

# GROWING OPPORTUNITY



LUCAN BIDDULPH COMMUNITY IMPROVEMENT PLAN





**GROWING  
OPPORTUNITY**  
LUCAN BIDDULPH COMMUNITY IMPROVEMENT PLAN

Growing Opportunity  
Lucan Biddulph Community Improvement Plan

Prepared for: Township of Lucan Biddulph  
Prepared by: Re: public Urbanism

April 2021

The information contained in this document produced by Re: public Urbanism is solely for the use of the Client identified above for the purpose for which it has been prepared. Re: public Urbanism undertakes no duty to or accepts any responsibility to any third party who may rely upon this document.



# TABLE OF CONTENTS

<b>1.0</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>2.0</b>	<b>LEGISLATIVE &amp; POLICY CONTEXT</b>	<b>5</b>
<b>3.0</b>	<b>A CASE FOR COMMUNITY IMPROVEMENT</b>	<b>11</b>
<b>4.0</b>	<b>GUIDING PRINCIPLES &amp; GOALS</b>	<b>15</b>
<b>5.0</b>	<b>FINANCIAL INCENTIVE PROGRAMS</b>	<b>19</b>
<b>6.0</b>	<b>MUNICIPAL LEADERSHIP INITIATIVES</b>	<b>37</b>
<b>7.0</b>	<b>ADMINISTRATION</b>	<b>43</b>
<b>8.0</b>	<b>MARKETING, MONITORING, &amp; MODIFICATIONS</b>	<b>49</b>
<b>APPENDIX A</b>	<b>BEAUTIFICATION PROGRAM ELIGIBLE AREAS</b>	
<b>APPENDIX B</b>	<b>GLOSSARY</b>	
<b>APPENDIX C</b>	<b>FINANCIAL INCENTIVE APPLICATION REVIEW CRITERIA</b>	
<b>APPENDIX D</b>	<b>INDUSTRIAL STIMULUS PROGRAM SCORING CRITERIA</b>	



SUN SHINE  
227-0676  
RESTAURANT

Changing  
effects  
519-327-0100

LAWSON'S

Guardian

Lecan  
Drug  
Mart

COOLAN



## EXECUTIVE SUMMARY

A Community Improvement Plan (CIP) is a powerful tool authorized by Section 28 of the *Planning Act* to facilitate the (re)development, rehabilitation, and/or revitalization of certain areas of the municipality – known as Community Improvement Project Areas or “CIPAs”. This is accomplished by supporting works or projects that will benefit the public, strengthen the local economy, and/or generally result in the physical improvement of the community. Most often, this support comes in the form of financial incentives for property owners to undertake eligible improvement projects to their buildings or lands. Without a CIP, municipalities are otherwise unable to offer financial assistance to the private sector in any way under the *Municipal Act*. Further context for the purpose of this Plan and the associated legislation/policy related to it can be found through Sections 1.0 and 2.0.

The Lucan Biddulph Community Improvement Plan (CIP), or “Growing Opportunity”, is the culmination of a collaborative effort from Council, staff, and members of the community over Fall 2020/Winter 2021. This Plan will play an important role over the next 10 years as the Township continues to grow, acting as a diverse toolbox supporting economic development, community revitalization, and enhancing the public realm. Expanding on the scope of a traditional CIP – which would generally focus on improving a specific main street, downtown, or other core area – Growing Opportunity has been developed with Township-wide improvement goals, financial incentives, and municipal leadership initiatives. It is through these tools that Growing Opportunity will help the Township of Lucan Biddulph continue to foster a great environment for families, businesses, and the community to grow.

The foundation of this Plan rests on the 5 guiding principles for community improvement in the Township, which include:

- ***Balancing population growth with economic growth***
- ***Community accessibility & mobility***
- ***Community recreation & public space***
- ***Supporting culture, heritage, & community identity***
- ***Main street beautification & revitalization***

These guiding principles and their respective goals should be at the forefront of all decisions respecting community improvement in the Township, as they are built on the priorities identified by members of the public and community leaders in the early stages of developing this Plan. Further information on the background work and stakeholder engagement undertaken for the Plan, as well as the guiding principles and goals it informed can be found in Sections 3.0 and 4.0, respectively.

Private investment in the community will be encouraged and supported through the range of diverse financial incentive streams outlined in Section 5.0. Each of these streams have been tailored to specific types of projects, ranging from site/building beautification, to rural economic development, to accessibility improvements; wherein potential recipients would be required to apply and obtain approval for funding under the appropriate program. Council will determine which of these programs to offer to the community from year to year, based on budget and available resources.

As a complement to the financial incentives, this Plan also encourages Township Council to lead by example through the consideration of the municipal leadership initiatives outlined in Section 6.0. These initiatives were largely informed by the community priorities identified in the development of the plan and seek to bolster private investment in the community with more publicly focused projects undertaken by the Township. Together, the catalogue of financial incentives and municipal leadership initiatives will be the main drivers for achieving the goals of the CIP.

The Township will administer the Plan’s financial incentives under the direction of Section 7.0, wherein organizational details, application processes, and decision-making roadmaps are outlined. Additionally, it will be important for the Township to market the Plan to the community as well as monitor its level of success from year to year. Section 8.0 provides further direction to the Township on these matters, including the required measures which may be necessary to adjust or amend the CIP, should the need arise in the future.





# SECTION 1.0

## INTRODUCTION

## 1.1 INTRODUCTION

This document constitutes the Township of Lucan Biddulph's first municipal-wide community improvement plan (CIP). The Township undertook the preparation of this CIP, with the goal of creating an incentive toolbox that can be used to support economic development and community improvement projects in both the urban settlement and rural areas alike.

The Township has developed and implemented a number of programs and policies in support of economic development; local businesses development; main street revitalization; and balanced community building over the years, however, this is the first CIP for the Township. With assistance from local stakeholders and residents, this Plan represents a collective vision for community improvement in Lucan Biddulph, by providing opportunities to incentivize economic development across a range of sectors; reinforce a culture of strong municipal leadership; create new/improve existing public spaces; and ensure a balance of continued growth.

## 1.2 PURPOSE & PLANNING HORIZON

The purpose of this plan is to facilitate improvements to public and private buildings and lands in strategic areas of Lucan Biddulph, building on past successes of the County-led Main Street Middlesex program and implementation of the Boulevard Planting Policy in Lucan to beautify main streets. Private investment in the community will be encouraged and supported through a range of diverse financial incentive streams outlined in Section 5.0. The municipal leadership initiatives outlined in Section 6.0 seek to provide inspiration for Council-led projects to complement private investment. Through the complementary administration of financial incentives and implementation of the municipal leadership strategy, the guiding principles and goals for community improvement outlined in Section 4.0 of this plan will be realized.

The intended implementation timeline or “planning horizon” for this CIP is 10 years. However, it is recommended that Council review the plan every 3 years (or as determined necessary) to address changes in community priorities; adjust financial incentives; amend any goals or municipal initiatives; and/or to ensure consistency with updates to applicable legislation throughout the lifespan of the plan. Notwithstanding this, minor annual reviews/changes may be carried out on an as-needed basis to

address technical changes or other minor items. Further information on changes/amendments to the plan is provided in Section 8.0.

## 1.3 WHAT IS A CIP?

A CIP is a powerful tool authorized by Section 28 of the *Planning Act* to facilitate the (re)development, rehabilitation, and/or revitalization of designated areas in a municipality (known as Community Improvement Project Areas or CIPAs), supporting projects that will benefit the public realm and the general physical improvement of the area. Most CIPs provide a selection of financial incentive programs specially tailored to encourage property owners to undertake improvement projects that are aligned with the goals and vision of the plan. Without a CIP, municipalities are otherwise prohibited under the *Municipal Act* from offering financial assistance to the private sector in any way. More information on the legislative framework is provided in Section 2.0.

## 1.4 COMMUNITY IMPROVEMENT PROJECT AREA (CIPA)

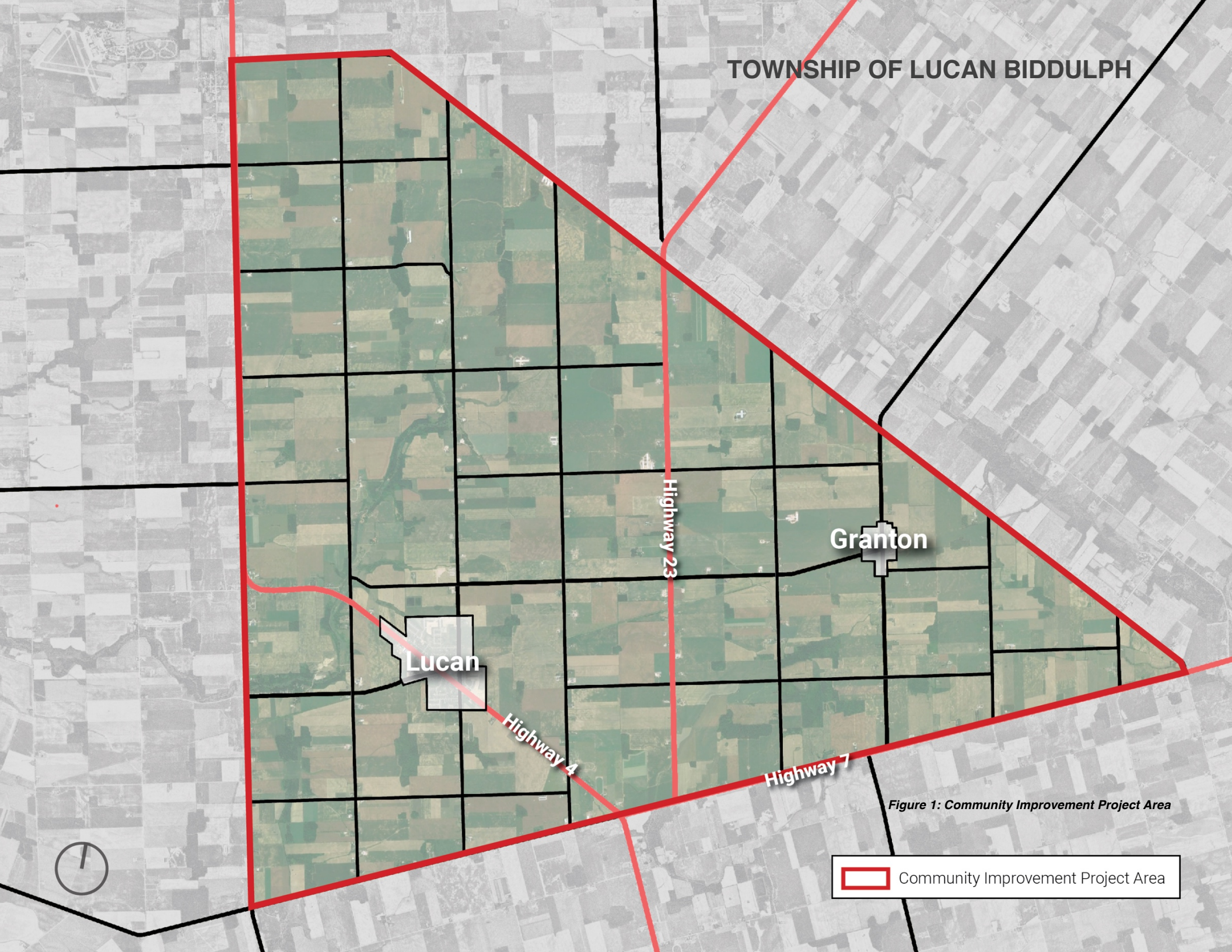
Pursuant to the Planning Act, the Township must identify a Community Improvement Project Area (CIPA) to which the CIP will apply. Early in the stages of developing the plan, it was made clear that Council was seeking a tool to support both urban and rural community improvement initiatives in the Township – this was further echoed by community stakeholders, businesses, and staff. Accordingly, the entirety of the Township of Lucan Biddulph is designated a Community Improvement Project Area (CIPA) in an effort to balance financial support between the urban and rural areas.

**Figure 1** (opposite) outlines the CIPA to which this Plan applies.

Notwithstanding the designation of the entire Township as a CIPA, not all financial incentive programs are available everywhere. Careful attention should be paid to the eligible areas to which each program applies. Further information is provided in Section 5.0, and specific mapping overlays are provided in **Appendix A** that delineate areas of program applicability.



TOWNSHIP OF LUCAN BIDDULPH



Granton


Lucan

Highway 23

Highway 4

Highway 7

Figure 1: Community Improvement Project Area

 Community Improvement Project Area





TOWNSHIP OF LUCAN BIDDULPH MUNICIPAL OFFICE

STAFF ENTRANCE

270





# SECTION 2.0

## LEGISLATIVE & POLICY CONTEXT

## 2.1 PROVINCIAL LEGISLATION

This section of the CIP identifies and summarizes the legislative and planning framework under which this document has been developed, to assist the reader in understanding the CIP’s policy and regulatory context.

