect current market conditions.

- Certain types of redevelopment opportunities occurring elsewhere in the community are not currently eligible for support under the existing program.
- Opportunities to leverage external funding programs, such as the County of Renfrew Helping Your Place Excel (HYPE) program, were not available when the current plan was adopted.

As a result, there is an opportunity to update and expand the Community Improvement Plan to better support investment, redevelopment, and community improvement initiatives throughout the Town.

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3 Purpose, Vision, and Goals of the Plan

3.1 Purpose and Vision

The Community Improvement Plan supports the Town of Deep River’s vision of:

We are a vibrant, diverse, inclusive, and safe community, proud of its indigenous and scientific heritage driven by extraordinary and engaged citizens, supported by exceptional municipal services and committed to a sustainable future.

The purpose of the Community Improvement Plan is to establish a framework of financial incentives and supportive policies that encourage the development, redevelopment, and revitalization of lands and buildings within the Town of Deep River.

Through the implementation of this Plan, the Town aims to encourage investment and redevelopment that strengthens the community’s vibrancy, economic vitality, enhances the built environment, and reflects the pride and engagement of its residents.

3.2 Goals and Objectives:

The goals of the Community Improvement Plan are focused on improving the visual appearance and functionality of commercial areas, promote safe and accessible environments for pedestrians and cyclists, and encourage private investment and redevelopment that strengthens the economic vitality of the community.

| Goal | Objectives |
|--|---|
| Improve the visual and functional aspects of the business and commercial areas of Deep River. | Improve the commercial and business building facades and signage through façade and signage improvement grant programs. |
| | Repair / replace the sidewalks and canopies in the Downtown area. |
| | Update the streetscape of the Downtown and residential streets by providing amenities such as furnishings and waste receptacles, and by adding landscaping such as shade trees and planter boxes. |
| Encourage the use of active transportation options (non-motorized transportation) by improving the safety of pedestrians, cyclists, and other users within Deep River. | Repair / replace existing sidewalks in poor condition. |
| | Improve the safety and convenience of the existing network of pedestrian and cyclist street crossing. |
| | Improve and expand the sidewalk network, considering upgrades to multi-use pathways where feasible. |
| | Provide additional bicycle parking and related amenities in the downtown core. |
| | Extend / upgrade the sidewalk network along the Hwy17 corridor. |
| | Develop an Active transportation plan |

| Goal | Objectives |
|---|--|
| Promote a favourable climate to encourage private investment for the development, redevelopment, revitalization, and improvement of the Town. | Support private investment in the development and redevelopment of private properties by offering financial incentive and grant programs for projects which align with the Town’s goals. |
| | Encourage investment in private lands and properties by investing in municipally-owned lands and amenities. |

3.3 Project Area

All lands within the municipal boundary of the Town of Deep River are designated as the Community Improvement Project Area (CIPA) for this Plan.

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4 Municipal Leadership Initiatives

The Municipal Leadership Strategy is a key component of this Community improvement Plan; it demonstrates the Municipality’s leadership and illustrates the Town’s commitment to improving the municipality. The strategy identifies a series of initiatives that Council and the Town intend to undertake to revitalize areas that have been identified as needing improvement.

This section identifies opportunities for the Town to improve areas that were determined to be areas of improvement within the downtown area. These opportunities extend and expand on the initiatives identified in the Downtown CIP, and are aligned with the Town’s various strategic and master plans. Timelines for implementation of the various strategies have been provided, based on interest and urgency, however it is at the sole discretion of the Town on how and when to engage these strategies.

| Theme | Initiative | Priority |
|---|---|---|
| Long-term planning and policy development | Develop a Trail and Active Transportation Plan which identifies cross-town routes and explores connectivity with inter-regional trail networks. Note that this initiative is also identified in the Recreation and Culture Plan development work). | High (within 2 years) |
| | Expand and further develop the conceptual Waterfront improvement strategy developed in 2022, including strategies to acknowledge and celebrate the Town’s indigenous heritage and links to the Ottawa River | Medium (1 to 3 years) |
| Infrastructure rehabilitation and improvement | Continue to implement the primary components of the Downtown Streetscape Strategy through improvements to infrastructure, public amenities, landscaping, etc. | High (within 2 years) |
| | Work with property owners to identify and implement strategies to improve the downtown canopies . | High (within 2 years) |
| | Identify and implement improvements to the functionality and accessibility of the Town’s sidewalk network; support the implementation of the Town’s Accessibility Plan . | High (immediate) to Medium (1 to 3 years) |

5 Financial Incentive Programs

This Plan offers a comprehensive suite of financial incentive programs which are intended to stimulate private investment by providing assistance with the costs of certain kinds of property improvements.

