

Town of Wasaga Beach

Downtown Community Improvement Plan

Wasaga Beach, Ontario

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N. BARRY LYON CONSULTANTS LIMITED

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1.0 Background and Overview

1.1 Introduction

Downtowns allow for the efficient use of land and municipal resources for the social and economic benefit of the community. They include an interesting mix of residential, commercial, and public uses and spaces. Well-designed, they can become a source of community pride and identity. Downtowns can offer a “sense of place” that yields benefits in terms of improving the quality of life for residents, creating a strong investment environment, and supporting growth.

The Town of Wasaga Beach (“the Town”) has had a significant amount of growth over the past 20 years, however, much of that growth has been focused on the edge of the community. The planning direction for the historic core of the community has been focused on tourism based activities. As a result, investment in the core areas has been minimal, leaving the Town without a community focus.

In 2015, Council for the Town approved boundaries for the new Downtown (see page 3). They identified that as the Town transitions from a seasonal destination to a more complete community, the development of a new Downtown core would serve several functions. A healthy Downtown will enhance the economic competitiveness of the Town, will aid in rebranding the Town with a more sophisticated and inclusive image, and will help attract new residents, businesses, and jobs, diversifying the local economy.

While the Town will always have a significant component of tourism, its increasing attractiveness as a destination for permanent residents has underpinned the need for a Downtown that builds on the growing sense of community.

In June 2016, Council awarded Forrec Limited and their associated sub-consultants (N. Barry Lyon Consultants Ltd, J.C. Williams Group, CBRE, Toole Design Group) the contract to lead the development of the Downtown Development Master Plan (“DDMP”), initiating the planning process for the creation of a new Downtown. Over the months that followed an intensive evaluation of the social, physical, cultural, and economic influences at play were analyzed. The key barriers and impediments blocking the development of a legitimate Downtown were identified.

The path forward is to stimulate reinvestment with a balance of public and private investment. The public investment component features two important public spaces. The first being a town square in the future Downtown that will form an important civic space to help organize and frame future Downtown development while offering a central town venue for public events and celebrations. The second public space is Festival Square which will be an integral part of future development on Beach One. This space will be designed for both passive and active programming

but primarily for seasonal tourist based activities. Similar to the Downtown square, Festival Square will provide an organizing element for future development.



Artist's impression of the Downtown public square designed to accommodate public events and celebrations with private sector investment flanking its perimeter