### 2.1.1 Municipal Act

Under Section 106 of the Municipal Act, a municipality cannot provide assistance to any manufacturing business or other industrial or commercial enterprise through the granting of “bonuses”. Assistance in the form of a “bonus” includes:

- giving or loaning any municipal property or money;
- guaranteeing the borrowing, leasing or selling any municipal property below fair market value; and/or,
- giving partial or full exemption from any levy, charge, or fee (i.e. development charges, building permit fees).

Notwithstanding this, Section 106 (3) states that municipalities can provide assistance in the carrying out of a Community Improvement Plan (CIP) adopted under Section 28 of the Planning Act.

### 2.1.2 Planning Act

Section 28 of the Planning Act outlines the authority and means by which community improvement is to be undertaken by Ontario municipalities. This section states that where an official plan contains provisions respecting community improvement, a council may designate all or part of the area covered by the official plan as a Community Improvement Project Area or “CIPA”. Council may then prepare and adopt a Community Improvement Plan (CIP) to help facilitate the improvement goals of the municipality.

Section 28 also outlines the actions that a municipality may undertake for the purposes of carrying out a CIP, which include:

- constructing, repairing, rehabilitating or improving buildings on land owned by the municipality;
- selling, leasing or disposing of any buildings or land owned by the municipality; and/or

- creating and issuing grants, loans, or other incentive programs to owners and tenants of buildings and lands within the CIPA, to assist with eligible improvements covered under the CIP.

When considering the development of incentives, the Act is considerably flexible in how municipalities structure and administer their programs; however, it does outline some general criteria for what constitutes an “eligible cost” for funding under a CIP, which municipalities must adhere to. These “eligible costs” generally include:

- environmental site assessment or remediation;
- development/redevelopment;
- construction and reconstruction of lands and buildings for rehabilitation purposes; and,
- provision of energy efficient uses, building, structures, works, improvements, or facilities.

### 2.1.3 Ontario Heritage Act

Under Section 39 of the Ontario Heritage Act, a municipal council may pass by-laws providing for grants and/or loans to the owner of a heritage property designated under Part IV of the Act for the purpose of paying for all or part of the costs associated with altering the property. CIPs commonly contain goals and incentive programming related to the preservation or enhancement of heritage buildings and properties within the community, designated or not.

### 2.1.4 Development Charges Act

Under Section 5 of the Development Charges Act, in developing the rules for a development charge by-law, a municipal council may opt to include provisions for full or partial exemptions for certain types of development and/or for the phasing-in of development charges.

## 2.2 PROVINCIAL POLICY STATEMENT

The Provincial Policy Statement (PPS) is the province’s statement on land use policy, providing direction to municipalities and other planning authorities. The PPS is issued under Section 3 of the Planning Act, which states that decisions affecting planning matter must be consistent with the

PPS. Further to this, the PPS contains a number of policy directions related to community improvement planning, including but not limited to:

- **Section 1.1.3**, which states that planning authorities shall identify appropriate locations and promote opportunities for intensification and redevelopment where it can be accommodated, taking into account matters such as existing building stock, public facilities/infrastructure, and brownfield sites.
- **Section 1.3.1**, which encourages planning authorities to promote economic development and competitiveness by encouraging compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities.
- **Section 1.5.1**, which states that healthy, active communities should be promoted by planning public streets, spaces, and facilities to be safe, meet the needs of pedestrians, foster social interaction, and facilitate community connectivity.
- **Section 1.7.1**, which states that long-term economic prosperity should be supported by promoting opportunities for economic development and community investment-readiness, maintaining and enhancing the vitality and viability of downtowns and main streets, encouraging a sense of place development, and promoting the redevelopment of brownfield sites.

### 2.3 MIDDLESEX COUNTY OFFICIAL PLAN (2006)

Section 2.3.4 of the County OP establishes economic development as an important component of growth management in the County and the importance of protecting the agricultural base while supporting new diverse economic development opportunities. To this end, the County is committed to actions such as encouraging local municipalities to promote a high standard of urban design to create healthy communities which attract investment. Section 2.3.5 of the OP outlines the general policies related to growth management throughout the County. Under this section, local municipalities are directed to prepare detailed policies to guide the redevelopment of areas in transition or land that is underutilized. Further to this, Section 3.2.3 encourages local municipalities to include general development policies in their local official plans dealing with a range of issues, including community improvement matters. Section 4.6 of the County OP states that local municipal councils shall ensure that the public

is adequately notified and consulted with during the course of preparing and considering planning policies, studies, and strategies associated with community improvement plans. The creation and implementation of a CIP is an action encouraged under the Middlesex County Official Plan.

### 2.4 MIDDLESEX COUNTY ECONOMIC DEVELOPMENT STRATEGIC PLAN (2014-2019) & 2021 UPDATE

The County's economic development strategy establishes three interrelated vision statements focused on: the County leveraging its strategic location in the attraction of new business and skilled workers while retaining its community image; leveraging attractive lifestyle choice, economic vitality, and natural environment of the County; and, fostering diversification efforts to enhance the regional economy. Further to this, there are three main goals established under the strategy to help achieve the overall vision pertaining to creating a supportive environment for business and investment, an active and targeted approach to business growth and attraction, and a commitment to community sustainability and growth. One of the key recommended actions arising out of the strategy is the exploration of opportunities to offer community improvement-like initiatives geared towards the agricultural sector and its diversification.

### 2.5 LUCAN BIDDULPH OFFICIAL PLAN (2015 CONSOLIDATION)

Section 6.0 of the Official Plan outlines the policies respecting community improvement planning, project area selection and prioritisation, as well as implementation. This includes policies respecting the designation of a CIPA and criteria for doing so, process with which a CIP may be developed, and involvement of the Community in the development of the CIP. Section 6.3 outlines the selection criteria around the identification and designation of a Community Improvement Project Area (CIPA), which are aligned with the requirements of the Planning Act and allows for the designation of the entire Township as a CIPA. Section 6.5 of the OP specifically outlines the methods that the Township may utilize a number of methods for undertaking/implementing community improvement projects.

Further to the above, Section 2.0 the OP generally outlines the goals, objectives, and land use policies for the settlement areas of Lucan and

Granton, whereas Section 3.0 outlines the same for the Rural Area. Generally speaking, these goals direct the majority of future growth and intensification to Lucan, while outlining the Township's commitments to ensuring the continued protection and viability of the rural and agricultural areas. The following goals were identified in the OP for each of these areas as they relate to community improvement:

- *encourage and direct the majority of population growth and residential development in the Municipality to the Village of Lucan;*
- *encourage the development and maintenance of a strong, viable downtown core as the primary commercial centre of the Municipality with its own unique sense of identity and character in the Village of Lucan;*
- *encourage the revitalization of a viable commercial core as the centre of the Village of Granton, providing basic goods and services and with its own sense of character and identity;*
- *improve the physical appearance and amenities of the Village of Granton and to foster a strong sense of community.*
- *enable those engaged in agriculture, the freedom and flexibility to operate their farms effectively and efficiently without undue interference from the intrusion of non-agricultural conflicting uses in the Rural Area;*
- *recognize the legitimate requirements and needs of certain farm related uses to establish in the rural area.*

## 2.6 LUCAN BIDDULPH ZONING BY-LAW (2018 CONSOLIDATION)

The Lucan Biddulph Zoning By-law regulates the development and use of lands within the Township and contains a range of different land use zones and provisions. As the primary regulatory tool for land use, this document will play an important role in the implementation of a Community Improvement Plan and related projects.

## 2.7 DEVELOPMENT CHARGES BY-LAW NO. 22-2015

The Township applies Development Charges throughout the entire Township. These are generally required where the development of land will increase the need for services and/or as part of applications under the Planning Act, and generally limited to the urban areas of Lucan and Granton. Development in the remainder of the township is typically charged in support of roadwork/maintenance and general community services.

## 2.8 LUCAN BIDDULPH SIGN BY-LAW NO. 16-2013

The Sign By-law regulates signs within the Township, including the type, location, and prescribes certain design standards that new signage must adhere to. Similar to the Zoning By-law, albeit on a smaller scale, this By-law will be important to reference for compliance as part of CIP application evaluation and implementation of the CIP.

## 2.9 PARKS & RECREATION MASTER PLAN (2015)

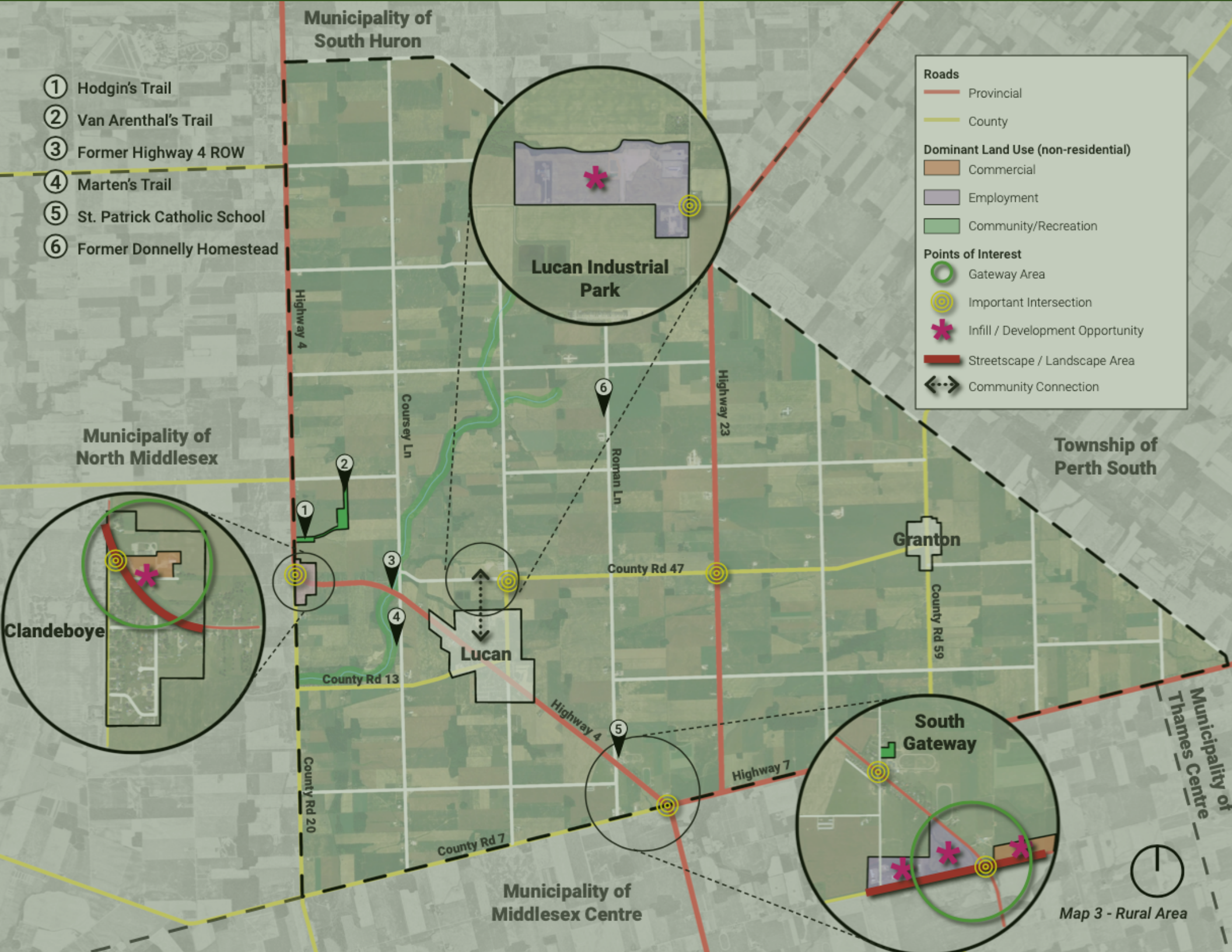
The Parks and Recreation Master Plan is a strategic policy document intended to guide the planning and development of parks and recreation facilities and services within the Township. Parks and recreation planning is an important consideration in community improvement, and three of the seven guiding principles in this document have been identified as being relevant to consider through the lens of community improvement planning:

- **Individual and Community Wellbeing:** *Encourage healthy and active lifestyles amongst residents of all ages (particularly youth and seniors) and strengthen community cohesion through parks and recreation services.*
- **Accessibility & Equity:** *Enhance participation and accessibility by encouraging a range of affordable and locally-responsive recreation opportunities, ideally close to where people live.*
- **Resilient & Responsive Infrastructure:** *Maintain a safe, accessible, and appropriate supply of parks, trails, and recreation facilities in order to meet the demonstrated needs of both long-time and new residents.*



## **2.10 LUCAN BIDDULPH BOULEVARD PLANTING POLICY**

The Lucan Biddulph Boulevard Planting Policy allows for boulevard gardens or plantings within road right-of-ways, subject to design guidelines and standards prescribed in the policy. This policy is largely geared to allowing for temporary implementation/plantings that do not permanently affect infrastructure and can be reinstated (permanent fixtures are not generally permitted). While this CIP supports more permanent improvements to streetscapes and other areas of the public realm, coordination with this policy (and update if necessary) will be important in ensuring a coordinated and complementary approach to ongoing streetscaping and beautification.