These programs complement Municipal Leadership Initiatives by encouraging private property owners and businesses to invest in improvements that enhance the overall vitality and appearance of the community.

All programs are subject to funding allocated by Town Council on an annual basis.

The purpose, description, and eligibility requirements for each Financial Incentive Program are outlined in this section. Unless otherwise specified under an individual program, and subject to the General Eligibility Requirements in Section 5.1:

- applicants may apply for one or more Financial Incentive Programs for the same property or project, provided that no two programs are used to fund the same eligible cost;
- there is no fixed limit on the number of times a property may be considered for funding under this Plan, provided that any previous grant-funded improvements have reached the end of their lifecycle, there has been a change in ownership or use, or the proposed work is otherwise considered eligible by the Town;
- all Financial Incentive Programs are subject to approval by Council and the availability of funding through the annual municipal budget; and
- approval of any grant under this Plan does not guarantee approval of any external funding, including funding under the County of Renfrew HYPE Program.

Further details regarding administration, application submission, review, approval, and implementation are set out in Section 6 of this Plan.

5.1 General Eligibility Requirements

All Financial Incentive Programs contained in this Community Improvement Plan are subject to the following General Eligibility Requirements, as well as any additional requirements set out under each individual program. These requirements are not necessarily exhaustive, and the Town reserves the right to impose additional requirements and conditions as may be considered necessary.

- a) An application for any financial incentive program contained in the CIP must be submitted to the Town prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit.
- b) If the applicant is not the owner of the property (e.g. tenant), the applicant must provide written consent from the owner of the property to make the application.
- c) An application for any financial incentive program contained in the CIP must include plans, estimates, contracts, reports, and other details, as required by the Review Team, to satisfy the Town with respect to projected costs and conformity to the CIP, as well as

- all municipal by-laws, policies, procedures, stands and guidelines, including the Official Plan, Zoning By-law, and Site Plan requirements and approvals.
- d) The Review Team will review applications and supporting materials for CIP programs. The Team will evaluate applications against program eligibility requirements and make a recommendation to Town Council. The application is subject to approval by the Town's Council or the Review Team, if authority has been delegated by Council.
 - e) As a condition of application approval, the applicant may be required to enter into an agreement with the Town. The Agreement will specify the terms, duration, and default provisions of the incentive to be provided.
 - f) To be considered eligible, any community improvement works must be on a property located within the community improvement project area designated by by-law.
 - g) Where other sources of government and/or non-profit organization funding (Federal, Provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis.
 - h) The Town reserves the right to audit the cost of any and all improvement works that have been approved under any of the financial incentive programs, at the expense of the applicant.
 - i) The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax incentive and/or grant payment.
 - j) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Town, the Town may delay reduce or cancel the approved tax incentive and/or grant payment and require repayment of the approved tax incentive and/or grant.
 - k) The Town may discontinue any of the programs contained in the CIP at any time, but applicants with approved tax incentive and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements.
 - l) Town staff, officials, and/or agents of the Town may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Town.
 - m) Where specified, eligible applicants may apply for one or more of the incentive programs contained in the CIP. No two programs may be used to pay for the same eligible cost, also, the total of all tax incentives and grants provided in respect of the subject property for which an applicant is making application under the programs contained in the CIP shall not exceed the eligible cost of the improvement works to the property.
 - n) The subject property shall not be in arrears of any municipal taxes, area rates or other charges;
 - o) All expenses that are eligible for the incentive programs contained herein, must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the Town;

- p) Applications may be circulated to any internal municipal organizations for review and comment;
- q) Outstanding work orders from the Town’s Fire Department or the Building Department must be addressed prior to grant approval; and
- r) Application for financial incentives shall be in accordance with the eligibility criteria indicated for each individual incentive program as well as the general policies and requirements for submitting applications described in this plan.