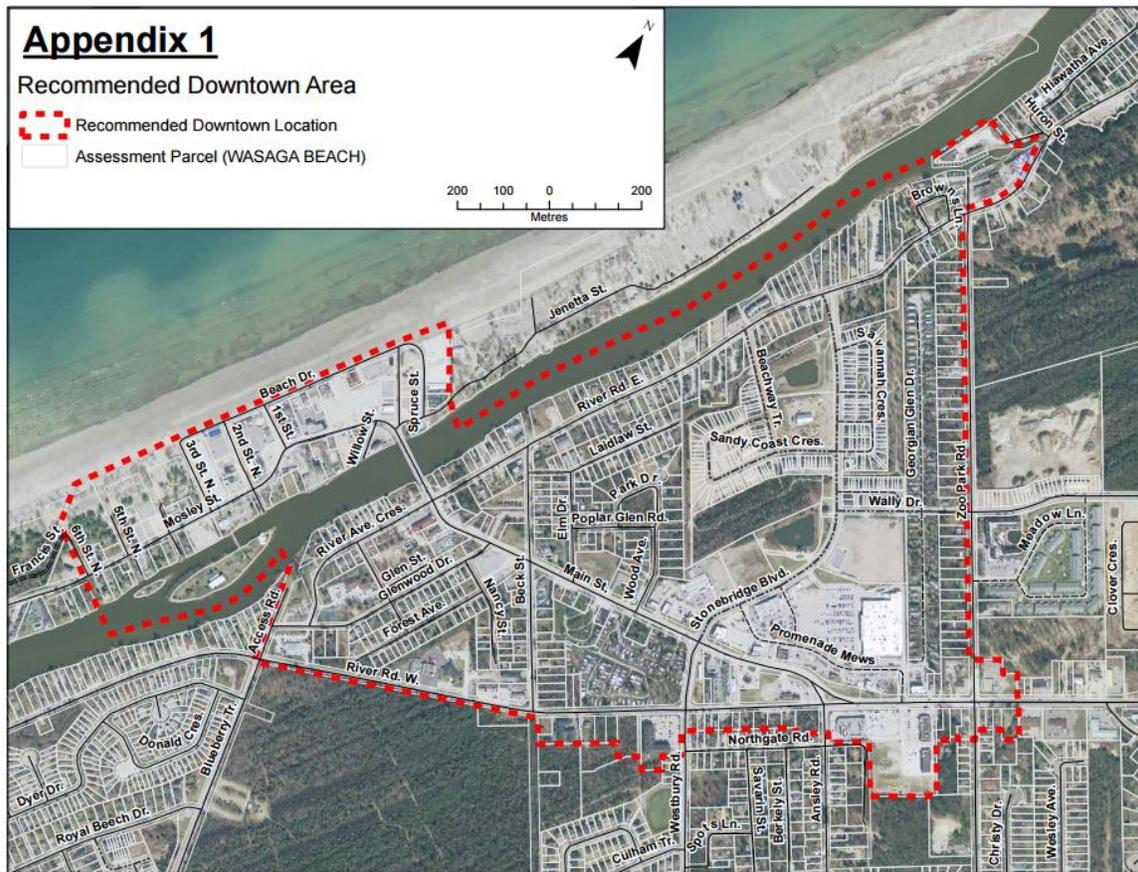


Artist's impression of the Festival Square that will be designed primarily to accommodate seasonal activities but will also help encourage and organize new investment. The CIP polices will work hand in hand with these, and other physical investments.

These public investments are seen not only as amenities for the community but also as strategic investments that will improve the marketability and value of the adjacent real estate.

The Downtown Development Master Plan (“DDMP”) recommended that financial incentives be offered concurrently with these physical investments to help market and stimulate interest in the community. In order to provide these incentives, a Community Improvement Plan would be needed.

On March 28, 2017, Council adopted the DDMP, along with several recommendations from staff. This Community Improvement Plan responds to the direction of Council with respect to the associated recommendations contained in the staff report submitted to the Committee of the Whole on March 21, 2017.



Downtown area, as approved by Council in December 2015

1.2 Community Consultation

The DDMP process featured a comprehensive public engagement program that helped guide and shape its recommendations. Over the course of several months, the consultation process included

a number of public presentations, workshops, drop-in sessions, and stakeholder meetings. The findings from this public engagement and the DDMP process will aid in informing the Community Improvement Plan.

As part of the Community Improvement Plan process, a statutory public meeting was held on June 27, 2017.

2.0 Legislative and Policy Framework

The following legislative framework provides the authority for a Community Improvement Plan.

2.1 Planning Act

The Planning Act, R.S.O. 1990, c. P. 13, as amended (“Planning Act”) provides the statutory framework for the creation of Community Improvement Plans in the Province of Ontario.

Where there is an official plan in place that contains provisions related to community improvement, Section 28 of the Planning Act provides authority for municipalities to designate by by-law a Community Improvement Project Area (“CIPA”). The Planning Act further authorizes Council to prepare a plan suitable for adoption as a Community Improvement Plan (“CIP”) for the CIPA.

Subsection 28(7) of the Planning Act states that:

“for the purpose of carrying out a municipality’s community improvement plan that has come into effect, the municipality may make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan.”

Subsection 28(7.1) of the Planning Act continues by stating *“the eligible costs of a community improvement plan may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities.”*

2.2 Municipal Act, 2001

Subsections 106(1) and 106(2) of the Municipal Act, 2001, S.O. 2001, c. 25 (“Municipal Act”) prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. However, subsection 106(3) provides an exception to this bonusing rule for municipalities exercising powers under the provisions of Section 28 of the Planning Act.

Additionally, subsection 365.1(2) states that:

“a local municipality may pass by-laws providing for the cancellation of all or a portion of the taxes for municipal and school purposes levied on one or more specified eligible properties, on such conditions as the municipality may determine, and a by-law may apply in respect of the

rehabilitation period for a specified property, the development period for a specified property, or both.”

2.3 Official Plan of the Town of Wasaga Beach

Subsection 19.19 of the Official Plan of the Town of Wasaga Beach (“Official Plan”) contains policies to support the establishment of a Community Improvement Project Area (CIPA) and a corresponding Community Improvement Plan. This subsection contains goals and objectives for areas designated as a CIPA (subsection 19.19.2), as well as considerations to be addressed through the preparation of Community Improvement Plans (subsection 19.19.3).

Council adopted Official Plan Amendment (“OPA”) 42 in May 2016 which outlined the CIP boundaries of the Downtown in Schedule ‘H’ of the Official Plan. OPA 42 was approved by the County of Simcoe in September 2016.

3.0 The Downtown Community Improvement Plan

3.1 Community Improvement Project Area (CIPA)

The area under study for the DDMP is characterized by a mix of land uses ranging from new retail and medium density residential uses located at Stonebridge at the southeast of the Downtown, to weak tourism based uses and vacant or underutilized land in the traditional core areas of the Town, including along Main Street and in the Beach area.

The Stonebridge development offers important amenities to the community but, by design, is oriented to car use and offers only a supportive role in the establishment of a new Downtown. The challenge resides in the balance of Main Street westward to Beach One. Along this strip, land uses are either underperforming or serve only a very focused summer market and contribute little to the community form and function. Several sites are vacant or unoccupied, and in the Beach Area, a fire destroyed much of the buildings fronting onto the Main Street pedestrian mall. The Town wisely acquired a good portion of the remaining Beach lands in anticipation of a strategic municipal response – the DDMP.