Municipality of South Huron

- ① Hodgin's Trail
- ② Van Arenthal's Trail
- ③ Former Highway 4 ROW
- ④ Marten's Trail
- ⑤ St. Patrick Catholic School
- ⑥ Former Donnelly Homestead

**Roads**

- Provincial
- County

**Dominant Land Use (non-residential)**

- Commercial
- Employment
- Community/Recreation

**Points of Interest**

- Gateway Area
- Important Intersection
- ✳ Infill / Development Opportunity
- ▬ Streetscape / Landscape Area
- ↔ Community Connection

**Lucan Industrial Park**

**Clandeboye**

**Lucan**

**South Gateway**

Township of Perth South

Granton

Municipality of Middlesex Centre

Municipality of Thames Centre

Highway 4

Highway 23

Roman Ln

County Rd 47

County Rd 59

County Rd 20

Coursey Ln

County Rd 13

County Rd 7

Highway 4

Highway 7



Map 3 - Rural Area

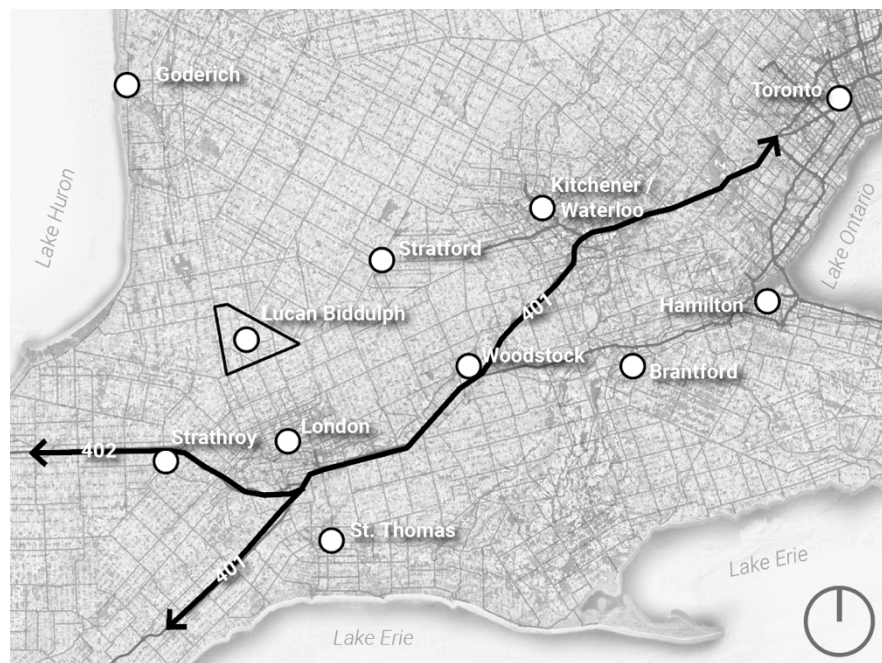
# SECTION 3.0

## THE CASE FOR COMMUNITY IMPROVEMENT



### 3.1 MUNICIPAL CONTEXT

Located approximately 25 km north of the City of London and 195 km southwest of the City of Toronto, the Township of Lucan Biddulph is well-situated in the heart of southwestern Ontario. Originally established in 1999 following the amalgamation of the Village of Lucan and Biddulph Township, the Township constitutes one of eight local municipalities in Middlesex County and boasts a population of over 4,700 residents as of 2016. The Township is centred around the Village of Lucan and built on a unique and rich heritage, including the former Underground Railway community of Wilberforce; the infamous Donnelly Family; and strong agricultural base. Over the last few years, the Township has seen a considerable increase in residential growth, which has largely been focused around the Village of Lucan.



### 3.2 BACKGROUND REPORT & STUDY AREAS

The entirety of Lucan Biddulph was explored and analysed as part of the Background Report prepared for the Plan, which was integral in establishing the scope and vision for the development of the CIP. As part of this process, the Township was broken down into three distinct Study Areas of Lucan, Granton, and the Rural Area. Assessments were carried out for each of these study areas to assist in determining baseline conditions, as well as the community improvement opportunities and challenges that exist on the ground in the community. These assessments were generally focused on investigating; Land Use & Built Forms; Streetscape & Mobility; Public/Open Space and Recreation; and Culture & Heritage. Further information on these assessments can be found in the Background Report prepared for this Plan.

- Lucan** - Lucan is the largest of the Township’s two settlement areas and has seen the majority of historical growth and economic development/activity. The Village population is estimated at over 2,100 persons and is likely to be the focus of the majority of future development in the Township. The Village has a well-defined commercial core along Richmond Street (Highway 4), comprised of a mix of new construction and mid 19th century built heritage.
- Granton** - Granton is the second settlement area in the Township with an estimated population of over 300. Despite the commercially designated lands in the core of the community along Granton Line (County Road 59), much of the lands and buildings are dominated by residential uses. Generally speaking, the Village contains a predominant residential land use base throughout, with a pocket of employment lands in the southeast, largely occupied by a singular agricultural industry user.
- Rural Area** - The majority of the rural area is made up of a strong agricultural user base, with some mixed rural residential, commercial, and industrial uses throughout, including the Hamlet of Clandeboye and clusters of rural/highway commercial development south of Lucan around the Highway 7/Highway 4 interchange.

### 3.3 PUBLIC ENGAGEMENT

No one understands community needs better than the people who live and do business there – accordingly, beyond the statutory requirements for public engagement under the *Planning Act*, a consultation strategy was developed for the project to ensure that the needs and priorities of the community were reflected early in the development of the Plan. This strategy centred around two stakeholder workshops and a community survey. The first stakeholder workshop and community online survey were designed to coincide with the development of the background report, each intended to help review challenges and priorities related to community improvement in Lucan Biddulph. Following the completion of the Background Report, a second workshop was held to review its findings, as well as further scope the types of incentives and municipal initiatives that would be included in this Plan.

Upon developing a draft document, the Plan was circulated to the Ministry of Municipal Affairs and Housing (MMAH) for review and comment, in accordance with the requirements of the *Planning Act*. The draft document was also presented to the general public at a virtual open house on March 30, 2021, wherein attendees were invited to discuss the plan with members of the project team, staff, Council, and the community. The final consultation event for the project consisted of a statutory public meeting, held virtually by the Township of Lucan Biddulph on April 6, 2021. It should be noted that all consultation events were held virtually in lieu of in-person events, in order to respect public health regulations and safety during the ongoing COVID-19 pandemic in 2020/2021. These final events allowed the project team to not only obtain feedback from the community, but also ensure any issues were addressed prior to Council adoption.

Throughout the development of the Plan, the Township and project team engaged with over 330 local stakeholders, including members of Township Staff, Council, local agencies, the business & development community, as well as the general public.

### 3.4 COMMUNITY PRIORITIES

The following priorities were identified by the community as needing to be addressed in the CIP:

- Planning for growth properly
- Downtown parkette or meeting area & developing a community gathering space
- Commercial land development incentives
- Continue with main street revitalization
- Community & recreational opportunities
- Walking/bike paths & mobility
- Filling up vacant spaces
- Affordable housing
- Maintaining historical facades/buildings
- Focus of agri-tourism / rural economic development
- Improving accessibility/barrier-free mobility
- Supporting existing businesses with building/property improvements
- Tax/financial incentives for businesses
- Streetscape & facade improvements
- Evaluate solutions to conflicts between vehicles/non-vehicles along major corridors (i.e. Saintsbury Line & Highway 4)
- Creation of more public civic/green spaces in the community cores
- Improve recreational facilities and amenities
- Preservation of built & social heritage through effective guidelines





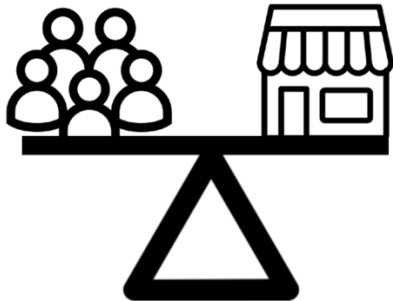
# SECTION 4.0

## GUIDING PRINCIPLES & GOALS



## 4.1 GUIDING PRINCIPLES & GOALS

The following 5 Guiding Principles were identified in consultation with the community to ensure the Plan effectively addresses the priorities outlined in Section 3.0. Each of the following Guiding Principles contain more specific goals that will assist in the review of applications for funding, provide measures of success in the annual evaluation of the plan, and help with overall plan implementation.



### 4.1.1 BALANCING POPULATION GROWTH WITH ECONOMIC GROWTH

As Lucan Biddulph continues to experience increasing residential growth, it will be important to consider taking steps to ensure this new growth is balanced with local services, commerce, and employment. This will ensure that Lucan Biddulph remains a “full-service” community, and can grow sustainably, without risking transformation to a bedroom community.

**Goal:** Increase opportunities for more commercial activity and job creation in the community/settlement areas

**Goal:** Support economic development and commercial initiatives in the rural area to help diversify the rural economy

**Goal:** Encourage the creation of new affordable rental housing units to improve housing affordability and choice

### 4.1.2 COMMUNITY ACCESSIBILITY & MOBILITY

While older built heritage can be an excellent foundation for community character and identity, many older forms of development do not meet the minimum requirements for accessibility. The Downtown core of Lucan in particular is characterised by the wide Highway 4 right-of-way, narrow sidewalks, and relatively low connectivity for non-vehicular users, which reduces the overall accessibility and connectivity in the community. This Plan seeks to support projects/initiatives which address mobility for everyone in the community!

**Goal:** Reduce the number of buildings and sites in the community that are not fully barrier-free and accessible to everyone (both public and private)

**Goal:** Improve pedestrian / non-motorist experience, safety, and mobility, particularly along main roads and corridors





#### 4.1.3 COMMUNITY RECREATION & PUBLIC SPACE

The Lucan Arena is a community mainstay and landmark for multi-recreational uses; however, there are few smaller, more intimate public spaces in the core of the community. An increase in these types of spaces in the core of the community will encourage people to gather, stay, and enjoy what main street has to offer. Additionally, there are a handful of natural areas and wider spaces outside of the Township’s settlement areas that may present excellent opportunities to expand the community’s recreation network into the rural area.

**Goal:** Increase the number and diversity of public gathering, recreation, and/or civic spaces in the community

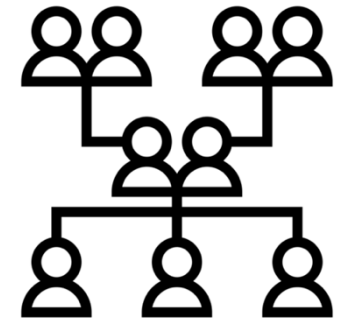
**Goal:** Improve existing rural recreational community spaces, including their connections to one another as well as throughout the community

#### 4.1.4 SUPPORTING CULTURE, HERITAGE, & COMMUNITY IDENTITY

There is a rich foundation of built and social heritage in the community, and it will be important for the Township to preserve this heritage as it grows. Organizations such as the Lucan Museum, landmarks like the Granton War Memorial or Donnelly Homestead, and early-construction brick buildings should continue to be preserved. Careful consideration should be given to guidelines or prescriptive policies to ensure the community does not lose this identity.

**Goal:** Promote conservation and enhancement of heritage buildings, spaces, and/or features in the community (both designated and undesignated)

**Goal:** Encourage high quality development/redevelopment which embody the identity of Lucan Biddulph



#### 4.1.5 MAIN STREET BEAUTIFICATION & REVITALIZATION

There are many examples of high-quality built forms, well-kept facades, and other visually aesthetic streetscaping elements like planters and street furniture, there are also some sites/buildings that would benefit from traditional main street revitalization improvements (i.e. landscaping, facade improvements, signage treatments, etc.). In addition to the visual appearance of the main corridors, there are also significant opportunities to improve the function of public spaces along the roadways.

**Goal:** Support visually appealing development/redevelopment of buildings and sites along main corridors

**Goal:** Reduce the number of vacant or underutilized buildings and sites in the community core







# SECTION 5.0

## FINANCIAL INCENTIVE PROGRAMS

One or more of the following programs may be activated and offered by Township Council from time to time, in their sole discretion. This will depend on a range of factors including but not limited to budget, community priorities, and/or availability of other resources needed to administer the program(s).

## 5.1 BEAUTIFICATION PROGRAM



### 5.1.1 PURPOSE

The Beautification Program is intended to assist and encourage property owners to undertake visual improvements to their buildings and/or sites to improve the overall character of core areas in the community. Funding through this program will be geared toward balancing a mix of historical and new construction/architectural styles in order to maintain a balanced community identity.