5.2 Summary of Financial Incentive Programs

An overview of the Financial Incentive Programs available under this Plan is provided below. *Note: Maximum grant amounts, percentage levels of support, and detailed funding limits may be established and amended by Resolution of Council without requiring an amendment to this plan.*

| Theme | Financial Incentive Program | Summary |
|---|---|--|
| Commercial building and property improvements | Accessibility Grant | Grant to support accessibility improvements to commercial, mixed-use, or other eligible properties. |
| | Façade Improvement Grant | Grant to support façade improvements to commercial, mixed-use, or other eligible properties. |
| | Signage Improvement Grant | Grant to support installation or replacement of business signage. |
| | Energy Efficiency Grant | Grant to support improvements to building energy efficiency for commercial, mixed-use, or other eligible properties. |
| | Crime Prevention Through Environmental Design (CPTED) Grant | Grant to support site security and CPTED improvements to commercial, mixed-use, or other eligible properties. |
| Planning and Development Fees | Planning and Building Permit Fee Grant | Grant of up to 100% of eligible municipal fees related to Planning Act and Building Code Act applications and permits. |
| | Development Charges grant | Grants of varying amounts to offset Development Charges; only available to projects with significant community or economic benefits; grants must be approved by Council. |
| | Tax Increase / Tax Increment Grant | Rebate of a portion of the increase in municipal property taxes resulting from eligible redevelopment or improvement projects |
| | Environmental Site Assessment (ESA) Grant | Grant to support Phase II ESA and related environmental study costs; only available to projects with significant community or economic benefits; grants must be approved by Council. |
| Housing development | Additional Residential Units Grant | Grant to support the construction of additional residential units within an existing dwelling. |

| Theme | Financial Incentive Program | Summary |
|----------------------|---|--|
| | Affordable Housing Grant | Grant to support the construction of affordable residential units |
| | Brownfield Redevelopment Grant / Tax Assistance | Incentives to support the remediation and redevelopment of brownfield sites. |
| Economic Development | Sidewalk Patio and Pop-Ups Grant | Grant to support professional fees and/or construction costs associated with patios and pop-up spaces. |

5.3 Building and Property Improvement Grants

5.3.1 Accessibility Grant

Purpose: To improve accessibility to existing commercial, mixed-use, industrial, and other eligible properties and buildings.

Eligible Costs may include:

- automatic doors;
- elevators or lifts;
- wheelchair ramps;
- widening of entryways;
- pathway, stair, and access repairs or levelling;
- external accessibility improvements; and
- associated professional, material, labour, and construction costs.

Program Details: The Town may provide a grant of up to 50% of eligible costs, to a maximum amount of \$10,000, or as determined by Council.

Eligibility Criteria:

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only the commercial area of the property will be eligible for this grant.
- Improvements must be in accordance with, or exceed, applicable accessibility standards and Building Code requirements.
- Applications must be submitted prior to commencement of works and issuance of a building permit.

5.3.2 Façade Improvement Grant

Purpose: To encourage aesthetic and functional improvements to existing commercial and mixed-use building façades and to support the ongoing maintenance and renewal of the building stock in Deep River.

Eligible Costs may include:

- restoration of brickwork, masonry, wood, and metal cladding;
- replacement or repair of parapets, eaves, entablature, and architectural details;
- replacement or repair of windows and doors as part of a broader façade project;
- exterior lighting;

- awnings, marquees, and canopies;
- redesigned shop fronts;
- landscaping and paving;
- sidewalk and pedestrian walkway upgrades;
- bicycle parking and active transportation infrastructure;
- lighting and street furnishings such as benches and planters;
- murals or public art, where appropriate; and
- associated professional, material, labour, and construction costs.

Program Details: The Town may provide a grant of up to 50% of eligible costs, to a maximum amount of \$10,000, or as determined by Council.

Eligibility Criteria:

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only commercial and mixed-use properties with ground floor commercial buildings, or other properties designated by Council, shall be eligible.
- Improvements in the downtown area shall generally be consistent with the Town’s streetscape, design, or downtown vision documents.
- Applications must be submitted prior to commencement of works and issuance of a building permit.
- Subsequent applications may be permitted where there has been a change in ownership or where previously funded improvements have reached the end of their lifecycle.

5.3.3 Signage Improvement Grant

Purpose: To promote attractive, functional, and high-quality business signage that contributes to a cohesive and appealing streetscape.

