

Lambton Shores

Community Improvement Plan



Prepared for

**MUNICIPALITY OF
LAMBTON SHORES**

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Contents

1.0 Glossary	3
2.0 Introduction.....	4
2.1 Background.....	4
2.1.1 Lambton Shores Municipal Context	4
2.2 Goals of Lambton Shores Community Improvement Plan	5
2.3 What is a Community Improvement Plan (CIP)?.....	5
2.4 Partnerships in Economic Development	6
2.5 Outline of this Plan.....	6
2.6 How to Use this Community Improvement Plan.....	7
3.0 Legislative Authority and Policy Framework	7
3.1 Provincial Legislation	7
3.1.1 <i>Planning Act</i>	7
3.1.2 <i>Municipal Act</i>	8
3.1.3 <i>Development Charges Act</i>	8
3.1.4 <i>Accessibility for Ontarians with Disabilities Act, 2005</i>	8
3.2 Policy Framework	9
4.0 Community Improvement Project Area.....	9
5.0 Purpose and Objectives	12
6.0 Incentive Programs	12
6.1 Overview	12
6.2 General Program Eligibility and Requirements	13
6.3 Incentive Programs	14
6.3.1 Façade Improvement Grant Program	14
6.3.2 Building Restoration, Renovation, or Improvement Grant Program.....	15
6.3.3 Accessibility Improvement Grant Program.....	16
6.3.4 Energy Efficiency and Retrofit Grant Program	17
6.3.5 Property Improvement Grant Program.....	18
6.3.6 Patio Grant Program	19
6.3.7 Commercial Area Housing Grant Program	20
6.3.8 Destination Infrastructure Grant Program	20
6.3.9 Development Charge Grant Program	21

6.3.10 Tax Increment-Equivalent Grant Program.....	22
6.3.11 Environmental Site Assessment Grant Program.....	22
6.4 Lambton Shores CIP Incentive Program Boundary Areas	23
6.5 Application Process and Submission Requirements for Financial Incentives Programs	26
6.5.1 General Application Information.....	26
7.0 Implementation & Evaluation.....	29
7.1 Administration	29
7.2 CIP Budget.....	29
7.3 CIP Application Form(s).....	29
7.4 CIP Application Review Criteria	29
7.4.1 Criteria for Exterior Renovations	30
7.4.2 Criteria for New and Infill Development.....	30
7.5 Application Decisions.....	31
7.6 CIP Decision Making Matrix	32
7.7 Monitoring and Evaluation.....	32
8.0 Appendices	34

1.0 Glossary

To assist in the interpretation of this Plan, the following defines some of the terms used in this Plan. Words defined herein are italicized through the document:

Applicant: Unless otherwise indicated, means a registered owner, assessed owner, or tenant of lands and buildings within the community improvement project area who has a right to apply for one of more financial incentive(s) in accordance with the policies of this Plan.

Approval Authority: Means the body responsible for approving or denying financial incentive applications. The approval authority is Lambton Shores Council.

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

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

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

Council: means the Council of the Municipality of Lambton Shores.

Eligible Applicant: means an applicant (as defined above) who meets all the general and program specific requirements of the financial incentive programs and prepares and applies for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The Plan Administrator reserves the right to determine whether an applicant is eligible for the financial incentive programs.

Financial Incentive Program Agreement: means an agreement executed between Lambton Shores and a successful applicant for a financial incentive program, as required by this Plan.

Mixed-use: means a combination of a mix of commercial uses (retail, restaurant, office) along with apartment dwellings located either in the upper storey(s) or the rear of the same building.

Plan Administrator: means the staff member of the Municipality of Lambton Shores who has been assigned by Council to administer the Community Improvement Plan.

2.0 Introduction

2.1 Background

In 2014, the Lambton Shores Economic Development Action Plan identified the need for a Business Retention and Expansion Study (BR&E Study). The BR&E Study was to identify the strengths and weaknesses of the Lambton Shores economy and explore opportunities for growth across industries and the local economy. The BR&E Study was prepared previously to support Lambton Shores in being strategic towards business and community growth. The BR&E Study outlines an action plan to strengthen, retain, and attract businesses, entrepreneurs and investors.