### 5.1.2 ELIGIBLE AREAS

The Beautification Program shall be limited to those buildings/properties located within the following Eligible Areas, as shown in Appendix A:

- Lucan Settlement Area
  - Lucan Main Street (Highway 4) Corridor
  - William Street (County Road 13) Corridor
- Granton Settlement Area
  - Granton Line (County Road 59) Corridor

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.1.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants:

#### 1. Construction Costs Matching Grant

Grant equal to 50% of the **Construction Costs** associated with the Eligible Project, up to a maximum of \$5,000.

#### 2. Professional Fees Matching Grant

Grant equal to 50% of the **Professional Fees** associated with the Eligible Project, up to a maximum of \$1,500.

### 5.1.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Beautification Program:

- Façade Improvements, such as, but not limited to:
  - painting (including wall murals/art)
  - restoring façade masonry and brickwork
  - restoring architectural features
  - replacing or repairing windows
  - improvement of the appearance of entrances
  - re-design of storefronts
  - installation or repair of canopies and awnings
  - install or repair exterior lighting fixtures
  - any other façade improvements which may be approved by the Township
- Installation, expansion, or renovation of a permitted streetside patio/terrace directly associated with a business;
- New/Improved Signage;
- Landscaping Works, such as but not limited to:
  - Permanent planting beds/greenspaces (in-ground)
  - Semi-permanent/permanent planters/fixtures
- Permanent Artwork (murals, plaques, instalments)



Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.1.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Beautification Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- The Beautification Program is only available to non-residential buildings/properties, including mixed-use buildings/properties, located within the eligible areas identified in subsection 5.1.3;
- Buildings/properties containing a sole residential use are not eligible for funding;
- Notwithstanding the above, select community/recreational properties may be considered for funding if they are located within a settlement area and are aligned with the guiding principles/goals of the CIP;
- Projects must be directly related to facades and/or site areas which front onto, or are highly visible from, a public right-of-way or other lands legally and reasonably accessible to the general public (i.e. parks, parking lots, laneways, etc.);
- Roof improvements are not eligible for funding under the CIP;
- This program is not intended to facilitate end-of-life cycle replacements for building or other materials such as vinyl siding, lightbulb replacement, etc.;
- The Eligible Project must be directly associated with a building, property, or use that is open and accessible to the general public, or which provides local employment;
- Projects involving landscaping works should be consistent with the Township’s Boulevard planting policy, to the satisfaction of the Township

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

### 5.1.6 ELIGIBLE PROGRAM COMBINATIONS

The grants & funding under this program may be combined with grants and funding from the following programs:

- **5.3 Conversion, Expansion, & Redevelopment Program**
- **5.7 Accessibility Program**

## 5.2 RURAL OPPORTUNITY PROGRAM



### 5.2.1 PURPOSE

The Rural Opportunity Program is intended to provide financial assistance to existing and prospective agricultural/rural business owners for projects that contribute to a diversification of the rural economy. This program is largely focused on providing financial assistance to help facilitate the establishment, expansion, or improvement of; on-farm diversified businesses; value added agricultural uses, rural-commercial uses, agri-tourism, and/or other recreation-focused commercial uses that are appropriate for a rural setting. This program is also designed to ensure that Eligible Projects are consistent with the scope of permitted uses in the Provincial Policy Statement, Middlesex County Official Plan, and Lucan Biddulph Official Plan appropriate in a rural setting

### 5.2.2 ELIGIBLE AREAS

The Rural Opportunity Program shall be limited to those buildings/properties located outside of settlement areas in the Township.

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.2.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

- 1. Construction Costs Matching Grant**  
Grant equal to **50% of the Construction Costs** associated with the Eligible Project, **up to a maximum of \$5,000.**
- 2. Planning & Building Fee Grant**  
**50%** of the costs of any required **Building Permit or Planning Application** required for the Eligible Project, **up to a combined maximum of \$2,500.**
- 3. Professional Fees Matching Grant**  
Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$1,500.**

### 5.2.4 ELIGIBLE PROJECTS

Eligible Projects generally include those directly associated with the establishment, expansion, or improvement of an on-farm diversified business, value added agricultural use, rural-commercial/industrial use directly related to agriculture, agri-tourism use, and/or other recreation-focused commercial use on a rural property.

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Rural Opportunity Program:

- New building construction and/or additions to an existing building directly associated with the eligible use;
- Works associated with the improvement, redevelopment, renovation, and/or conversion of the ground floor of existing buildings necessary to accommodate the establishment, expansion, or enhancement of an eligible use noted above. Such works may be associated with, but are not limited to:
  - Fire safety
  - Electrical systems
  - Ventilation
  - Plumbing/fixtures
  - Other reasonable works necessary to meet the requirements of the Building Code
  - Renovation and/or redevelopment of the space

- Façade Improvements to an existing building directly associated with an eligible use, such as, but not limited to:
  - painting (including wall murals/art)
  - restoring façade masonry and brickwork
  - restoring architectural features
  - replacing or repairing windows
  - improvement of the appearance of entrances
  - re-design of storefronts
  - installation or repair of canopies and awnings
  - install or repair exterior lighting fixtures
  - any other façade improvements which may be approved by the Township
- New/Improved Signage;
- Installation of new permanent landscape elements such as vegetation/planting beds, trees, hardscaping features (armour stone, paver paths, furniture, rock gardens, etc.), landscape islands within parking areas, and beautification of the site or area directly associated with the business/activity.

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.2.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Rural Opportunity Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- Projects must be clearly and directly associated with a bonafide on-farm diversified business, value added agricultural use, rural-commercial/industrial use directly related to agriculture, agri-tourism use, and/or other recreation-focused commercial use on a rural property;
- Improvements to dwellings / parts of dwellings used as part of a home-based business or other commercial operation are not eligible for funding under this program, unless otherwise approved by the Township;
- Funding preference will be given to those projects located along major roads/corridors, as determined by the Township in its sole discretion

- Projects must be consistent with the Provincial Policy Statement and conform to the Middlesex County Official Plan and Lucan Biddulph Official Plan policies respecting permitted uses in agricultural areas
- The Eligible Project must be directly associated with a building, property, or use that is open and accessible to the general public, or which provides local employment;
- Non-permanent or moveable components used by the business, such as appliances, furnishings, interior signage, and light fixtures are not eligible

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

### 5.2.6 ELIGIBLE PROGRAM COMBINATIONS

The grants & funding under this program may be combined with grants and funding from the following programs:

### 5.7 Accessibility Program



## 5.3 CONVERSION, EXPANSION, & REDEVELOPMENT PROGRAM



### 5.3.1 PURPOSE

This program is intended to support private sector investment in the redevelopment, renovation, and/or expansion of commercial and mixed-use buildings (generally interior) to improve their viability for accommodating a new or expanded commercial/service activity. This program also seeks to support and encourage some limited residential development through the conversion of existing space within a mixed-use building to accommodate new residential units. This Program further provides additional assistance with some of the costs associated with Environmental Site Assessment (ESA) works which may be associated and/or required as part of a (re)development project, reducing the barriers to the redevelopment of key strategic properties in the Township.

### 5.3.2 ELIGIBLE AREAS

The Conversion, Expansion, & Redevelopment Program shall be limited to those buildings/properties located within the following Eligible Areas:

- Lucan Settlement Area
- Granton Settlement Area

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.3.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

- 1. Construction Costs Matching Grant**  
Grant equal to **50% of the Construction Costs** associated with the Eligible Project, **up to a maximum of \$5,000.**
- 2. Planning & Building Fee Grant**  
**50%** of the costs of any required **Building Permit or Planning Application** required for the Eligible Project, **up to a combined maximum of \$2,500.**
- 3. Professional Fees Matching Grant**  
Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$2,500;**
- 4. ESA Assistance Grant**  
Grant equal to **50% of the cost of completing a Phase I or II Environmental Site Assessment (ESA)** which can be used in support of filing of a **Record of Site Condition (RSC)**, **up to a maximum of \$5,000;**

### 5.3.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide a guidance on the types of projects eligible for funding under the Conversion, Expansion, & Redevelopment Program:

- Works associated with the improvement, redevelopment, renovation, and/or conversion of the ground floor of existing buildings necessary to accommodate the establishment, expansion, or enhancement of a commercial, office, institutional, or mixed-use. Such works may be associated with, but are not limited to:
  - Fire safety
  - Electrical systems
  - Ventilation
  - Plumbing/fixtures

- Other reasonable works necessary to meet the requirements of the Building Code
- Renovation and/or redevelopment of the space
- Works associated with the improvement, redevelopment, renovation, and/or conversion of upper storey space (whether vacant, office, commercial or other non-residential use) to convert into new residential units provided that the ground floor space is a commercial or office space;
- Infill development on vacant or partially developed properties, such as but not limited to:
  - New main building construction on a partially developed lot
  - Additions to an existing building, resulting in a minimum 25% increase in gross floor area
- Professional fees for any designs or services reasonably associated with the works above
- Works associated with the investigation, reclamation, or redevelopment of a known or potential brownfield site - this grant can also be used to assist with the conversion/renovation of existing buildings to accommodate a new/expanded commercial use or mixed-use if required

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.3.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Conversion, Expansion, & Redevelopment Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- Program is only available to non-residential and mixed-use properties/buildings;
- Decorative or finishing elements are not eligible under this program (ex. painting, finished flooring surfaces, drywall, etc.);
- Non-permanent or moveable components used by the business, such as appliances, furnishings, interior signage, and light fixtures are not eligible;

- This program is not intended to support greenfield development - new development is generally not to be supported under this program;
- Residential-only buildings/properties are not eligible;
- Conversion of ground-level non-residential floor space to residential is not eligible for funding under this program;
- The Eligible Project must be directly associated with a building, property, or use that is open and accessible to the general public, or which provides local employment.
- For the ESA Assistance Grant
  - only Phase I and II ESAs that conform with the requirements of Ontario Regulation 153/04 and that are capable of forming part of a complete Record of Site Condition (RSC) are eligible for this incentive program;
  - any ESA partially funded through this grant shall be deposited with the Township prior to issuance of grant monies;
  - One (1) electronic and one (1) hard copy for each study funded through the Brownfield Study Program shall be submitted to the Township for review upon completion. The Township shall have the right to hold, disseminate, distribute, and otherwise utilize the findings of the study(ies) for the purposes of facilitating or promoting the future remediation or redevelopment of the subject property.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

### 5.3.6 ELIGIBLE PROGRAM COMBINATIONS

The grants & funding under this program may be combined with grants and funding from the following programs:

- **5.1 Beautification Program**
- **5.7 Accessibility Program**

## 5.4 INDUSTRIAL STIMULUS PROGRAM



### 5.4.1 PURPOSE

The Industrial Stimulus Program is intended to support private investment geared to the creation of jobs and diversification of the local economy by incentivising exceptional projects which closely align with the economic development goals and priorities of the community. This program offers relief from development charges, building and planning fees, and professional fees to attract new employers to locate in strategic areas of the Township and also encourage the expansion and growth of existing established employers.

### 5.4.2 ELIGIBLE AREAS

The Industrial Stimulus Program shall be limited to those properties designated Employment/Industrial throughout the Township.

Notwithstanding this, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.4.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

- 1. Planning & Building Fee Grant**  
50% of the costs of any required **Building Permit or Planning Application** required for the Eligible Project, **up to a combined maximum of \$10,000.**
- 2. Professional Fees Matching Grant**  
Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$2,500.**
- 3. Development Charge Reduction**  
Up to **80% of the development charges** calculated for the eligible project may be waived, based on the score achieved under the review criteria in **Appendix D.**

### 5.4.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Industrial Stimulus Program:

- Development or redevelopment associated with the establishment or expansion of an industrial use within an employment area that adds to the diversification of the local economy and/or creation of new jobs, which meets the minimum score threshold in **Appendix D.**

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.4.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Industrial Stimulus Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- Applicants shall submit a detailed business plan as part of any application for funding under this program outlining the details of the project, including but not limited to, a brief overview of the industry sector the business is associated with, the number of new full-time jobs that will be created and/or retained, the level of investment involved/construction costs, and/or a brief description



as to why the project should be considered for the grant, to the satisfaction of the Township.