Eligible Costs may include:

- new or replacement building signage (primary signs attached to buildings);
- hanging signs;
- stand-alone signs;
- sign lighting;
- awnings incorporating business identification;
- decorative window decals; and
- associated professional, material, labour, and construction costs.

Program Details: The Town may provide a grant of up to 50% of eligible costs, to a maximum amount of \$5,000, or as determined by Council.

Eligibility Criteria:

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Improvements shall comply with the Town’s Sign By-law, design guidelines, and any applicable permit requirements.

- Improvements in the downtown area shall generally be consistent with the Town’s streetscape, design, or downtown vision documents.
- Applications must be submitted prior to commencement of works and issuance of any sign permit or building permit, where required.
- Subsequent applications may be permitted where there has been a change in ownership, business, or where previously funded signage has reached the end of its lifecycle.

5.3.4 Crime Prevention Through Environmental Design (CPTED) Grant

Purpose: To encourage site security and safety improvements that reduce opportunities for crime and improve public confidence in commercial, mixed-use, and industrial areas.

Eligible Costs may include:

- security cameras and associated hardware;
- exterior lighting;
- retractable security gates;
- fencing;
- bollards and parking lot security improvements;
- mirrors;
- shatter-resistant glass;
- mural art intended as graffiti deterrence;
- other CPTED-related improvements approved by the Town; and
- associated professional, material, labour, and construction costs.

Program Details: The Town may provide a grant of up to 75% of eligible costs, to a maximum amount of \$1,000, or as determined by Council.

Eligibility Criteria:

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only commercial and mixed-use properties with ground floor commercial buildings, or other properties designated by Council, shall be eligible.
- The Town may require applicants to demonstrate how the proposed improvements support CPTED principles.
- Applications must be submitted prior to commencement of works and installation.

5.3.5 Energy Efficiency Grant

Purpose: To encourage energy efficiency improvements to existing commercial and mixed-use buildings.

Eligible Costs may include

- energy-efficient heating, cooling, or ventilation systems (EnergySTAR certified systems);
- small-scale renewable energy systems (e.g. solar or wind);
- insulation and building envelope improvements;
- energy-efficient lighting and controls;
- renewable energy systems;

- EnergySTAR certified windows and doors; and
- associated installation and construction costs.

Program Details: The Town may provide a grant of up to 50% of eligible costs, to a maximum amount of \$5,000 or as determined by Council.

Eligibility Criteria:

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only commercial and mixed-use properties with ground floor commercial buildings, or other properties designated by Council, shall be eligible.
- Applications must be submitted prior to commencement of works, installation, or permit issuance.
- The Town may require supporting documentation confirming the energy efficiency of any upgrades made.

5.4 Planning and Development Fees

5.4.1 Planning and Building Permit Fee Grant

Purpose: To encourage development, redevelopment, and property improvement projects by offsetting the costs of planning approvals, municipal applications, and permit fees required to implement eligible projects.

Eligible Costs may include:

- Official Plan Amendments;
- Zoning By-law Amendments;
- Minor Variances;
- Consents;
- Site Plan Control applications;
- Building Permits;
- Demolition Permits;
- Encroachment Permits; and
- other municipal application or permit fees, where the Town is the approval authority.

Program Details: The Town may provide a grant covering up to 100% of eligible municipal fees, to a maximum amount of \$1,500, or as established by Council.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only commercial and mixed-use properties with ground floor commercial buildings, or other properties designated by Council, shall be eligible.
- Applications shall be submitted prior to the commencement of any site works and prior to issuance of the relevant permit or approval.
- The proposed project must be eligible under this Plan and require one or more municipal approvals or permits.

5.4.2 Development Charges Grant

Purpose: To encourage major development, redevelopment, and significant property improvement projects by offsetting the costs of Development Charges payable on commercial, industrial, and residential properties.

Eligible Costs may include:

- Development Charges payable to the Town of Deep River under By-law 40-2022.

Program Details: The Town may provide a grant covering up to 100% of eligible Development Charges fees for projects with significant community or economic benefit.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Council is the approval authority for this grant program, and must approve by Resolution any awards and associated agreements.
- Applicants may be required to estimate the post-project benefits to Deep River, including an estimate of the anticipated post-project assessment and tax increment.
- Applications shall be submitted prior to the commencement of any site works and prior to issuance of any relevant permit or approval.
- The Development Charges Grant will be subject to a separate agreement registered against the property and enforced by the Town.