The BR&E Study highlighted the important role Lambton Shores can play in both the retention and attraction of businesses. Lambton Shores is positioning the municipality as a partner to reinforce and encourage support for businesses and residents. To achieve this, the BR&E Study provides specific tools to achieve the goals of the action plan, including the creation of a Community Improvement Plan (CIP) focused on the local economy.

Section 3.2 of the BR&E Study provides the following strategic direction that will guide the direction of the project:

Community Improvement Plans are designed to stimulate targeted reinvestment and coordinate planning efforts. The Community Improvement Plan will create an action plan for revitalization or rehabilitation projects that may need to be undertaken to improve the overall experience for residents, visitors, and business owners.

In addition to the BR&E Study, Lambton Shores has also prepared Community Design Plans for the communities of Forest, Grand Bend, Port Franks, Arkona, and Thedford, and Ipperwash. These Community Design plans are focused on the commercial core areas of each community. The proposed CIP will be consistent with the Community Design plans where applicable.

2.1.1 Lambton Shores Municipal Context

Lambton Shores is a lower-tier municipality in the County of Lambton, located along the south-eastern shore of Lake Huron. Lambton Shores consists of an area of 331 square kilometres. Lambton Shores was formed in 2001 when the Township of Bosanquet was amalgamated with the Town of Forest, and the Villages of Thedford, Arkona, and Grand Bend. Lambton Shores is a fast-growing municipality. With a population of 11,876 people recorded in the 2021 Census, Lambton Shores has exceeded the County of Lambton Official Plan population projection of 11,595 people for 2031. The growing population in Lambton Shores has increased the demand for housing and commercial services.

Tourism is primarily concentrated in the north of the municipality while agriculture is located throughout. Manufacturing is also a leading driver of Lambton Shores' economy.

Unique components that contribute to the success of the tourism and agricultural economy include the Thedford Bog, sandy beaches of Lake Huron, the Oak Savanna Forest of the Pinery Provincial Park, and scenic Rock Glen Waterfall. The community of Grand Bend is also highly attractive to tourists. These components have led to the success of cycling, hiking and cross-country ski trails, campgrounds, parks, rural farms and marketplaces as part of the tourism and local economy – serving visitors and residents.

Urban and Settlement Areas are Arkona, Forest, Grand Bend, Port Franks, Ipperwash and Thedford, all of which include commercial cores. Investments into commercial cores will support the creation of complete communities and ensure that residents of Lambton Shores can live, work, and shop locally. The Lambton Shores CIP will benefit Lambton Shores by providing incentives to businesses and residents in targeted commercial cores to improve the built form and urban design of these commercial cores, provide options for housing in these commercial cores to support businesses, and improving the overall health and vitality of Lambton Shores and its economy.

2.2 Goals of Lambton Shores Community Improvement Plan

The primary goals of the Lambton Shores CIP are as follows:

- Improve the physical and visual quality of buildings and spaces within the targeted commercial cores;
- Improve the energy efficiency and accessibility of buildings within targeted commercial cores;
- Reduce the number of vacant or underdeveloped buildings and sites in targeted commercial cores;
- Encourage innovative improvement to existing properties in commercial cores;
- Create new housing units above commercial businesses in commercial cores;
- Attract new economic investment to create more jobs and increase municipal tax revenue.

2.3 What is a Community Improvement Plan (CIP)?

A Community Improvement Plan is a tool of the Ontario *Planning Act* that enables municipalities to direct funds and implement policy initiatives to support community improvements within a defined area. Prior to the preparation and adoption of a Community Improvement Plan a municipality is required to adopt a By-law to designate a Community Improvement Project Area (CIPA).

In the case of Lambton Shores, the CIP incentive programs will seek to target investment to support the urban design and growth of targeted commercial cores within Lambton Shores and stimulate economic development opportunities. The CIP Area will be the entire municipality with programs focused on the commercial cores.

2.4 Partnerships in Economic Development

Several external agencies have worked in partnership with Lambton Shores regarding the creation of this CIP. The County of Lambton has been an invaluable partner during the creation of the CIP. The County Official Plan provides policies supporting the development of CIPs within local municipalities. County staff has helped facilitate outreach with businesses and supported the development of this CIP. The Sarnia-Lambton Economic Partnership (SLEP) has also provided support for the CIP and encourages the revitalization of the targeted commercial cores of Lambton Shores. SLEP also provides direct support to the businesses in Lambton Shores.