During the course of the development of the DDMP a great deal of discussion was centred on which parts of the Downtown should be the primary focus. There was an agreement that the core area should be compact, at least at first, to ensure that efforts are focused. A compact CIPA within the broader area designated as the “Downtown Area” in the Official Plan recognizes that the Town’s resources are finite and projects should not be too spread out, allowing for the maximum benefit to be captured.

It was also agreed during the analysis phase of the DDMP and consultations with the public that the Downtown should be primarily for permanent residents but not ignore the tourism based activities centred around Beach One. The peak summer activity, from an economic perspective, was viewed as an opportunity to support businesses located in the Downtown. These factors underpinned the basic logic for the establishment of two distinct areas, within a walkable distance but with unique functions, that together make up the CIPA. The idea of a town square, to help frame and organize a future Downtown, while at the same time creating a community amenity for special events and celebrations helps further rationalize the boundaries of the CIPA.

The Community Improvement Plan Area is shown in Appendix A. These boundaries were adopted by Council in May 2016.

3.2 Overall Approach of the CIP

While the Town has exhibited strong growth, virtually all of this growth is occurring outside of the boundaries of the Downtown. Barriers to investment therefore lie largely on the area’s

appearance, fragmented pattern of land use and ownership, land uses that are inconsistent with new investment, and outdated planning policies.

The overall approach to this CIP is to link the public sector investment proposed in the CIP related to public space and road network enhancements with private sector financial inducements. The programs offered in the CIP are designed to work hand in hand with the other actions recommended in the DDMP to help offset some of the market shortfalls by using financial mechanisms, in the form of grants and loans, to reduce the cost of development and redevelopment in the Downtown area and attract new investment. These financial tools can be used to catalyze new development and investment in early years until a market has been established.

The financial incentives that are offered in the CIP will be performance-based and focused on properties that are located primarily along Main Street between Elm Drive and Beach Drive. This includes all properties fronting on both proposed town squares. This area is highlighted as the Priority Investment Area in Appendix A, and is illustrated in detail below.

The performance-based criteria used to evaluate the applications will include factors such as location adjacent to one of the two public squares, the inclusion of ground floor commercial / community space, four-storey building heights, high-quality design, demonstrated financial need, and how well the application meets the goals and objectives of the Official Plan and the DDMP.



Location of Priority Investment Area for Community Improvement Plan programs

The purpose of this focused approach is to ensure that the limited funds available for these incentives are used efficiently, and to promote priority investment in line with the objectives of the DDMP.

3.3 Prioritization of Affordable and Rental Housing

One of the goals of the CIP is to create a broad mix of housing forms in the Downtown that meets the needs of a wide range of residents. This includes not only market ownership units, but also affordable rental, affordable homeownership, and purpose-built rental units. Within the Priority Investment Area, eligible projects may be awarded bonus points in the evaluation scoring if they create affordable housing units.

While the incentive programs in this CIP are to be primarily used in the Priority Investment Area, they should also be provided for new affordable housing rental units and new purpose-built rental units throughout the rest of the Downtown boundaries. Incentives are not available for market-rate ownership housing outside the Priority Investment Area. However, affordable and market rental housing projects are encouraged outside of the Priority Investment Area and would be evaluated on a case by case basis in consultation with the County of Simcoe.

Outside of the Priority Investment Area, projects are only eligible for CIP incentives if they create affordable rental or market rental housing units and meet specific eligibility criteria including demonstrating the need for Downtown CIP financial incentives in order to make the project financially viable through submission of a proposed development pro forma.

Locating affordable housing in the Downtown will improve the lives of a broad range of residents including aging populations who need to live in convenient, walkable locations where they can access amenities and services to meet their daily needs without the use of a car. Providing incentives for affordable housing units in the Downtown that align with the provincial growth forecast and provincial priorities could attract additional funding from senior levels of government to make affordable housing development in the Town more feasible.

As per Section 6.0 of the Provincial Policy Statement, 2014, “affordable housing” is defined as:

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

- *A unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or*
- *A unit for which the rent is at or below the average market rent of a unit in the regional market area.*

3.4 Objectives of the Community Improvement Plan

The overall objectives of the community improvement plan are to:

- Help shift the Town from a seasonal tourism-based destination to a more complete four-season community;
- Encourage existing property owners to reinvest in terms of more intensified developments consistent with the directions of the DDMP;
- Facilitate future growth by encouraging private sector investment in a broader range of housing forms for a greater number of smaller households (as forecasted in Hemson Consulting Ltd.'s Development Charges Background Study, 2015), growing the number of senior households, and assisting in the creation of affordable housing;
- By strategically investing with the private sector, promote the Town for additional downstream investment;
- Enhance the quality of the public realm in a walkable, pedestrian-friendly environment as an amenity to permanent residents of the Town;
- Create a focus for community activities and a symbolic heart of the Town to build a sense of community identity and pride;
- Encourage the renewal and upgrading of tourism-based accommodation;
- Encourage new tourism activity that attracts broader benefits to the Town in terms of shared amenities, as well as economic spin-offs;
- Maximize the use and efficiency of in place municipal infrastructure; and,
- Grow the property tax base.