5.4.3 Tax Increase / Tax Increment Grant Program

Purpose: To encourage major redevelopment, adaptive reuse, and significant property improvements that result in an increase in assessed value and corresponding municipal property tax revenue.

Eligible Costs may include:

- development or redevelopment of vacant or underutilized properties;
- adaptive reuse of buildings for commercial, industrial, mixed-use, or residential purposes;
- major additions or renovations involving substantial increases in floor area;
- conversion of upper-storey or other space to residential units; and
- associated professional, design, or site improvement costs.

Program Details: The Town may provide a grant in the form of an annual rebate of a portion of the increase in lower tier municipal property taxes resulting from eligible improvements, for a duration and amount to be determined by Council in accordance with an approved agreement.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- The program may be limited to projects that result in a minimum increase in assessed value of \$25,000, directly related to a building permit for CIP related improvements.
- Council is the approval authority for this grant program, and must approve by Resolution any awards and associated agreements.

- The Town may require the applicant to provide an estimate of the anticipated post-project assessment and tax increment.
- The Tax Increase / Tax Increment Grant will be subject to a separate agreement registered or enforced by the Town.
- Unless otherwise approved by Council, this program shall not be combined with another incentive program under this Plan.

5.4.4 Environmental Site Assessment (ESA) Grant

Purpose: To support environmental studies that better define site contamination, remediation needs, and redevelopment feasibility for brownfield and potentially contaminated properties.

Eligible costs may include:

- Phase II Environmental Site Assessments;
- Designated Substance and Hazardous Materials Surveys;
- Remedial Work Plans or Risk Assessments; and
- other environmental investigation studies approved by the Town.

Program Details: The Town may provide a grant of up to 50% of eligible costs to a maximum amount of \$3,000, or as determined by Council.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Phase I ESA costs are not eligible under this grant. Applicants must complete and submit for the Town’s review, a Phase I ESA that demonstrates the site contamination is likely.
- Environmental studies must be completed by a qualified environmental professional.
- Applications must include a detailed study work plan and cost estimate, and description of the planned redevelopment, and be submitted prior to the commencement of studies or site activities.

5.5 Housing development

5.5.1 Additional Residential Units Grant

Purpose: To support the creation of additional residential units on the same property as a single detached, semi-detached or townhouse dwelling, in accordance with the Official Plan, Zoning By-law, and applicable legislation.

Eligible costs may include:

- site plans, architectural plans, engineering plans, and related studies;
- works required for Building Code or Fire Code compliance;
- structural, electrical, ventilation, and fire protection improvements;
- accessibility improvements;
- construction materials and finishing materials; and
- labour and contractor costs associated with the above.

Program Details: The Town may provide a grant of up to 50% of eligible costs, to a maximum amount of \$5,000 per additional residential unit, or as determined by Council.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Only additional residential units located within an existing single detached, semi-detached, or townhouse dwelling, or within a structure on the same lot as and ancillary to an existing single detached, semi-detached, or townhouse dwelling are eligible for this grant.
- The additional residential unit must be self-contained and include a kitchen, bathroom, and sleeping area.
- The unit must comply with all applicable planning, zoning, Building Code, and Fire Code requirements.
- Applications must be submitted prior to commencement of works and issuance of a building permit.

5.5.2 Affordable Housing Grant

Purpose: To encourage the development of new affordable residential units (rental or ownership).

Eligible costs may include:

- The development or redevelopment of properties and buildings to support the creation of four (4) or more affordable residential units in a standalone residential building;
- site plans, architectural plans, engineering plans, and related studies;
- works required for Building Code or Fire Code compliance;
- accessibility improvements;
- construction materials and finishing materials; and
- labour and contractor costs associated with the above.

Program Details: The Town may provide a provide a grant of up to 50% of eligible costs, to a maximum amount of \$10,000 per affordable residential unit, or as determined by Council.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Eligible affordable residential units must meet the definition of affordable as provided in Section 7, below.
- The eligible affordable residential units must comprise a minimum of 20% of dwelling units within the overall residential development, and the grant shall only apply to the eligible units.
- In the case of eligible affordable rental housing projects, the rental housing units must be maintained as affordable, in accordance with the definition of affordable as defined by the CMHC for a minimum duration of 10 years. The housing provider must provide an annual statement to the Town of Deep River confirming that each unit suect to the

Agreement with the Town remains affordable, accompanied by unequivocal proof for each rental housing unit in the form of a signed lease agreement.