2.5 Outline of this Plan

This Plan is comprised of eight (8) parts. The parts are described below:

Part 1: Glossary provides definitions to various terms that are used throughout this Plan. The definitions are provided to assist in the interpretation of the Plan.

Part 2: Introduction provides background information on the economic landscape of Lambton Shores, a background on Community Improvement Plans, and general details to assist the reader.

Part 3: Legislative Authority and Policy Framework provides background information regarding the legislative authority for Community Improvement Plans, the policies that support these Plans, details on the Lambton Shores' policies, and relationships to other Plans in Lambton Shores.

Part 4: Community Improvement Area describes the area of Lambton Shores to which the Plan applies. Part 3 is an operative component of the Plan as it describes the CIPA.

Part 5: Purpose and Objective describes the purpose and objectives of this CIP. Decisionmakers should have regard to the purpose and objectives of this CIP in making decisions and implementing this plan.

Part 6: Incentive Programs provides general eligibility requirements applicable to all proposed financial incentive programs, and eligibility requirements that are applicable to specific financial incentive programs. Part 5 is an operative component of this Plan.

Part 7: Implementation establishes policies to address how the Plan will be implemented. The administration policies are important for those interested in applying for incentives and should be read thoroughly. Monitoring of the CIP programs and their effectiveness, including the experience of *applicants*, is important to ensuring that the programs achieve their intended goals. Monitoring will be used to update the Plan on a regular basis.

Part 8: Appendices provides background information and documents to assist with understanding and interpreting the Plan.

2.6 How to Use this Community Improvement Plan

This CIP creates opportunities to support businesses within the targeted commercial cores of Lambton Shores. The focus is on economic development and urban design within the CIPA to create attractive public spaces within a variety of commercial cores. This CIP identifies a range of financial incentive programs available to private property owners or tenants within the targeted commercial cores to support those interested in enhancing their lands, buildings or structures. The financial incentive programs outlined in this Plan will largely be used by the owners/tenants of existing commercial buildings located within the CIPA.

Readers and those interested in this CIP and its programs are to read the plan in its entirety. Every effort has been made to ensure consistency and alignment of policies, programs, and requirements. The authority to interpret and implement this Plan will be with the Chief Administrative Officer or their designate.

This CIP identifies funding programs to support the enhancement of commercial cores of Lambton Shores. Funding is to be provided through the Lambton Shores annual budget and interested people are directed to the Lambton Shores budget documents available on the Lambton Shores website. Funding will be reviewed on an annual basis so that the priorities for *Council* and the community can be reflected in the budget.

Interested proponents are encouraged to review this Plan and contact Lambton Shores staff to confirm their eligibility, discuss their project, and to identify the types of financial incentives that could be applicable. Please refer to the specific sections on application requirements for more details. Early engagement with Lambton Shores is highly recommended so that interested property owners can understand the opportunities for funding and the requirements of Lambton Shores.

3.0 Legislative Authority and Policy Framework

3.1 Provincial Legislation

3.1.1 Planning Act

The legislative authority to prepare a CIP is established under Section 28 of the *Planning Act*. The authority to provide financial incentives is provided by Section 106 or Section 365.1 of the *Municipal Act* and Sections 28(6) and 28(7) of the *Planning Act*.

The process for developing and establishing a CIP is provided for in Section 28 of the *Planning Act*, with “community improvement” defined in Section 28(1) as,

... the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and

rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary.

Section 28(2) of the *Planning Act* requires municipalities with an Official Plan to have policies related to *Community improvement* within the Official Plan.

3.1.2 Municipal Act

The *Municipal Act* sets out the rules for the governance of most Ontario municipalities and recognizes them as a responsible and accountable level of government. The Act gives them broad powers to pass By-laws and govern within their jurisdiction. Section 106(2) of the *Municipal Act* states that municipalities shall not grant assistance by:

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

Section 106(3) provides an exception to subsection (2) where a municipality may exercise powers under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act*. This exception provides Lambton Shores with the power and tools for *community improvement* as included in this Plan.