3.5 Rationale for the Incentive Programs

The primary rationale for the financial incentive programs contained in this CIP is to implement the recommendations and vision of the DDMP. The financial incentives will aid in creating a

vibrant, healthy, and pedestrian-friendly Downtown area while aiding to establish a market for new residential and commercial uses that does not currently exist without them. They are also intended to support the creation of affordable and rental housing units within the Downtown.

The financial incentive programs provided in this CIP include:

- Residential / Mixed-Use Development Incentive Program;
- Tax Increment Equivalency Grant Program;
- Municipal Application Fee Rebate Program; and,
- Parking Ratio Exemption.

The four financial incentive programs were chosen with the intention of reducing costs associated with new development to catalyze new investment in the Downtown area. These financial incentive programs are expected to offer the greatest impact for future investment in the Downtown.

3.6 General Requirements for the Incentive Programs

All financial incentive programs described herein are subject to the following general requirements. These requirements are not intended to be exhaustive. The Town reserves the right to include other reasonable requirements and conditions on a project-specific basis.

- Approval for annual funding under the financial incentive programs will not be issued on a first come, first served basis, but rather will be based on which application(s) best meet the goals of the Official Plan and the DDMP.
- The performance-based criteria used to evaluate applications for financial incentive programs within the Priority Investment Area are identified in Appendix B. The criteria may be adjusted from time to time as required. The development of these criteria and their use in evaluation of applications will be at the discretion of Council and the CIP program administration team.
- Outside of the Priority Investment Area, projects are only eligible for CIP incentives if they create affordable rental or market rental housing units, and meet the following eligibility criteria:

Affordable or Market Rental Housing Eligibility Criteria (Outside Priority Investment Area only)

1. The proposed development conforms to the Official Plan and Downtown Urban Design Guidelines.

2. The proposed development implements the Downtown Development Master Plan.
3. The applicant must submit a proposed development pro forma that demonstrates the need for Downtown CIP financial incentives in order to make the project financially viable.

Evaluation of new affordable or market rental housing shall be done on a case by case basis on the merits of the application and the demonstrated need to make the project viable.

- Generally speaking the Town is seeking to encourage significant investments that will have a positive impact on the shaping of the Downtown in terms of its function and appearance. These uses will ideally be three to four storeys in height;
- The incentives contained herein are for new construction only. Conversions and additions to existing buildings are not eligible for the financial incentive programs in the CIP;
- Priority shall be given to mixed-use residential developments that include ground-floor retail, office, commercial, or community space. Highest priority will be provided to the properties fronting on the two planned town squares;
- Outside the Priority Investment Area, the incentive programs herein are only available for affordable housing units and purpose-built rental units that meet the goals of the Official Plan and the DDMP. Applicants must enter into an agreement with the Town to guarantee that any new affordable housing units meet the definition of affordable housing, as defined by the Provincial Policy Statement, in order to secure incentives;
- A property meeting the eligibility criteria of the financial incentive programs may apply and be approved for multiple incentive programs if it is able to demonstrate the need for funding from multiple programs;
- Approval of one or more of the financial incentive programs included in this CIP does not preclude the applicant from needing to obtain any other required municipal, provincial, or federal approvals associated with the project;
- If an applicant is not chosen for financial incentives in any given year, they are still eligible to apply for incentives in subsequent years;
- All approved projects shall conform to all relevant provincial legislation and municipal by-laws, standards, policies, and procedures;
- The financial incentives described in this CIP may be used in combination with any other program offered by the Town and/or any other level of government;

- At its discretion, Council may sell municipal property at below fair market value to achieve the goals of the Official Plan and the DDMP. An appraisal of fair market value shall be completed to determine the net benefit to a project for the purposes of compliance with subsection 28(7.3) of the Planning Act;
- At Council's discretion, a maximum annual CIP incentive program amount may be established for total incentives granted to projects.
- The Town may receive applications that exceed the maximum program amount outlined in this CIP. Council may provide incentives that exceed the defined program funding at its discretion so long as the application meets all other criteria and achieves the goals of the Official Plan and the DDMP;
- The Town reserves the right to peer review / audit any studies and/or projects approved under a financial incentive program, at the expense of the applicant;
- The Town is not responsible for any costs incurred by an applicant for any of the financial incentive programs contained herein;
- The applicant must remain in good standing with the Town throughout the entire duration of the CIP incentive program commitment or the project becomes ineligible for CIP incentives and any incentives received to date shall be returned to the Town. Being in good standing means a property is not in a position of tax arrears, any municipal fees and levies liable on the property or any other property owned by the applicant have been paid, no liens or legal proceedings against the property, not being in litigation of any kind opposite the Town, no outstanding By-law Enforcement, Property Standards, Building, or Fire work orders, etc. For example, any property in a position of tax arrears will be ineligible for any financial incentive program;
- As per subsection 28(7) of the Planning Act, eligible applicants must be either a registered property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP;
- The eligible costs of this community improvement plan are those identified in subsection 28(7.1) of the Planning Act, which includes costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities;
- As per subsection 28(7.3) of the Planning Act, the total of the grants and loans and the tax assistance that is provided shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings;