- Non-profit organizations are considered to be an eligible applicant for this grant.
- Council is the approval authority for this grant program, and must approve by Resolution any awards and associated agreements.
- The Affordable Housing Grant will be subject to a separate agreement registered against the property and enforced by the Town.
- This program may not be combined with other incentive programs under this plan, unless otherwise approved by Council.

5.5.3 Brownfield Redevelopment Grant / Tax Assistance Program

Purpose: To encourage the remediation, rehabilitation, and redevelopment of brownfield sites and to reduce the financial barriers associated with environmental remediation.

Eligible costs may include:

- environmental remediation costs;
- environmental insurance premiums;
- placement of clean fill and grading;
- tax assistance related to eligible remediation and redevelopment costs; and
- other brownfield-related costs approved by the Town.

Program Details: The Town may provide grant assistance, tax assistance, or both, in relation to eligible brownfield projects, in accordance with the Municipal Act, Planning Act, and any applicable provincial programs.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- The applicant must demonstrate that the property is a brownfield site through an appropriate environmental assessment.
- Council is the approval authority for this grant program, and must approve by Resolution any awards and associated agreements.
- The Town may require a business plan, feasibility study, Record of Site Condition, or other studies.
- This program may not be combined with other incentive programs under this plan, or any other municipal tax-based incentive programs unless otherwise approved by Council.

5.6 Economic Development

5.6.1 Sidewalk Patio and Pop-Ups Grant

Purpose: To encourage active and attractive commercial areas by supporting the installation of sidewalk patios, seasonal retail pop-ups, and similar temporary commercial uses.

Eligible costs may include:

- professional design fees;

- construction and installation costs;
- patio structures, decorative barriers, fencing, and planters;
- temporary retail structures or fixtures;
- outdoor heaters and similar seasonal elements; and
- other related costs approved by the Town.

Program Details: The Town may provide a grant of up to 100% of eligible costs, to a maximum amount established by Council.

Eligibility Criteria

- All General Eligibility Requirements outlined in Section 5.1 shall apply.
- Applicants may be required to enter into an Encroachment Agreement, Licence of Occupation, or similar municipal agreement.
- Applicants may be required to provide proof of insurance naming the Town as an additional insured.
- Applications must be submitted prior to commencement of works and issuance of any required municipal approval.

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6 IMPLEMENTATION

The successful implementation of the Town of Deep River Community Improvement Plan (CIP) requires strong municipal leadership, a clear administrative framework, and consistent monitoring and evaluation.

This section outlines the interpretation, administration structure, application process, financial considerations, marketing strategy, and monitoring framework for the implementation of the CIP.

6.1 Interpretation

This Plan is to be read and interpreted in its entirety. The CIP should also be read in conjunction with the Community Improvement Project Area By-law No. 39-2020 and Schedule 'A' to the By-law and the Planning Act. Additionally, the interpretation of the CIP is at the sole discretion of Council, in consultation with Town staff.

6.2 Implementation Period

It is anticipated that the Community Improvement Plan will be implemented over a 10-year period from 2026 to 2036. However, Council may choose to extend the implementation period as deemed necessary and as funds permit.

Once Council is satisfied that the CIP has reached its intended goal, Council may then choose to repeal the community improvement project area by-law and render the plan obsolete.

6.3 Administration of the CIP

A person, and/or team, should be appointed to administrate the financial incentive programs of the Downtown Community Improvement Plan. The Plan Administrator and/or Review Team will be in charge of administering the financial incentive programs listed in Section 5 of the CIP. They would be in charge of attending the pre-consultation meetings, reviewing the applications in accordance with the general and program specific eligibility requirements, and implementing the financial incentives in accordance with this plan.

The Municipal Leader Strategy set out in Section 4 will be implemented by Town Staff, in consultation with Council and the Review Team and/or Plan Administrator. Execution of the initiatives, programs and plans will be contingent upon available funding and time of the Municipality as well as Council's approval. Council will establish an annual budget for the Strategies, in consultation with the recommended implementation timelines set out in Section 4.