- Preference will be given to those projects and/or works that are associated with a **Targeted Sector** (as identified by the Township from time to time) and/or those projects which most closely align with the economic development goals of the Township.
- For the Development Charge Reduction, the project must result in the calculation and requirement for the payment of a development charge. Each project will be reviewed against the set of scoring criteria found in **Appendix D**, established and modified by the Township from time to time.
- The scoring criteria established or modified by the Township from time to time will be used to determine the percentage amount of the Development Charge Reduction for an eligible project.
- Notwithstanding any reductions to the payment of a development charge which may be permitted by the Township for the eligible project, development charges shall generally be required to be paid in full to the satisfaction of the Township prior to the issuance of the grant.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

#### **5.4.6 ELIGIBLE PROGRAM COMBINATIONS**

The grants & funding under this program may be combined with grants and funding from the following programs:

- **5.1 Beautification Program**
- **5.7 Accessibility Program**

## 5.5 ADDITIONAL RESIDENTIAL UNIT PROGRAM



### 5.5.1 PURPOSE

This program is intended to encourage the creation of new residential (rental) units in the Township in an effort to help diversify the housing base, as well as provide more affordable housing options. This program is also intended to assist property owners with the costs associated with bringing non-compliant units up to code to legalize existing units and ensure the safety and wellbeing of tenants is maintained.

### 5.5.2 ELIGIBLE AREAS

The Additional Residential Unit Program shall be limited to those buildings/properties located within the following Eligible Areas:

- Lucan Settlement Area
- Granton Settlement Area

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.5.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

- 1. Construction Costs Matching Grant**  
Grant equal to **50% of the Construction Costs** associated with the Eligible Project, **up to a maximum of \$5,000.**
- 2. Planning & Building Fee Grant**  
Up to **50%** of the costs of any required **Building Permit or Planning Application** required for the Eligible Project, **up to a maximum of \$2,500.**
- 3. Professional Fees Matching Grant**  
Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$1,500.**

### 5.5.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Additional Residential Unit Program:

- Creation of a new additional residential rental unit/secondary suite on a residential property;
- Works or upgrades that may be required to achieve compliance with building/fire codes and/or the zoning by-law, in order to "legalize" an existing residential rental unit

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.5.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Additional Residential Unit Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- Prior to any grant monies being issued, the additional residential unit must comply with the Zoning By-law, and any other applicable codes/legislation;
- Costs associated with cosmetic, material lifecycle replacement, or otherwise visual improvements to an existing dwelling or additional residential unit are not eligible for funding;

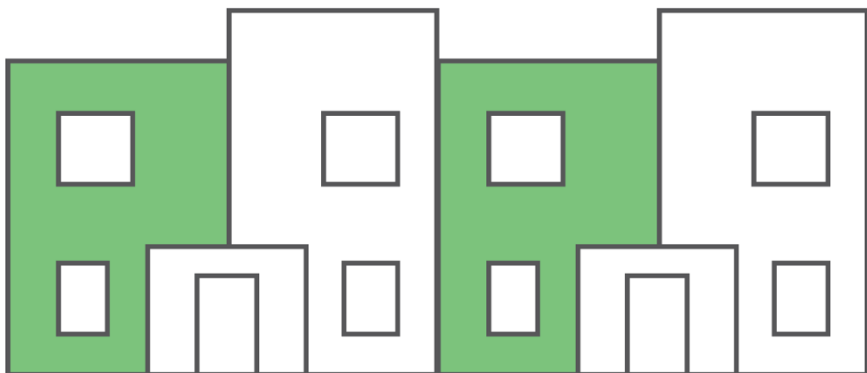
Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

#### **5.5.6 ELIGIBLE PROGRAM COMBINATIONS**

The grants & funding under this program shall not be combined with any of the other programs in this CIP.



## 5.6 AFFORDABLE RENTAL HOUSING UNIT PROGRAM



### 5.6.1 PURPOSE

Similar to the Additional Residential Unit Program, the Affordable Rental Housing Unit Program is intended to encourage the creation of new affordable rental units in the Township to help diversify the housing base and provide more housing options. This will be done through the relief of various municipal development fees that would typically be applicable to projects involving the creation of new residential units. The Township and applicants will be encouraged to coordinate any prospective affordable housing projects with local/regional housing service providers or agencies (ex. London & Middlesex Community Housing).

### 5.6.2 ELIGIBLE AREAS

The Affordable Rental Housing Unit Program shall be limited to those buildings/properties located within the following Eligible Areas:

- Lucan Settlement Area
- Granton Settlement Area

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.6.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

#### 1. Construction Costs Matching Grant

Grant equal to **15% of the Construction Costs** associated with the Eligible Project, **up to a maximum of \$5,000 per unit**, for the first four (4) units only.

#### 2. Planning & Building Fee Grant

Up to **100%** of the costs of any required **Building Permit or Planning Application** required for the Eligible Project, **up to a maximum of \$5,000** for the entire project.

#### 3. Professional Fees Matching Grant

Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$2,500**, for the entire project.

#### 4. Development Charge Reduction

Up to **80% of the development charges** calculated for the eligible project may be waived, subject to the terms and conditions of any required agreement(s) and determined by the Township in its sole discretion.

### 5.6.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Affordable Rental Housing Unit Program:

- Development or redevelopment resulting in the creation of one or more new affordable rental housing units on a property;
- Works associated with the improvement, redevelopment, and/or renovation of upper storey space (whether vacant, office, commercial or other non-residential use) to convert into new affordable rental housing units, provided that the ground floor space is a commercial or office space;

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.6.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Affordable Rental Housing Unit Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:

- The Township shall maintain full discretion in the determination of what part(s) of an eligible project qualify as an affordable rental housing unit, in accordance with the definitions provided in Appendix B;
- Where only a portion of the development contains units that will qualify as an affordable rental housing unit, only those qualifying units will be eligible for funding under this program;
- Successful applicants must enter into an agreement with the municipality outlining the obligations and responsibilities of the owner, including but not limited to the requirement to maintain the residential units as affordable for a period of no less than ten (10) years, or other minimum time period agreed to by the Township;
- Conversion of ground-level non-residential floor space to residential is not eligible for funding under this program.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

### 5.6.6 ELIGIBLE PROGRAM COMBINATIONS

The grants & funding under this program may be combined with grants and funding from the following programs:

- **5.7 Accessibility Program** (if the property is mixed-use)

## 5.7 ACCESSIBILITY PROGRAM



### 5.7.1 PURPOSE

This program is intended to support owners and businesses in undertaking barrier-free/general accessibility improvements to their properties and/or buildings. This program will be administered alongside public realm accessibility improvements undertaken by the Township to improve mobility for everyone in the community.

### 5.7.2 ELIGIBLE AREAS

The grants and funding available under the Accessibility Program shall be available to all non-residential buildings/properties in the Township which are regularly open to and/or accessible to the general public or provide local employment.

Notwithstanding the above, the Township of Lucan Biddulph may, in their sole discretion, approve grants and funding for Eligible Projects outside of the Eligible Areas listed above in extenuating circumstances.

### 5.7.3 AVAILABLE GRANTS & FUNDING

Applicants may apply for funding under one or a combination of the following grants,

- 1. Construction Costs Matching Grant**  
Grant equal to **50% of the Construction Costs** associated with the Eligible Project, **up to a maximum of \$5,000.**
- 2. Planning & Building Fee Grant**  
Up to **75%** of the costs of any required **Building Permit or Planning Application** required for the Eligible Project.
- 3. Professional Fees Matching Grant**  
Grant equal to **50% of the Professional Fees** associated with the Eligible Project, **up to a maximum of \$1,500.**

### 5.7.4 ELIGIBLE PROJECTS

The following non-exhaustive list is intended to provide guidance on the types of projects eligible for funding under the Accessibility Program:

- Works undertaken to improve barrier-free accessibility and/or otherwise allows the building or site to achieve or exceed standards for code compliance with respect to accessibility, such as but not limited to:
  - Installation of wheelchair ramps;
  - Improvements to site/building circulation (i.e. improved pathways, stairs, entrances, etc.);
  - Creation or improvement of on-site barrier-free parking spaces;
  - Barrier-free improvement/retrofitting of washroom facilities; and/or,
  - General storefront accessibility improvements as approved by the Township.

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Lucan Biddulph.

### 5.7.5 PROGRAM-SPECIFIC ELIGIBILITY CRITERIA

The following eligibility criteria is specific to the Accessibility Program, and shall apply in addition to the General Eligibility Criteria outlined in Section 5.8:



- Program is only available to non-residential or mixed-use properties/buildings;
- Residential-only buildings/properties are not eligible;
- Improvements shall generally be permanent (i.e. not moveable/removable), unless permitted by the Township in its sole discretion;
- The Eligible Project must be directly associated with those parts/areas of a building, property, or use that is open and accessible to the general public, or which provides local employment.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Lucan Biddulph in their sole discretion.

#### **5.7.6 ELIGIBLE PROGRAM COMBINATIONS**

The grants & funding under this program may be combined with grants and funding from the following programs:

- **5.1 Beautification Program**
- **5.2 Rural Opportunity Program**
- **5.3 Conversion, Expansion, & Redevelopment Program**
- **5.4 Industrial Stimulus Program**
- **5.7 Affordable Rental Housing Unit Program** (if the property is mixed-use)

## 5.8 GENERAL ELIGIBILITY CRITERIA

The following general eligibility requirements are applicable to all CIP funding applications, in addition to any program-specific criteria, and must be satisfied in order for a project to be eligible for grant funding.

### 5.8.1 COMPLETE APPLICATION

All applications for CIP funding must be complete to the satisfaction of the Township. In order to be deemed complete, applications may be required to include some or all of the following, to the satisfaction of the Township:

- Original copy of all required application forms signed and completed;
- A minimum of two (2) cost estimates/quotes for the proposed works, provided by a qualified source (*example: project contractor*). A detailed breakdown of costs per project/phase may be required;
- Drawings, renderings, or other design information as determined necessary by the Township for the proposed works (plot plan, elevations, renderings, floor plans, etc.);
- Current/recent photos of the existing property and building(s)/area(s) that are the subject of the proposed works;
- Any historical information or documents available (as necessary);
- A detailed description as to how the project is consistent with the guiding principles and contributes to the achieving the community improvement goals of the Plan, outlined in Section 4.0;
- Other supporting materials such as, but not limited to work plans, applicable reports (traffic impact, inspection report, etc.), public funding sources, and/or approvals, that may be required to supplement the application, as determined by the Township in its sole discretion.

### 5.8.2 APPLICANT ELIGIBILITY

Applicants must be the owner of the property that is the subject of the application for CIP funding. If the applicant is not the owner of the lands, they must provide written the consent of the owner(s) to submit the application on their behalf. Please note all registered owners of the subject property must provide written authorization for the submission of an application.

### 5.8.3 CONSISTENCY WITH GUIDING PRINCIPLES & GOALS

All proposed works shall be consistent with the guiding principles and contribute to achieving the goals outlined in Section 4.0 of this Plan, to the satisfaction of the Township in its sole discretion.

### 5.8.4 OBSERVABLE & PERMANENT IMPROVEMENT

All proposed projects shall represent an observable improvement to the property and/or building; lifecycle replacement of existing materials, fixtures, structures, paving, etc. are not eligible for funding under the program. Proposed works must constitute a permanent improvement, to the satisfaction of the Township in it's sole discretion.

### 5.8.5 COMMUNITY IMPROVEMENT PROJECT AREA

All proposed works must be located within the *Community Improvement Project Area* in order to be eligible for funding under the CIP.

### 5.8.6 MAXIMUM GRANT FUNDING AMOUNTS

Notwithstanding the limits outlined in the individual incentive programs, under no circumstances will the total amount of financial incentives issued under one or more programs in this plan exceed the total eligible costs of a project.

### 5.8.7 INCENTIVE PROGRAM COMBINATIONS

Where a proposed project meets the eligibility requirements for more than one incentive program, applicants may apply for grants under one or a combination of incentive programs, unless otherwise specified in the incentive program. Notwithstanding this, under no circumstances will the same works be funded under two or more separate grant programs (i.e. "double-dipping").

### 5.8.8 GOOD STANDING

Properties in tax arrears and/or having outstanding municipal bills (water, wastewater) are ineligible for funding. All applicants shall be in good standing with regard to any municipal fees or other levies liable on the property/building.

Properties having any issues with noncompliance, outstanding Work Orders (Fire, Building) and/or Zoning Orders are ineligible for financial incentives under this plan. Notwithstanding this, if the proposal is directly

associated with eligible works that would allow the improvements to reach compliance, the application may be accepted.

Applicants who are currently involved in active litigation with the Township are ineligible for financial incentives under this Plan.

**5.8.9 CONFORMITY WITH APPLICABLE BY-LAWS, POLICIES, GUIDELINES, & LEGISLATION**

Proposed works must conform to the Middlesex County Official Plan, Lucan Biddulph Official Plan, Lucan Biddulph Zoning By-law, and any other applicable planning legislation/documents.

Proposed works shall be carried out in accordance with, or exceed, the applicable minimum requirements of the Ontario Building Code, Accessibility for Ontarians with Disabilities Act, and any other applicable legislation/regulations.

**5.8.10 ADHERENCE TO APPROVED PROJECT**

Project works approved for incentive funding under the CIP must be carried out and completed in accordance with the description of project provided in the application and associated supporting materials. Should any works, in the opinion of the Township, be inconsistent with the original description of the project, the Township may delay, reduce, or otherwise cancel any approved incentives and may require the applicant to repay any incentives dispersed to date.