- Works that commenced prior to submitting an application for one of the financial incentive programs are ineligible;
- The Downtown CIP incentive programs are available for a period of five years from the adoption of the CIP. Applications for CIP incentives shall not be submitted any later than 5 years from adoption of the CIP, unless otherwise determined by Council. After 5 years Council may elect to extend the CIP incentive program; and
- The Town may discontinue any financial incentive program at any time. Approved properties will continue to receive agreed upon incentives after the cancellation of any program so long as the applicant remains in compliance with the requirements set out in the individual agreement;

4.0 Summary of Incentive Programs

4.1 Residential / Mixed-Use Development Incentive Program

4.1.1 Purpose

The purpose of this program is to attract more intensive residential and mixed-use development, as well as affordable and market rental housing units in the Downtown area. The grant is meant to catalyze the market for this type of residential / mixed-use development.

4.1.2 Description

Under this program, the Town will provide a grant in the form of a rebate to an applicant equivalent to or a portion of the Town's residential development charge rate. The total amount of incentive provided annually under this program will be at the discretion of Council approval.

In addition to the grant for residential uses, a grant in the form of a rebate equivalent to or a portion of the Town's non-residential development charge will also be provided for developments that include commercial / retail space along the ground floor of a mixed-use building in the primary incentive area.

In order to ensure completion of any project that is approved under this incentive program, 50% of the total rebate will be provided to the applicant upon the issuance of occupancy permits for half of the residential/commercial units in the project, with the remaining 50% rebate provided upon substantial completion of construction of the project being accepted by the Town.

All applications will be considered subject to the availability of funding. If no applications are approved in a given year, consideration should be given to adding unused funding from that year to a reserve for future years in order to respond to any increased future demand for the program.

When a market for these uses is deemed to have been established, this program may be discontinued at the discretion of Council.

4.2 Tax-Increment Equivalency Grant (TIEG) Program

4.2.1 Purpose

To encourage the redevelopment of eligible properties by providing grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from the property improvements associated with the redevelopment.

A TIEG aids in putting lands which otherwise may not be redeveloped, back into productive use.

4.2.2 Description

Council may provide grants for an eligible property to an applicant who is the property owner, assessed property owner, or a tenant of a property to whom the owner has assigned consent equal to the full amount, or a portion of the amount of the estimated incremental property tax increase after the property is redeveloped. This assumes that the improvements result in an increase in assessment and taxation.

The grant is provided after the improvements to the property have been completed and the property has been reassessed by the Municipal Property Assessment Corporation to ensure that the value of the property has increased. Taxes will be paid in full prior to the grant being issued.

The difference in tax values from the pre and post-improvement assessments will be used to calculate the incremental increase in municipal property tax revenue and the total value of the grant. The applicant will pay the full cost of their municipal property tax bill after the increase in assessment. The incremental tax increase will then be refunded by the Town over an established pre-improvement base assessment (based on the time of approval of the application). If a project is phased over multiple years, the grant for later phases will be based on a property re-assessment prior to construction of each phase.

The grant will be provided to applicants for five years after the property improvement is complete. Within the Priority Investment Area, the grant will be equal to 100% of the tax increment in years one to three. In years four and five, the grant will decrease to 50% of the tax increment, ceasing thereafter.

TIEG applications must be accompanied by:

- Photos depicting the current condition of the eligible property;
- Plans, reports, estimates, contracts, and other information necessary to understand the proposed development concept for the property; and,
- Information on how the development meets the goals of the Official Plan, CIP, and DDMP.

TIEG applications shall be approved by Council, by by-law, and the applicant will be required to enter into an agreement with the Town. If the applicant of the approved property defaults on any condition set out in the agreement, it will become void and the grants will become immediately payable to the Town, in full.

In the case of a condominium apartment development, the tax savings from the TIEG should be passed to the purchasers of the units as opposed to the applicant/developer. This will incent buyers to consider purchasing a unit and investing in the Downtown, and the applicant/developer will be able to use the property tax breaks associated with the TIEG as a marketing tool,

potentially improving sales absorption rates. By doing this, both the applicant/developer and the purchaser benefit from the incentive program.

4.3 Municipal Application Fee Rebate Program

4.3.1 Purpose

To encourage the development and redevelopment of eligible properties by providing grants associated with applications under the Planning Act and Building Code Act, 1992, S.O. 1992, c. 23.

4.3.2 Description

The Town may provide grants in the form of a rebate for applications associated with the development or redevelopment of eligible properties. These grants may include the cost of a portion of or all of the following application fees/charges/dedications:

- Zoning by-law and Official Plan amendments;
- Minor variances;
- Site Plan Control;
- Plan of subdivision / condominium;
- Building permits;
- Occupancy permits;
- Parkland dedication;
- Demolition Permits; and,
- Engineering Review Fees (per the Engineering Review Fee Policy).

This program includes a grant in the form of a rebate to offset the costs of the aforementioned fees. Applicants are expected to pay these fees at the required times, with planning fees to be reimbursed via a rebate when the project has been approved and a building permit has been issued. Rebates related to building permit fees should be provided upon substantial completion of construction. This ensures that the incentive leads to the actual implementation of the project.