The Approval Authority for the financial incentive programs, by default, will be Council. Council may choose to delegate this authority to a committee of its choosing or the Plan Administrator by Resolution of Council in consideration of recommendation by Staff.

6.4 Budget and Financial Implications

The Downtown Community Improvement Plan will be funded by an annual budget established by Council for the Financial Incentive Programs listed in Section 5. Funding for the financial incentive programs will be allocated on a first come, first serve basis, as funds permit. However, if the allocated funds have been expended before the end of the year, Council may, at their sole discretion, choose to fund specific projects on an individual basis, or add additional funds to the budget.

The Municipal Leadership Strategy outlined in Section 4 will be included in the annual budget for the year(s) that they are intended to be carried out, as recommended in Section 4.0.

The Town is encouraged to explore external funding opportunities where possible to support the incentive programs, including Provincial funding sources.

6.5 Marketing the CIP

The successful implementation of this Plan relies on an effective Marketing Strategy that is targeted to investors and property / business owners. At the discretion of Town Staff and Council, it may be decided to complete the following activities on an on-going basis to market and promote the Plan:

- **Municipal Leadership Strategy:** The Town may choose to advertise any of the programs, initiatives and projects that will be undertaken as part of the Community Improvement Plan. For some project, such as the Streetscaping Plan, there is an opportunity to involve the community in the design and decision-making.
- **Brochure:** To provide business and property owners and tenants, the Town may choose to create a brochure, or newsletter, providing a brief overview of each program and the process. These brochures could be sent out to the businesses and property owners as well as available at Town Hall.
- **Webpage:** A webpage, which contains the Community Improvement Plan and Application Form, is strongly recommended. The webpage could also contain information about on-going projects and showcase projects that have been completed as a result of the CIP. It is also recommended to advertise the Plan on the Town's social media pages.
- **Project Advertising:** The Town may choose to implement an advertising program where recipients of a financial incentive program are required to place signs or notices in their business advertising the improvements as a CIP funded project. An example of potential wording is "another project brought to you by the Community Improvement Plan".

6.6 Monitoring the CIP

An integral part of ensuring the CIP is effective, is monitoring the Plan. The monitoring program proactively tracks the progress and collecting the data received as part of the applications. As part of tracking the process and effectiveness of the CIP, data collection will include, but is not limited to:

- Approved applications;
- Unapproved applications and the reason(s);
- Value of the project;
- Grant(s) applied for;
- Value of the increase in municipal property assessment; and
- Applicant feedback.

The results of the data collection will be summarized in an Annual Report prepared by the Review Team in order to assess the effectiveness of the programs and identify any changes that would improve the efficacy of the Plan. The finalized Report should then be provided to Council and any recommended amendments brought forward.

6.7 CIP Adjustments

Minor administrative changes to the CIP may be permitted without an amendment. The following adjustments do not require an amendment under Section 28(5) of the Planning Act:

- The dissolution of the Community Improvement Project Area, which will result in the Plan becoming inoperative. Dissolution of the CIPA can be performed by by-law.
- Activation, deactivation and discontinuance of any individual financial incentive program. (Note that new incentives require a formal amendment to this Plan).
- Changes to the amount of annual funding provided for the financial incentive programs (individually or in total).
- Changes to the funding or prioritization of the municipal leadership initiatives.
- Delegation of administration and/or approval authority of the Financial Incentive Programs to a committee or individual, or a return of the responsibilities to Council.

6.8 Application Process

The following outlines the recommended process for submitting, reviewing, and implementing Financial Incentive Program applications.

Step 1: Pre-Application Consultation and Submission

1. Applicants shall attend a pre-consultation meeting with the CIP Administrator and/or Review Team to confirm eligibility and submission requirements.
2. Applicants shall submit a complete application, including all required forms and supporting documentation identified during pre-consultation.
3. Supporting materials may include (but are not limited to):

- Photographs of existing conditions
 - Plans, drawings, or specifications
 - Project timelines
 - Cost estimates (preferably two quotes)
 - Any additional materials required by the Town
4. The CIP Administrator and/or Review Team shall conduct a preliminary screening to determine completeness.
 5. The Town may conduct a site visit, with notice to the applicant.
 6. Applications that are incomplete or do not meet eligibility requirements shall not be accepted.
 7. Accepted applications shall be entered into the Town’s CIP tracking system.