**5.8.11 WORKS COMPLETED PRIOR TO FUNDING APPROVAL**

Those parts of projects or site works commenced and/or completed prior to the submission and approval of an application shall be generally ineligible for funding unless otherwise determined eligible by the Township in its sole discretion. Notwithstanding this, part or all of the remaining works of a project that has already been started may be considered eligible for funding at the discretion of the Township.

**5.8.12 DISCLOSURE OF OTHER PUBLIC FUNDING SOURCES**

As part of any application for financial incentives, applicants must disclose all other public sources of funding received and/or anticipated for the project.

**5.8.13 REQUIREMENT TO OBTAIN APPROVALS OR PERMITS**

Where applicable, the release of grant funding shall be subject to the issuance of any permits or approvals required for the proposed works (i.e. building permit, rezoning, minor variance, etc.).





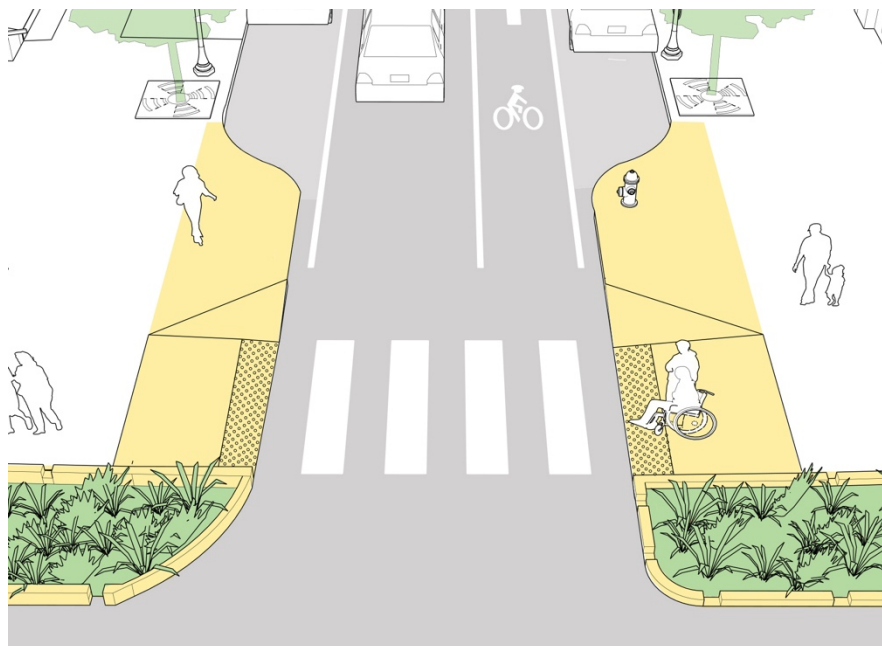


# SECTION 6.0

## MUNICIPAL LEADERSHIP INITIATIVES

The following municipal leadership initiatives are based on the priorities that were identified by the Township and community during the background stages of developing the Plan. These recommended initiatives are largely intended to provide inspiration to Lucan Biddulph Council for the undertaking of separate actions/projects that complement and build-on community improvement, and the guiding principles/goals of the Plan. Notwithstanding this, nothing in this Section or Plan is intended to commit the Township, Council, or any other public authority to funding or supporting the following initiatives. Council will maintain full discretion to determine whether to pursue any of the following initiatives.

## 6.1 COMMUNITY ACCESSIBILITY & MOBILITY AUDIT



### 6.1.1 OVERVIEW

An audit of the accessibility and mobility of the Township would provide further insight into potential solutions for improving connectivity, safety, and better user-experiences for pedestrians and other non-motorized modes of transportation in the community. This initiative could evaluate buildings, public spaces, roadways, and neighbourhoods to ensure that users from ages 8 to 80 are equally able to enjoy mobility and safety as they move through their community. This initiative would ideally be pursued as a precursor to the development of any design guidelines, streetscape improvement strategy, or other policies directing site/built form design.

### 6.1.2 RECOMMENDED TIMEFRAME

Short-term (1-3 years)

### 6.1.3 CONSIDERATIONS

Ideally, the community accessibility & mobility audit would take a closer look at the following in Lucan Biddulph:

- Main street buildings (front entrances, pathways, ramps, access points)
- Sidewalk conditions, width, connections
- Road crossings, conditions, locations, use
- Community connections (how well-connected are public spaces/main streets/neighbourhoods)
- Community engagement on mobility and accessibility
- Barrier-free levels throughout the community in both public and private realms/spaces
- Existing/new policies that may support improved mobility

### 6.1.4 ROLES & IMPLEMENTATION

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Lucan Biddulph Council. While much of the audit would focus on local scale infrastructure and areas, the differing levels of roadways and jurisdictions will necessitate some level of coordination between the Township, Middlesex County, and (possibly) the Ministry of Transportation. Township Staff and Council may together (or through a steering committee) work to identify the scope and scale of the project, as well as the key issues to focus on.



## 6.2 STREETScape IMPROVEMENT STRATEGY



### 6.2.1 OVERVIEW

The development of a streetscape improvement strategy would assist in identifying intervention opportunities in greater detail along the main commercial/core streets in the community. Should the Township wish to pursue the community accessibility & mobility audit described in Section 6.1, the findings of the audit could be used to better inform this strategy. Examples of interventions or improvements could include; further beautification and greenscaping along main streets; hardscaping projects like sidewalk widening/improvements; “road dieting” at certain high-traffic areas to reduce the width of the roadway, making it easier for pedestrians to navigate; or even the introduction of bike/shared lanes along main corridors. The development and implementation of an effective streetscaping strategy would further help establish specific character-areas in settlement areas like Lucan, to help define the identity of the community.

### 6.2.2 RECOMMENDED TIMEFRAME

Short to Medium-term (1-5 years). Recommended to follow completion of Community Accessibility & Mobility Audit if one pursued.

### 6.2.3 CONSIDERATIONS

The following are some example items that a streetscape improvement strategy could focus on:

- Identifying underused spaces within wider rights-of-way to:
- Introduce bike lanes
- Widen sidewalks
- Introduce more greenspace/landscaping/decoration
- Implementing policy to direct better subdivision design as it relates to street design and connectivity
- Explore potential improvements to on-street/off-street parking at key areas
- Investigate opportunities for traffic calming and control to improve relationship between vehicles/non-vehicles
- Identify specific projects (sidewalk widening, road bulb-outs, hardscaping/landscaping) and a roadmap for implementation to improve the streetscape in key commercial/core areas
- Community pilot projects for interventions over limited periods of time (ex. parking space patios)

### 6.2.4 ROLES & IMPLEMENTATION

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Lucan Biddulph Council. Coordination between the Township, Middlesex County, and Ministry of Transportation should be an early priority in the development of a streetscape improvement strategy and/or any associated interventions, as many of the corridors that would benefit are regulated by more than one authority.

## 6.3 TOWNSHIP DESIGN GUIDELINES



### 6.3.1 OVERVIEW

The development and implementation of design guidelines would assist the Township in preserving and enhancing the character of Downtown Core areas and main corridors of the community through architectural measures, controls (and guidelines) for buildings related to height, materials, lighting, signage, etc. These guidelines would seek to strike a balance between existing built forms/heritage buildings and new construction, to ensure the identity or character of the community is preserved and well-defined. Furthermore, the guidelines would also be intended to promote and encourage a high standard of quality development and site design, which could eventually be utilized in the review of eligible projects under the CIP.

### 6.3.2 RECOMMENDED TIMEFRAME

Short to Medium-term (1-5 years)

### 6.3.3 CONSIDERATIONS

The design guidelines could be developed in-house, or by a consultant, and would ideally address:

- Different standards/guidelines for rural development and urban development, depending on context and/or applicable area
- “Requirement” vs. “Encouragement” - how prescriptive are the guidelines to be?
- The desired design, form, and character of buildings
- Building materials
- Landscaping standards
- Signage, Lighting, & general wayfinding elements
- Heritage/cultural design elements

### 6.3.4 ROLES & IMPLEMENTATION

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Lucan Biddulph Council. It will be important to consult with the general public, businesses, and development community early in the creation of design guidelines to ensure “buy-in”. Middlesex County and the Ministry of Transportation should also be involved/consulted with throughout the process of developing any such guidelines, given the importance of the County road system and Highway 4, and volume of commercial development served by them.



## 6.4 PUBLIC LAND ACQUISITION & IMPROVEMENT



### 6.4.1 OVERVIEW

This initiative would seek to identify candidate lands for acquisition by the Township in strategic locations, where improvements could lead to new gathering spaces, parks, or other public amenities. This initiative could also explore potential partnership opportunities with landowners and the development community to bolster the existing base of public lands/gathering spaces. Ideally, this initiative would improve access to, and the quality of, public lands/spaces. Any strategy and/or policies to guide this initiative could also outline coordination with the Parks and Recreation Master Plan in order to follow a coordinated approach and/or identify existing assets that would benefit from improvement.

### 6.4.2 RECOMMENDED TIMEFRAME

Throughout Lifecycle of Plan / Long-term (5-10 years).

### 6.4.3 CONSIDERATIONS

In the pursuit of this leadership initiative, the following actions should be considered:

- Undertake inventory of existing assets/Township lands
- Assess/audit existing township lands to identify gaps in location and function
- Reconcile any investigative initiatives with the findings of the Parks and Recreation Master Plan
- Conduct internal assessment of potential lands for acquisition
- Carry out public consultation on public lands/spaces needs in the core and rural areas
- Identify preferred sites/locations
- Approach landowners/organizations with purchase/partnership opportunities where they coincide with preferred sites/locations

### 6.4.4 ROLES & IMPLEMENTATION

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Lucan Biddulph Council. This initiative will require proactive and collaborative approaches between Council, Staff, and the community to identify and investigate potential lands for acquisition/improvement as public amenities or spaces. The Township should also seek to explore partnerships with other local authorities (i.e. Middlesex County, Conservation Authority) to acquire and/or create new and improved public amenities/spaces.





# SECTION 7.0 ADMINISTRATION

## 7.1 ADMINISTERING THE PLAN

### 7.1.1 General Administration & Interpretation

This Plan must be read and interpreted in its entirety, and in conjunction with other applicable legislation including, but not limited to the *Municipal Act* and *Planning Act*. This CIP will be administered by the Township of Lucan Biddulph, Municipal Council, and the *CIP Coordinator*. Interpretation of this plan will be at the sole discretion of the Township of Lucan Biddulph

### 7.1.2 Plan Horizon

This CIP is intended to be implemented over a 10-year period from the date of adoption. Notwithstanding this, the plan may continue to be implemented beyond the 10-year plan horizon at the discretion of the Township.

### 7.1.3 Community Improvement Project Area (CIPA)

The *Community Improvement Project Area (CIPA)* identified in Section 1.4 constitutes the applicable area of this Plan. Properties not located within the CIPA are not eligible for CIP funding. The CIPA may be amended by By-law from time to time, at the sole discretion of Council.

Council may dissolve the CIPA if, in their opinion, the Plan has been carried out and/or no longer aligns with the goals and objectives of the Township for community improvement. Should Council opt to dissolve the CIPA, the CIP should be repealed.

### 7.1.4 CIP Coordinator

The Township shall appoint a *CIP Coordinator* to administer the CIP. It is recommended that the *CIP Coordinator* be an existing member of staff. The *CIP Coordinator* will act as a day-to-day liaison between the community and the Township, championing the plan, providing guidance to applicants on the interpretation of the plan, and coordinating intake of applications. The *CIP Coordinator* will also organize the review of funding applications with Council and/or their designate, as well as arrange for the issuance of decisions. The *CIP Coordinator* will also be responsible for marketing, monitoring, and evaluating the Plan throughout its lifecycle.

### 7.1.5 Approval Authority & Responsibilities

Municipal Council is the approval authority responsible for making final decisions on CIP funding applications. The responsibilities of Council as the approval authority are as follows:

- reviewing CIP funding applications, supporting information, and/or associated reports/packages prepared by the *CIP Coordinator*, and providing comments;
- participating in the formulation of a recommendation for approval or refusal of CIP funding applications;
- participating in the monitoring and evaluation activities of the plan and providing recommendations on amendments which may be identified from time to time.

Notwithstanding the above, Municipal Council may, in its sole discretion, opt to delegate some or all of the approval authority responsibilities listed above (excluding final decisions) to an *Implementing Committee*, which may be an existing committee of Council, or a new CIP-specific committee. The *Implementing Committee* is encouraged to be made up of a combination of municipal staff, council, and/or local organizational leaders/professionals to ensure diverse backgrounds and perspectives. The size, role, and composition of any *Implementing Committee* shall be determined by Council in its sole discretion.