This program is only applicable to fees levied by the Town. Fees associated with any outside agency or upper-level of government will be required to be paid by the applicant and are not subject to a grant unless an agreement has been made with one or more of these outside agencies / governments by the applicant.

At the discretion of the Town, an annual cap on the total value of municipal application fee grants may be implemented.

4.4 Parking Ratio Exemption

4.4.1 Purpose

To aid in reducing the costs of development by exempting new residential / mixed-use development in the Downtown from the pre-determined parking ratio.

4.4.2 Description

Parking, particularly in an underground garage, can be one of the most significant costs for a applicant/developer of a new residential building. Relaxing parking standards would have relatively little financial cost to the Town and a significant savings for many projects.

A parking ratio exemption would allow applicants/developers in the Downtown to be exempt from the required parking ratio in the Town of Wasaga Beach Zoning By-law, through a zoning by-law amendment or a minor variance. This exemption places the onus on the applicant/developer to build only the parking necessary to accommodate the development from a market perspective, subject to approval from the Town.

The parking ratio for a new development on an eligible property shall be negotiated with the Town's Planning Department, and the applicant shall provide supporting documentation and market evidence, at the cost of the applicant, for the proposed ratio.

4.5 Other Initiatives

4.5.1 Public Realm Improvements

In addition to utilizing financial tools to attract new investment in the Downtown, the Town will need to take several measures to signal its commitment to the revitalization process. This includes public realm and streetscape improvements in the Downtown, particularly along Main Street, beginning with the construction of the traffic circle at Main Street and Beck Street recommended in the DDMP.

This also includes funding, in part or in whole, the design and construction of the two recommended town squares – one at Main Street and Beck Street, and the other in Beach One – in order to create community focal points on both the town and beach sides of the Nottawasaga River. These town squares should have consistent programming to attract people and drive positive awareness of the area and the wider Town for residents and tourists.

The public realm improvements would make the Downtown a more attractive place, which could shorten the length of time that the financial incentive programs are needed.

4.5.2 Property Acquisition and Disposition

The Town may acquire and prepare property, including land and/or buildings, for the purpose of redevelopment within any portion of the CIPA. The Town may also dispose of, including through sale, lease or otherwise, municipal land and/or buildings within any portion of the CIPA for the purpose of achieving the goals and objectives of this CIP. In the event of a disposition of Town land, such disposition shall be carried out in accordance with the Town's By-law governing the disposition of property.

Strategies for further land acquisition should be considered in order to aid in the revitalization process. The more land in the Downtown that the Town owns, the more it will be able to participate in shaping the uses and built forms that will be constructed in the Downtown. Land ownership will allow the Town to be a partner with private sector investors on the redevelopment of the Downtown.

The Town was forward-thinking when it acquired a significant amount of land in the beach area, and consideration should be given to whether or not further acquisition along Main Street would be worthwhile for the revitalization process.

5.0 Implementation

5.1 Application Process

1. **Submission of Pre-Consultation Application Form:** Applicant completes and submits the [Pre-Consultation application form](#) signaling intent to apply for one or more CIP programs.
 - a. Information from the applicant should include a description of the project and expected time to completion; conceptual site plan and elevation drawings including proposed uses; incentive programs of interest and estimated CIP incentive funding request; and, information on how the project will improve the property and contribute to the goals and objectives of the CIP and DDMP.
2. **Pre-Consultation Meeting:** Meeting between the applicant, municipal staff, and local commenting agencies to review and provide comments on the development concept, outline the application requirements, cost and timing expectations, and determine eligibility for CIP incentive programs.
3. **Pre-Application Screening:** To ensure compliance with eligibility requirements and that the applicant is in good standing with the Town. The applicant must remain in good standing throughout the entire duration of the program commitment or the project becomes ineligible for CIP incentives and any incentives received to date shall be returned to the Town.

If a proposed project is determined to meet eligibility criteria, the applicant will be provided a Downtown CIP Incentive Application.

4. **CIP Incentive Application Submission:** Completed CIP Incentive application submitted to the CIP program administration team with all supporting materials required by the Town.
5. **CIP Incentive Application Evaluation:** The CIP program administration team will evaluate applications based on the criteria outlined in Appendix B. Applicants must demonstrate the need for CIP financial incentives through application submission. The Town reserves the right to request the assistance of consultants for application review.
6. **CIP Incentive Application Recommendation:** CIP program administration team makes a funding recommendation to Committee of the Whole of Council through a staff report, who then shall make a recommendation to Council.
7. **Council Decision:** Council vote on providing funding through CIP programs to recommended applicant(s). Council will require a successful applicant to enter into a

legal agreement which outlines all terms and conditions of assistance, including any limitations of the assistance.

8. **Notification:** Applicant is notified of the decision. If the applicant is satisfied with the decision, the project funding will commence upon the complete execution of an agreement between the Town and the applicant, as may be required by the Town, or at another date as specified by the Town.