Acceptance of an application does not guarantee approval.

Step 2: Review and Evaluation

1. The CIP Administrator and/or Review Team shall evaluate the application based on:
 - General eligibility requirements
 - Program-specific eligibility criteria
 - Consistency with the CIP vision and goals
2. A recommendation report shall be prepared, which may include:
 - Approval
 - Refusal
 - Approval with conditions
3. Where appropriate, a Financial Incentive Program Agreement shall be prepared and provided to the applicant.

Step 3: Approval and Agreement Execution

1. Applications shall be forwarded to the Approval Authority (Council or designate) for decision.
2. If approved:
 - The Financial Incentive Program Agreement shall be executed
 - A signed copy shall be provided to the applicant
3. If refused:
 - The applicant shall be provided with reasons for refusal
 - The applicant may revise and resubmit or request reconsideration by Council

Step 4: Project Completion and Payment

1. Upon execution of the Agreement and receipt of all required approvals, work may commence.
2. Upon completion of the works, the applicant shall provide:
 - Photographic evidence of completed work

- Paid invoices
 - Proof of payment
 - Any additional required documentation
3. The Town may conduct a final inspection.
 4. Payment of the financial incentive shall be issued only after:
 - Verification that all requirements have been met
 - Confirmation of compliance with the Agreement
 5. In the event of default, the Town may take action in accordance with the Agreement
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7 Glossary of Terms

To assist with the interpretation of this Plan, the following defines some of the terms used in this Plan:

Administrator or Plan Administrator means the Town Staff member(s) and/or designated Council Member(s) who are primarily responsible for ensuring that the responsibilities of the Plan Administrator, as set out in this Plan, are fulfilled.

Additional residential unit means a self-contained dwelling unit with kitchen and bathroom facilities that are intended for the exclusive use of the unit only, which is secondary to a principal dwelling unit, and which is contained within a permitted single detached dwelling, semi-detached dwelling, or townhouse dwelling, or which is contained in a building or structure that is ancillary to a permitted single detached dwelling, semi-detached dwelling, or townhouse dwelling on the same lot, and which is accessed through a private entrance outside the principal dwelling unit or through a common hallway or stairway within the principal dwelling unit.

Affordable housing, consistent with the definition provided in the Provincial Planning Statement, 2024, as may be amended from time to time, and which is based on the definitions established by the CMHC, means:

- in the case of ownership housing, the least expensive of:
 - housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low- and moderate-income households; or
 - housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the municipality;
- in the case of rental housing, the least expensive of:
 - a unit for which the rent does not exceed 30 percent of gross annual household income for low- and moderate-income households; or
 - a unit for which the rent is at or below the average market rent of a unit in the municipality.

Applicant means, unless otherwise indicated, a registered property owner, assessed property owner, or property/commercial unit tenant, within the community improvement project area who has a right to apply for one or more financial incentive(s) in accordance with the policies of this Plan.

Approval Authority means the body responsible for approving or denying the financial incentive applications. By default, the approval authority for the Downtown Community Improvement Plan is Council, However, Council may designate an approval authority in accordance with the policies of this Plan.

Brownfield site means an undeveloped or previously developed property that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Commercial means land used predominately for the buying and selling of good and services.

Council means the Council of the Corporation of the Town of Deep River.

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 definition under Section 28 of the *Planning Act*.

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

Community Improvement Works means activities undertaken in accordance with the policies of this Plan, including activities that may be funded by the financial incentives of Section 5.0 or activities undertaken as part of the Municipal Leadership Strategy outlined in Section 4.0.

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 a and submits an application for a grant that is in accordance with the specific requirements of the program. as outlined in this Plan. The Downtown Community Improvement Plan Review Team reserve the right to determine whether or not an applicant is eligible for the Financial Incentive Programs Eligible Applicants may also be referred to as eligible property owners" throughout this Plan.

Eligible Project means a property and/or building improvement project that is eligible for one or more Financial Incentive Programs, as specified under the individual programs in this CIP.

Financial Incentive Program Agreement means an agreement executed between the Town and a successful applicant for a financial incentive program. as required by this Plan.

Plan or this Plan means the City of Pembroke Community Improvement Plan, unless otherwise specified.

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

Town means the Corporation of the Town of Deep River.

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