### 7.1.6 CIP Budget & Incentive Program Funding

Council is responsible for establishing the annual CIP budget to fund the financial incentive programs. Each year Council may, at their sole discretion, opt to fund some, all, or none of the financial programs outlined in the CIP. The annual CIP budget should be informed by the program monitoring/evaluation data gathered under Section 8.2, to ensure community uptake and interest in programming is reflected appropriately.

Council may, in their sole discretion, opt to restrict any portion of the annual CIP budget to one or more specific programs to ensure adequate/reserved funding for certain types of projects.

All applications for grant funding will be evaluated and determined on a “first come, first served” basis. However, Council reserves the right to limit funding for individual applications/projects if, in their opinion, it would unduly limit the availability of funding for other projects seeking funding throughout the budget year.

### 7.1.7 Implementation of Municipal Leadership Initiatives

Council will maintain full discretion with respect to determining whether to budget, plan for, and/or pursue any of the Municipal Leadership initiatives



in Section 6.0. Nothing in this plan is intended to commit the Township or any other public authority to funding or pursuing any one of the initiatives outlined in Section 6.0.

## 7.2 APPLICATION PROCESS

The following section outlines the standard application submission/approval process for the CIP funding programs. **Figure 2** on page 46 provides a high-level overview of the application process.

### 7.2.1 Application Intake

It is recommended that the Township establish an annual or bi-annual deadline(s) for the intake of CIP funding applications to allow for more efficient administration, implementation, and monitoring of the plan. Alternatively, the Township may opt to allow for a “floating intake” structure, at their discretion, wherein CIP funding applications could be submitted throughout the year (with or without a cut-off deadline) and reviewed on an ad-hoc basis.

### 7.2.2 Pre-Consultation

All applicants are encouraged to arrange for a pre-consultation with the *CIP Coordinator* to discuss their project(s) and identify eligibility, review applicable streams, clarify process, and receive preliminary feedback prior to submission. The *CIP Coordinator* will also advise of any additional information and materials required for a complete application, beyond the standard requirements outlined in Section 5.8.1.

### 7.2.3 Submission of Application

Applicant submits their application, including any required supporting information and materials identified at the pre-consultation. In order to be deemed complete, applications may be required to include some or all of the following, to the satisfaction of the Township

- Original copy of all required application forms signed and completed;
- A minimum of two (2) cost estimates/quotes for the proposed works, provided by a qualified source (*example: project contractor*). A detailed breakdown of costs per project/phase may be required;

- Drawings, renderings, or other design information as determined necessary by the Township for the proposed works (plot plan, elevations, renderings, floor plans, etc.);
- Current/recent photos of the existing property and building(s)/area(s) that are the subject of the proposed works;
- Any historical information or documents available (as necessary); and,
- Other supporting materials such as, but not limited to work plans, applicable reports (traffic impact, inspection report, etc.), public funding sources, and/or approvals, that may be required to supplement the application, as determined by the Township in its sole discretion.

### 7.2.4 Confirmation of Complete Application

The *CIP Coordinator* reviews the application to determine completeness, screening for general eligibility criteria, and ensuring all required supporting information identified at the pre-consultation meeting has been included and is acceptable. Applications which are deemed incomplete will be returned to the applicant with comments and/or instructions related to satisfying the requirements for a complete application. If the application is deemed complete, the *CIP Coordinator* will notify the applicant accordingly.

### 7.2.5 Application Review & Recommendation

Upon deeming an application complete, one of the following will take place, depending on whether Council has delegated approval authority responsibilities to an *Implementing Committee* under Section 7.1.5:

- a) *If Council HAS delegated approval authority responsibilities:*
  - the *CIP Coordinator* will circulate the application and all associated information/materials to the *Implementing Committee* for review. It is recommended to schedule a meeting date for all *Implementing Committee* members to review the application against the general and program-specific eligibility criteria and form a recommendation on the application.
- b) *If Council HAS NOT delegated approval authority responsibilities:*
  - the *CIP Coordinator* will review the application and all associated information/materials against the general and program-specific eligibility criteria and form a recommendation on the application.

In the event of a recommendation for refusal, the applicant must be notified, provided with reasons for refusal, and given an opportunity to resubmit their application for review within a reasonable timeframe. If an applicant disagrees with the proposed recommendation and wishes to have the application heard by Council, the application will continue through the process.

Following the above, the *CIP Coordinator* will prepare a report to Council containing an overview of the application and recommendation for approval or refusal. The application and all associated information/materials should be included with the report. Council will then consider and make a decision on the application.

### 7.2.6 Council Decision

As outlined in Section 7.1.5, Council is the approval authority responsible for making final decisions on CIP funding applications. The decision by Council to fund (or not fund) improvements through the programs of this CIP is entirely at the discretion of Council. Council reserves the right to determine the level of funding which shall be received by an applicant, whether to fund at all or in part, and what conditions, obligations and other requirements may be attached to any funding allocation and/or agreement(s). Considering the above, Council will make one of the following two decisions on a CIP funding application:

**APPROVAL:** If an application is approved, the applicant will be notified accordingly. The *CIP Coordinator* will arrange for a funding agreement to be prepared for execution between the Township and Applicant respecting the approved project/funding, as outlined in Section 7.2.6.

**REFUSAL:** If an application is refused, the applicant will be notified accordingly and provided with reasons for the refusal. There is no opportunity for appeal where an application has been refused by Council; however, a refusal does not disqualify the applicant from submitting a new CIP funding application.

### 7.2.7 Funding Agreement

If Council approves the application, the *CIP Coordinator* will be directed to arrange for the preparation of a CIP Funding Agreement for execution between the applicant and the Township. The Funding Agreement will address matters such as, but not limited to; general terms and conditions;

duration/deadlines; default; payment; and/or any other conditions related to the specific grant programs, as determined by the Township in its sole discretion. Payment of any financial incentives will be in accordance with the provisions of the CIP Funding Agreement.

### 7.2.8 Project Commencement

Upon execution of a CIP Funding Agreement, the applicant may commence the works associated with the improvement project, in accordance with the provisions of the agreement and approved proposal.

### 7.2.9 Project Completion

Unless otherwise outlined in the Funding Agreement described in 7.2.7, the approval of any application for funding will expire if works are not substantially commenced within six (6) months and completed within twelve (12) months from the date of execution of the Funding Agreement, as determined by the Township in its sole discretion. It is the responsibility of the applicant to notify the Township when the project has been completed.

Upon completion of the improvement project, and prior to the issuance of any financial incentives outlined under the CIP Funding Agreement, the applicant may be required to submit supporting information and materials documenting the completion of the works, including but not limited to:

- Original invoices for all costs associated with eligible works;
- Proof of payment for all costs claimed for eligible works;
- Photographs of the completed project;
- Certificates of occupancy or other similar documents;
- Required inspection reports; and
- Any applicable licenses or other approvals.

Further to the above, prior to the issuance of any financial incentives, the *CIP Coordinator*, in coordination with other municipal staff which may be necessary, will conduct a site inspection of the completed works to confirm the works have been carried out in accordance with the CIP Funding Agreement and consistent with the approved application. The Township will address the non-completion or non-compliance of any works in accordance with the CIP Funding Agreement.

**7.2.10 Payment of Grant**

If the works have been carried out in accordance with the CIP Funding Agreement, and all provisions and obligations of the agreement have been satisfied, the *CIP Coordinator* will organize for the payment of the financial incentives in accordance with the CIP Funding Agreement. The Township may allow for early and/or partial release of grant payments in its sole discretion.

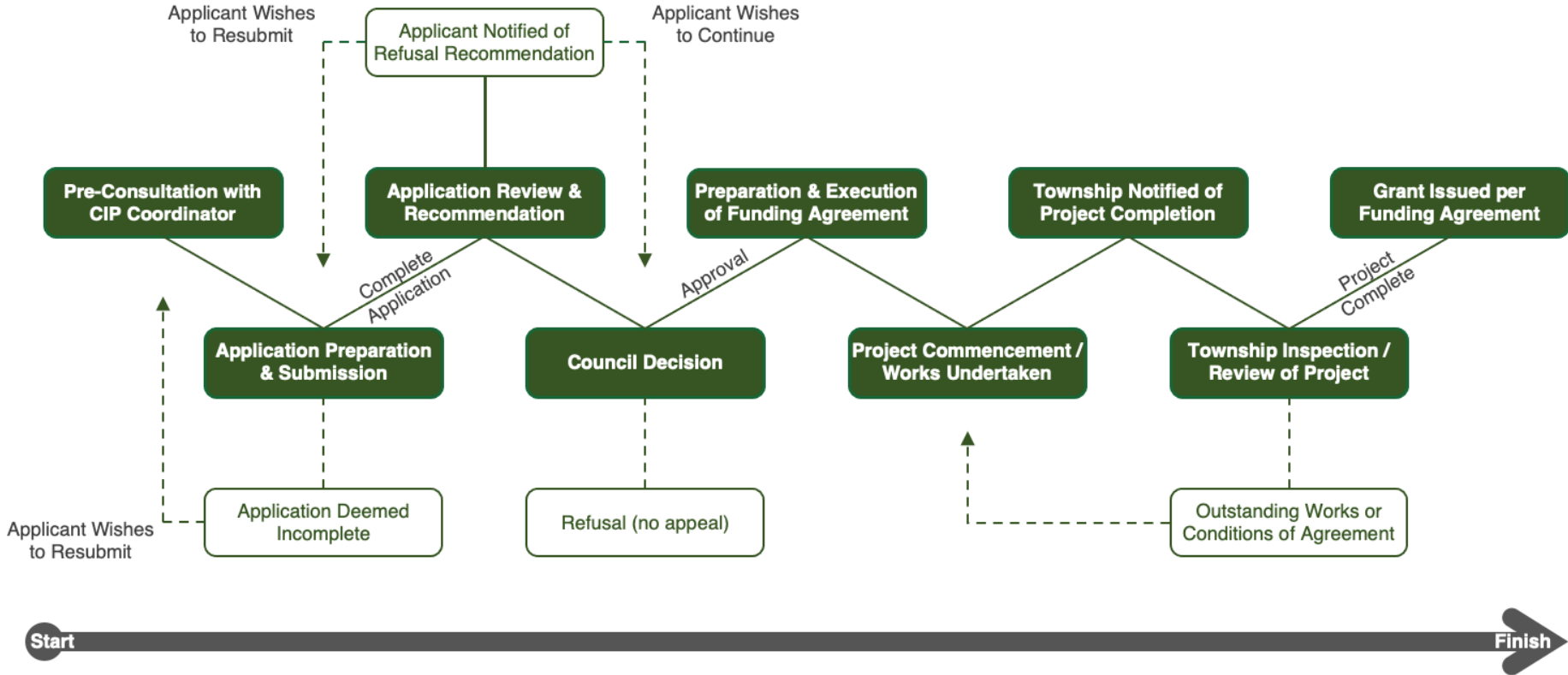


Figure 2: CIP Application Process Overview





HIGHPOINT

# SECTION 8.0

## MARKETING, MONITORING, & MODIFICATIONS

## 8.1 MARKETING THE PLAN

A large part of the success of this CIP will be determined by its accessibility and familiarity among the business community and general public. Marketing of the plan and the various incentive programs will play an important role in reaching potential applicants and encouraging a broader intake of project proposals. It is therefore recommended that the Township take advantage of all opportunities to provide more information about the plan, projects, and incentive programs through a range of methods, such as:

- Dedicated webpage within the Township’s municipal website that includes a copy of the plan, any promotional materials, applications, an FAQ section, and/or any other relevant information that can help people learn more about the plan
- Brochures & Posters which are easy to read, visually appealing, and provide information on the CIP. These should be made available to drop-ins at the municipal office, at community centres, in businesses, and/or distributed in other innovative ways (included in tax/water bills).
- Celebration of the success of completed CIP projects through regular updates to council, on-site CIP program signage for current/completed projects, as well as actively promoting projects on the Township’s website and social media with photos/posts.
- Annual monitoring/evaluation reports to Council should be made readily available to the community to promote the successes of the plan. The reports could include photographs, data trends, and other interesting aspects of the plan implementation on an annual basis

## 8.2 EVALUATING & MONITORING THE PLAN

### 8.2.1 Annual Report to Council

In order to track the implementation and performance of this Plan, various baseline data will be gathered and measured throughout its lifecycle, and municipal staff will prepare and present findings in an annual report to Council and make the findings available to the greater community. The report should contain an overview of statistics, trends, as well as recommendations for improvements to the structure or framework of the plan. The report should also summarize any progression towards implementing the municipal leadership strategy outlined in Section 6.0

### 8.2.2 Baseline Data

The following data is suggested to be tracked and measured by the CIP Coordinator upon adoption of the plan and monitored for changes on an annual basis or as frequent as available data allows, for inclusion in the annual monitoring report described above:

- Acreage / floor area of commercial space
- Number of new housing units added, as well as affordable housing units
- Commercial vacancy rates in the community
- Number of building and planning applications submitted for certain types of development (accessibility, internal redevelopment, façade improvement, etc.)
- Any other baseline data that may be beneficial to tracking the implementation and evaluation of this plan.