5.2 Intake and Evaluation of CIP Incentive Applications

CIP Incentive Application intake will occur on a rolling basis to help facilitate development proposals on the part of applicants/developers in a timely fashion. Potential applicants for CIP financial incentives must first apply for and attend a Pre-Consultation meeting with staff to review the conceptual development proposal.

An applicant seeking incentives from the Town through the Downtown CIP shall attend a pre-consultation meeting with staff in order to determine whether a project is eligible for potential incentives through the Downtown CIP (see Appendix B). A pre-consultation application form can be found [here](#). In advance of the pre-consultation meeting, an applicant must submit a conceptual site plan, elevations, streetscape drawings, and the proposed uses within the building.

If a proposed project is determined to meet eligibility criteria, the applicant will be provided a Downtown CIP Incentive Application. Applications for CIP incentive programs will be evaluated by the CIP program administration team. The composition of the CIP program administration team will be as follows, and is subject to change at the direction of Council;

- Chair of the Downtown Development Master Plan Steering Committee or designate;
- Director or designate from Economic Development and Tourism Department;
- Manager or designate from Planning Department;
- Chief Building Official or designate from Building Department;
- Director or designate from Public Works Department; and,
- Director or designate from Treasury Department.

Additional Town staff with relevant expertise may be requested to attend evaluation meetings as required. The CIP program administration team will meet in a timely fashion to review and evaluate applications and forward funding recommendations to Council through a staff report.

5.3 Monitoring and Review Timeline

The CIP should be monitored on an ongoing basis to track progress towards the stated objectives. The monitoring program will be structured around a number of indicators, as outlined on the following page, and can be undertaken by Town staff.

An annual staff report, presented to Council, shall be written with information pertaining to the performance of each of the available incentive programs and the response that they have received. Where possible, these reports should also address the social effectiveness of these incentive programs, particularly as they pertain to the provision of a diverse mix of new housing, including affordable housing units.

These annual reports to Council should also be used to inform any future changes to this CIP, or adjustments to any budgeting decisions related to any of the financial incentive programs.

CIP Program	Program-Specific Indicators
Residential / Mixed-Use Development Incentive Program	Number of applications received / approved
	Number of new residential units constructed
	Amount of new non-residential space constructed (sq. ft.)
	Value of total grants
	Value of private sector investment
Tax Increment Equivalency Grant Program	Number of applications received / approved
	Amount of land redeveloped under program (acres / hectares)
	Number of new residential units constructed
	Amount of new non-residential space constructed (sq. ft.)
	Estimate / actual increase in assessment value of approved properties
	Estimate / actual amount of municipal tax assistance provided to approved properties
	Value of private sector investment
Planning and Building Permit Fee Rebate Program	Number, type, and value of planning and building permit fees rebated
	Number of new residential units constructed
	Amount of new non-residential space constructed (sq. ft.)
	Value of private sector investment
Parking Ratio Exemption	Number of applications proposing a lower parking ratio than Zoning By-law requirement
	Number of new residential units constructed
	Amount of new non-residential space constructed (sq. ft.)
	Parking ratio of new developments in the Downtown
	Value of private sector investment

In addition to the annual reports, there should be a detailed review of the CIP policies and performance every five years. This five-year review should be tied to the statutory five-year Official Plan Review. At this time, decisions can be made as to whether new incentives are

needed, existing incentives should be retired, or if the CIP itself has served its purpose and can be discontinued.

Any amendments made outside of the five-year review timeframe should be approved by Council. These amendments may include adding or removing a new financial incentive program, amending the amount of financial assistance available under the programs, or a change to the CIPA boundaries. These amendments shall be undertaken in accordance with Section 28 of the Planning Act.

Appendix A – Mapping



Downtown Community Improvement Plan Area

Town of Wasaga Beach



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Legend

- Priority Investment Area
- Community Improvement Plan Area





Priority Investment Area

Town of Wasaga Beach



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Appendix B – Evaluation Criteria

An applicant seeking incentives from the Town through the Downtown CIP shall attend a pre-consultation meeting with staff in order to determine whether a project is eligible for potential incentives through the Downtown CIP. A pre-consultation application form can be found [here](#). In advance of the pre-consultation meeting, an applicant must submit a conceptual site plan, elevations, streetscape drawings, and the proposed uses within the building.

The following criteria must be met in order to be eligible for Downtown CIP incentives within the Priority Investment Area:

Eligibility Criteria within the Priority Investment Area

1. The proposed development conforms to the Official Plan, Zoning By-law, and Downtown Urban Design Guidelines.
2. The proposed development implements the Downtown Development Master Plan.
3. The property on which the development is proposed has frontage on Main Street, Spruce Street and/or one of the two public squares, as identified within the priority investment area in the CIP.
4. The proposed development consists of a mixed-use building with a minimum three-storey height, containing commercial uses at grade.
5. The applicant must submit a proposed development pro forma that demonstrates the need for Downtown CIP financial incentives in order to make the project financially viable.

Affordable housing and market rental projects outside the Priority Investment Area are subject to separate eligibility and evaluation criteria identified in Section 3.6 of this CIP.