### 8.2.3 Monitoring Statistics & CIP Goals

The following measures of success should also be tracked and monitored by the CIP Coordinator, for inclusion in the annual monitoring report described above:

- Number of applications received
- Number of applications approved and for which respective stream(s)
- Total value of grants issued
- Total value of investment dollars leveraged



- Observable trends in the baseline data noted above

In addition to the above, the Township may also wish to track measures directly related to the goals of this plan outlined in Section 4.0 to assist in monitoring success and identifying any recommendations for changes.

### 8.3 AMENDING & MODIFYING THE PLAN

Based on the results of the monitoring exercises above, or feedback gathered throughout the implementation of the CIP, it may be necessary to modify or amend this plan from time to time as community priorities and goals change or as the plan is implemented. The table to the right provides guidance as to what plan adjustments or changes would require an amendment to the plan, as required by the *Planning Act*.

Adjustment or Change to Plan	Amendment Required?
Addition or removal of one or more financial incentive programs from the Plan	Yes
Modifications to one or more incentive programs, such as but not limited to: <ul style="list-style-type: none"> <li>• types of eligible projects;</li> <li>• eligible costs;</li> <li>• eligibility requirements;</li> <li>• maximum grant values or amounts</li> </ul>	Yes (except for minor technical or administrative changes)
Add, modify, or remove any of the Guiding Principles or Goals of the Plan	Yes
Add, modify, or remove any general eligibility criteria in Section 5.8.	Yes
Change to Community Improvement Project Area	No. Requires a by-law passed by Council.
Repeal of Community Improvement Project Area	No. Requires a by-law passed by Council.
Budgetary allocation changes (overall budget or program-specific)	No
Changes to funding or prioritization of municipal leadership initiatives	No
Cancelling of funding for one or more incentive programs	No
Extension of the plan beyond the 10-year planning horizon	No
Delegation of Council’s approval authority responsibilities under Section 7.1.5 to a <i>Implementing Committee</i> or a return of responsibilities to Council	No. Requires a by-law passed by Council.



# APPENDIX A

## BEAUTIFICATION PROGRAM ELIGIBLE AREAS





Main Street (Highway 4)

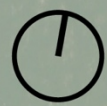
Alice Street (County Road 13)

Sainsbury Line (County Road)

William Street (County Road 13)

# LUCAN

- Provincial Highway
- County Road
- Eligible Area
- - - Settlement Area Boundary








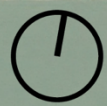


Fallon Drive (County Road 47)

Granton Line (County Road 59)

# GRANTON

	County Road
	Eligible Area
	Settlement Area Boundary







# APPENDIX B

## GLOSSARY

**Additional Residential Unit** means a self-contained dwelling unit which may be located within a main dwelling or within an accessory building to a main dwelling, designed for human habitation and meeting the minimum requirements of the Lucan Biddulph Zoning By-law and Ontario Building Code.

**Affordable Rental Housing Unit**, for the purposes of this plan, shall mean:

- housing constructed or provided for rental purposes, and that the rent for all or a portion of the units are set at or below 80% of the average market rent of a unit in the regional market area for a period of time not less than 10 years;  
or
- housing that meets the definition of 'affordable rental housing' as provided by the *Provincial Policy Statement*;  
or
- housing that meets the rent levels set in accordance with an affordable housing program recognized by the locally designated housing service manager/provider such as London & Middlesex Community Housing, or as otherwise named);  
or
- housing that otherwise meets the definition of affordable as set by the Township of Lucan Biddulph or the County of Middlesex.

**Agriculture-Related Uses** means those farm-related commercial and farm-related industrial uses that are directly related to farm operations

in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

**Agri-Tourism** uses means those farm-related tourism uses, including limited accommodation such as a bed and breakfast, that promote the enjoyment, education, or activities related to the operation of a farm.

**Applicant** means registered owner, assessed owner, or tenant of a building or property within the CIPA, and any person who has been given written permission to act on behalf of any of the aforementioned any person to whom any of the aforementioned has assigned the right to apply for/receive a grant or loan.

**Building Permit and Planning Application** means the Lucan Biddulph fees required for an application for one or more of the following:

- building permit
- demolition permit
- minor variance
- consent
- part lot control
- site plan approval
- zoning by-law amendment
- official plan amendment

For the purposes of this Plan, Development Charges are not considered a Building Permit and Planning Fee.

**Brownfield** means undeveloped or previously developed properties having known or

perceived contamination. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict, or vacant.

**CIP Coordinator** means a member of Lucan Biddulph staff appointed by the Township to administer the CIP, organize the review of funding applications with Council and/or their designate, as well as arrange for the issuance of decisions. The CIP Coordinator will also be responsible for marketing, monitoring, and evaluating the CIP throughout its lifecycle.

**Construction Costs** means those costs directly related to materials, labour, equipment, and/or installation associated with the completion of the eligible improvement project. For the purposes of this Plan, development charges are not considered a Construction Cost.

**Development** means the creation of a new lot, a change in land use, or the construction of buildings and structures requiring approval under the Planning Act.

**Greenfield** means, for the purposes of this Plan, lands which have not previously been developed and generally exist in a natural state. In some cases, limited agricultural uses (pasture, cultivation) may exist on a greenfield.

**Implementing Committee** means an existing committee of Council or CIP-specific committee created by the Township that has been delegated some or all of the approval authority responsibilities outlined in Section 7.1.5 by Council. The size, role, and composition of any Implementing Committee shall be determined by Council in its sole discretion.

**Infill** means development or redevelopment which results in the physical or observable intensification of the built form, use, and/or activity potential of a property.

**Mixed-use** means a building or property containing a combination of two or more of the following uses:

- retail uses / commercial services;
- office space
- institutional uses;
- residential uses as ancillary or secondary uses to one or more of the above uses.

**On-Farm Diversified Uses** means uses that are secondary to the principal agricultural use of the property and are limited in area. On-farm diversified uses include, but are not limited to, home occupations, home industries, agri-tourism uses, and uses that produce value-added agricultural products (cideries, breweries, wineries, smaller-scale ag product processing, etc.).

**Owner** means the registered Owner of the Lands and includes any successors, assigns, agents, partners and any affiliated corporation.

**Professional Fees** means the costs associated with the preparation and/or registration of any agreements, plans, designs, studies, or the carrying out of any services required for the project by an architect, engineer, designer, or other qualified professional or agency. For the purposes of this Plan, this definition does not include:

- Phase I & II Environmental Site Assessments (ESAs);
- A Designated Substances and Hazardous Materials Survey;
- A Remedial Work Plan; and,
- A Risk Assessment/Management Plan.

**Redevelopment** means the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

**Targeted Sector** means an employment sector or industry that the Township considers of significant importance to the diversification, growth, and resiliency of the local economy, which may be identified from time to time by the Township in its sole discretion.





# **APPENDIX C**

## FINANCIAL INCENTIVE APPLICATION REVIEW CRITERIA

## CIP APPLICATION REVIEW FORM

This CIP is not intended to fund all property improvements, but rather those eligible projects that are most aligned with the guiding principles and goals of the plan, and priorities of the Township. This CIP Application Review Form is designed to guide the Township through the review of applications, while also helping applicants to better understand the criteria on which their proposals are evaluated. This Form is not intended to be a “pass / fail” exercise, but more of a consistent and transparent methodology for the review of CIP applications – the Township may exercise full discretion in their assessment and decision on any application for funding under the CIP.

### INSTRUCTIONS

1. This Form should only be completed after reading the Lucan Biddulph Community Improvement Plan in its entirety.
2. This Form should be completed by the CIP Coordinator and each member of the Implementing Committee (if applicable) prior to engaging in the discussion and/or development of any recommendations on a CIP application. Alternatively, one form may be completed as a group for an application.
3. Complete the relevant sections of this Form, indicating the level of compliance with the general eligibility criteria, program-specific eligibility criteria, and alignment with the guiding principles and goals of the CIP, as follows:

**C = Compliant**

**PC = Partially Compliant**

**NC = Not Compliant**

**NA = Not Applicable**

4. A comment section is provided beside each of the criteria in this Form to allow for a brief summarization of the individual reviewer’s thought process and/or to provide further explanation related to their assessment, where necessary.
5. This Form is intended to be made available to the applicant in order to help provide feedback and understanding on the review and decision-making process.

Applicant: \_\_\_\_\_ Location: \_\_\_\_\_

Description of Proposal: \_\_\_\_\_

- |                       |     |  |     |  |
|-----------------------|-----|--|-----|--|
| Applicable Program(s) | ( ) | 5.1 Beautification Program                         | ( ) | 5.4 Industrial Stimulus Program            |
|                       | ( ) | 5.2 Rural Opportunity Program                      | ( ) | 5.5 Additional Residential Unit Program    |
|                       | ( ) | 5.3 Conversion, Expansion, & Redevelopment Program | ( ) | 5.6 Affordable Rental Housing Unit Program |
|                       |     |  | ( ) | 5.7 Accessibility Program                  |

Form Completed By: \_\_\_\_\_



**PART 1 – GUIDING PRINCIPLES & GOALS REVIEW**

Goal	C	PC	NC	NA	Summary / Notes
<b>Balancing Population Growth with Economic Growth</b>					
Increase opportunities for more commercial activity and job creation in the community/settlement areas					
Support economic development and commercial initiatives in the rural area to help diversify the rural economy					
Encourage the creation of new affordable rental housing units to improve housing affordability and choice					
<b>Community Accessibility &amp; Mobility</b>					
Reduce the number of buildings and sites in the community that are not fully barrier-free and accessible to everyone (both public and private)					
Improve pedestrian / non-motorist experience, safety, and mobility, particularly along main roads and corridors					
<b>Community Recreation &amp; Public Space</b>					
Increase the number and diversity of public gathering, recreation, and/or civic spaces in the community					
Improve existing rural recreational community spaces, including their connections to one another as well as throughout the community					

Goal	C	PC	NC	NA	Summary / Notes
<b>Supporting Culture, Heritage, &amp; Community Identity</b>					
Promote conservation and enhancement of heritage buildings, spaces, and/or features in the community (both designated and undesignated)					
Encourage high quality development/redevelopment which embody the identity of Lucan Biddulph					
<b>Main Street Beautification &amp; Revitalization</b>					
Support visually appealing development/redevelopment of buildings and sites along main corridors					
Reduce the number of vacant or underutilized buildings and sites in the community core					

**PART 2 – GENERAL REVIEW**

Criteria	C	PC	NC	NA	Summary / Notes
Is the project located within an eligible area for the program?					
Are the project works considered eligible for the program?					
Does the project meet the eligibility criteria for the specific grant program?					
If the project involves one or more funding programs, are they eligible to be combined?					
Is the project good design/high quality?					
Does the project genuinely contribute to the improvement of the community?					
Is the project a permanent improvement? If not, is the proposal appropriate given the location and situational context of the property?					



Criteria	C	PC	NC	NA	Summary / Notes
Is the project feasible?					
How much funding has been obtained for the project through other public sources or programs?					
Does the project comply with and/or conform with all applicable by-laws, policies, guidelines, and legislation? If not, does the project allow the applicant to do so?					
In your opinion, do you believe the project constitutes the type of Community Improvement intended to be funded through the CIP?					



# **APPENDIX D**

## INDUSTRIAL STIMULUS PROGRAM SCORING CRITERIA



## INDUSTRIAL STIMULUS PROGRAM SCORING CRITERIA

The following scoring criteria will be used by the CIP Coordinator and/or the Implementing Committee to determine the amount of the Development Charge Grant for eligible projects administered under Section 5.4. All metrics outlined below must be substantiated by supporting information, invoices, receipts, and/or other documentation provided by the owner/applicant, to the satisfaction of the Township. All scoring shall be carried out by the Township in its sole discretion.

### 1. Targeted Sector

Targeted/Non-Targeted Sector	Points
Targeted	4
Non-Targeted	1

### 2. Construction Value

Construction Value based on building permit(s)	Points
\$200,000 – \$750,000	1
\$750,000 – \$2,000,000	2
\$2,000,000 – \$5,000,000	3
\$5,000,000+	4

### 3. Full Time Jobs Created/Retained

Full time Jobs Created/Retained	Points
1-9	4
10-19	5
20-34	6
35-50	7
51-74	8
75-100	9
100+	10

### 4. Level of Strategic Economic Significance

Level of Strategic Economic Significance	Points
Low	1
Lesser	2
Moderate	3
Greater	4
High	5

### 5. Total Score and Incentive Level Awarded

Combining the scores from each of the four metrics listed above for an eligible project, the Total Score will determine the maximum percentage of a development charge that may be paid as a grant following project completion.

Total Score	Incentive Level
0-9	No Grant
10	40%
11	45%
12	50%
13	55%
14	60%
15	65%
16	70%
17	75%
18+	80%