Through the pre-consultation process, Town staff will determine whether a project may be eligible for the various financial incentive programs in the Downtown CIP. The Town reserves the right to use consultants to review applications for eligibility and evaluation of proposals. If a proposed project is determined to meet eligibility criteria, the applicant will be provided a Downtown CIP Incentive Application.

CIP Evaluation Criteria

Applications for Downtown CIP incentive programs will be reviewed by the CIP program administration team. The CIP program administration team will evaluate development proposals and applications using a point system based on the following evaluation matrix. A minimum threshold of 70 points must be achieved in order for Council to provide CIP incentives for a project.

CIP Application Evaluation Scoring Matrix		Score
Quality of Architecture and Site Design Excellence	<p>The following architectural and site design features will be assigned higher scores:</p> <ul style="list-style-type: none"> • High quality architecture reflective of the character/identity established in Design Guidelines • Incorporation of Public Art • LEED Silver or higher (or equivalent) • Low impact design 	/20
Scale and Massing of the Building	<p>The scale and massing of the building(s) should:</p> <ul style="list-style-type: none"> • Be appropriate to the context • Be pedestrian-scale • Create a continuous and uninterrupted street wall 	/10
Positive Contribution to the Public Realm	<p>The proposed building(s) should contribute positively to the vitality of the public street. Proposals containing the following design criteria will be assigned higher scores:</p> <ul style="list-style-type: none"> • High quality streetscaping • Provision of pedestrian, cycling, and transit infrastructure, and street furniture • Public Art • Provision of weather protection for pedestrians • High quality signage 	/15
Type of Commercial Uses	<p>The following preferred uses will be assigned higher scores:</p> <ul style="list-style-type: none"> • Active and engaging ground floor uses such as restaurants and cafes with patios, and retail with outdoor display areas • Independent businesses are preferable over national/international chains • Second-floor office uses • Hotel and accommodation uses • Affordability of commercial lease rates 	/15
Financial Viability	<p>The proposal must demonstrate the need for Downtown CIP financial incentives through the submission of a development pro forma, including a list of costs, revenues, building statistics, etc. (see Appendix C).</p>	/40
Affordable Housing Bonus	<p>A bonus score of up to 10 points is available for projects that include new affordable housing units as part of mixed use projects.</p>	/10
		/100

The evaluation criteria may be adjusted from time to time as required. The development of these criteria and their use in evaluation of applications will be at the discretion of Council and the CIP program administration team.

Appendix C – Pro Forma

The following is an example of the information that would typically be required for a fulsome pro forma examination when applying for financial incentives through the Downtown Community Improvement Plan.

Site and Building Statistics:

- Site area;
- Number of units;
- Number of storeys;
- Residential gross floor area (“GFA”):
 - Total GFA;
 - Average net unit size;
 - Net saleable area;
 - Net to gross efficiency ratio.
- Suite mix;
- Number of parking spaces;
 - Number of resident parking spaces;
 - Number of visitor parking spaces;
 - Number of commercial / retail parking spaces;
 - Number of bicycle parking spaces.
- Total parking area;
 - Above grade parking area;
 - Below grade parking area;
 - Storeys of above/below grade parking.
- Number of storage lockers.

Revenues

- Estimated average residential index price (per square foot);
- Estimated average unit end-price;
- Parking revenue (per stall);
- Storage locker revenue (per locker)
- Revenue inflator (per year);
- Average Attained Price over Marketing Period (per square foot);
- Estimated revenue (per square foot) of commercial / retail space (if applicable);
- Total revenues;
 - Revenue from sale of residential units;
 - Revenue from sale of parking and storage lockers;
 - Interim occupancy charges;
 - Recoveries (Tarion, HST rebate, etc).
 - Value of any grants, loans, incentives, payments, or rebates from other sources of government or non-profit funding.

Costs

- Hard costs;
 - Residential construction cost (per square foot);
 - Below grade construction cost (per square foot);
 - Surface parking construction cost (per square foot);
 - Other hard costs (contingency, demolition, remediation, servicing connection, landscaping, etc).
- Soft costs;
 - Regional and Town residential development charges;
 - Education development charges;
 - Building permit fee;

- Property tax rate;
 - Land transfer tax;
 - Planning and engineering application fees;
 - Estimated consultant fees, project and construction management fees, legal fees, etc;
 - Insurance;
 - Estimated marketing costs;
 - Sales commissions;
 - Construction loan interest rate;
 - Other soft costs (Tarion, HST, Section 37, etc).
- Land cost (to be determined through appraisal of fair market value);
- Total costs;
 - Total hard costs;
 - Total soft costs;
 - Total development cost (including land);
 - Per unit;
 - Per square foot buildable.

Development Rates and Timing

- Expected margin of profit;
- Discount rate (applicant will need to provide assumptions and rationale for discount rate);
- Total development time (pre-marketing, pre-construction, under construction, occupancy);
- Estimated sales absorption rate (per month).

Profit

- Total profit;
 - Per unit;
 - Per square foot buildable.