3.1.3 Development Charges Act

The *Development Charges Act* enables municipalities to impose Development Charges (DC) to pay for growth-related capital costs for municipal services. A municipality is not required to enact a DC By-law, nor is it required to impose DC on development. To enact a DC By-law, Section 10(1) of the *Development Charges Act* requires the Council of a municipality to complete a DC Background Study. Lambton Shores has recently completed a background report and DC By-law, this background report is analyzed in further detail in the Lambton Shores CIP Background Report. The *Development Charges Act* outlines what DC can be charged for and what municipal services can be included in the calculation of the DC to be imposed.

Section 5(1) of the *Development Charges Act* prescribes how DCs are to be determined and allows for full or partial exemptions for types of development to be provided. A municipality can, through its DC By-law, provide discretionary exemptions. However, using grant programs to provide full or partial relief from DCs offers a municipality greater flexibility and control. A grant program as part of a CIP is recommended over providing discretionary exemptions via a DC By-law.

3.1.4 Accessibility for Ontarians with Disabilities Act, 2005

The *Accessibility for Ontarians with Disabilities Act* (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily

life. It guides building design through amendments to the *Ontario Building Code*, as well as the design of public spaces that are “new construction” or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by this CIP will need to address AODA standards.

3.2 Policy Framework

In preparing this CIP, a review of all applicable policies was completed. This policy review can be found in the “Project Scoping & Background Report” completed for the CIP which is a separate document. There are numerous policies supporting the creation of the Community Improvement Plan in the County of Lambton Official Plan and the Lambton Shores Official Plan.

- County of Lambton Official Plan (2020 Office Consolidation)
 - Policy 3.10.11 supports local municipalities who wish to facilitate the development of a CIP for site remediation and the preservation of buildings with cultural or aesthetic value.
 - Policy 5.1.14 states that the County will aid in the development and administration of local CIPs.
 - Policy 5.2.8 supports local municipalities in the creation of local business associations and CIPs.
 - Policy 6.6.2 requires the creation of a CIP if there is a desire to redevelop or market a commercial area.
- Lambton Shores Official Plan
 - Section 15.3 Community Improvement provides policies focused on the maintenance, rehabilitation and redevelopment of the existing physical environment in designated areas. This section provides general CIP policies alongside policies specific to residential areas and downtown commercial cores.

4.0 Community Improvement Project Area

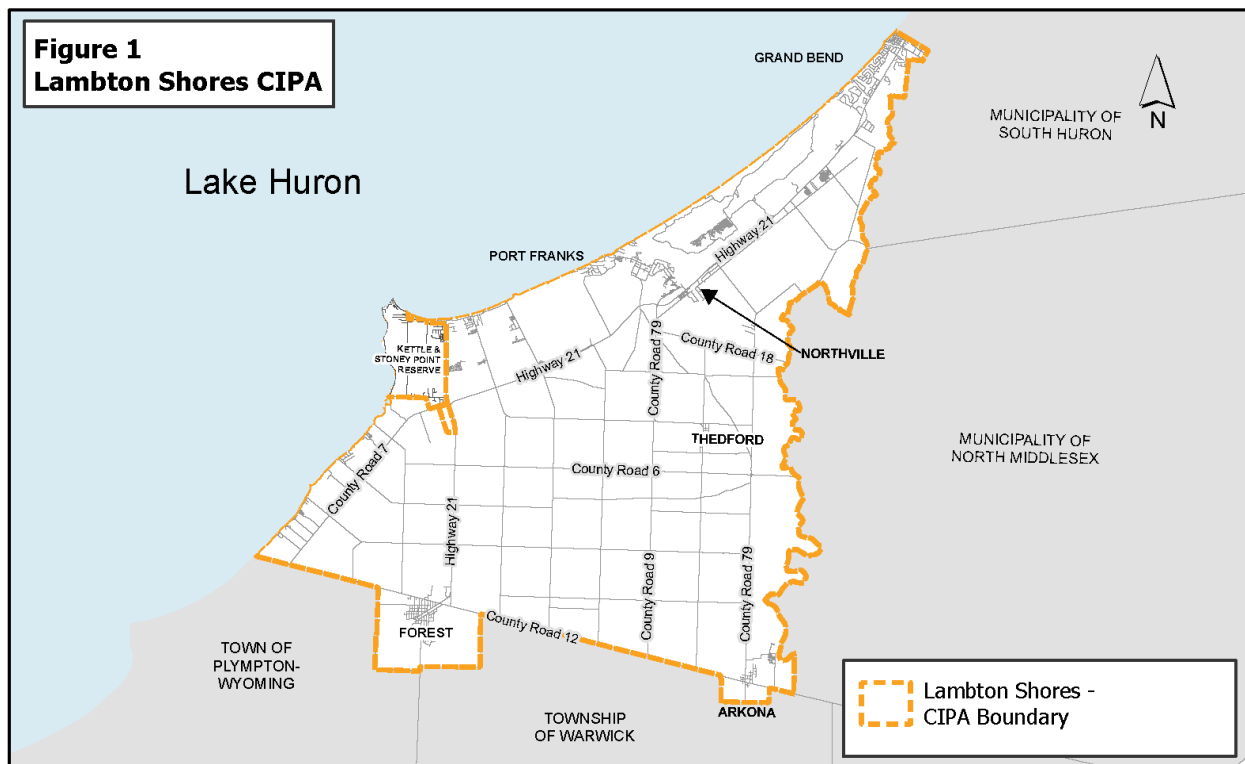
Section 28(1) of the *Planning Act* defines a CIPA as follows:

... a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.

The CIPA was determined by Lambton Shores in conjunction with the County of Lambton, Sarnia-Lambton Economic Partnership, the Grand Bend & Area Chamber of Commerce, and the Forest Business Improvement Area (BIA). The scope of this CIP is to focus on the commercial cores throughout Lambton Shores, specifically Arkona, Forest, Grand Bend, Ipperwash, Port Franks, and Thedford. Acknowledging the economic diversity of these targeted commercial cores, it was determined that the entire municipality will be

considered a CIPA. Specific program criteria will be provided with each incentive program. These criteria can be used to provide incentives to specific commercial cores and to restrict their use in other commercial cores ensuring the programs are targeted to the necessary community.

The CIPA will be established via a By-law of *Council*. The By-law is administered separately from this Plan to permit modifications to where incentives apply without the need to amend the By-law. *Council* may choose to modify the CIPA By-law by amending it or passing another By-law to replace it. Users of this Plan should contact Lambton Shores to confirm the current CIPA.



The Lambton Shores CIP is to be used as a planning tool to support strategic community investment priorities. The CIP will provide a framework for investment opportunities in the public realm and the provision of incentive programs to assist the private sector to stimulate redevelopment and to facilitate property improvements. The Lambton Shores Community Improvement Plan will apply to nine boundary areas within the CIPA. These boundary areas are outlined in the table below and can be viewed on the accompanying maps located within Appendix C.

CIP Area	Proposed Boundary	Commercial Properties Outside Boundary
Grand Bend	Comprised of the area designated as Downtown Commercial on Schedule A1 of the Official Plan Areas designated as Commercial and Mixed Uses on Schedule A1 of the Official Plan that include Ontario Street North, Ontario Street South (North of Merrywood Drive), and commercial properties along Eighty One Crescent Properties along River Road abutting Parkhill Creek designated as Harbour & Marina on Schedule A1 of the Official Plan	Areas east of Gill Road along Main Street East and isolated commercial properties along Ontario Street South (South of Merrywood Drive)
Thedford Downtown	Comprised of the area designated as Downtown Commercial on Schedule A7 of the Official Plan	
Arkona Downtown	Comprised of the area designated as Downtown Commercial on Schedule A8 of the Official Plan	
Arkona Highway	Areas designated as Highway Commercial on Schedule A8 of the Official Plan (Includes 7271 Arkona Road and properties to the north)	Highway Commercial properties south of 7271 Arkona Road
Forest Downtown	Comprised of the area designated as Downtown Commercial on Schedule A6 of the Official Plan	
Forest Highway	Areas designated as Highway Commercial on Schedule A6 of the Official Plan that include Main Street South and King Street East (West of Amtelecom Parkway)	Highway commercial properties west of Amtelecom Parkway
Ipperwash	Areas designated as Commercial on Schedule A4 of the Official Plan (Ipperwash Road)	
Port Franks	Areas designated as Commercial - Special Policy Area on Schedule A3 of the Official Plan	
Northville	Areas designated as Commercial on Schedule A3 of the Official Plan (East of Port Franks Road)	Properties west of Port Franks Road

5.0 Purpose and Objectives

The purpose of this CIP is to assist in the economic development and urban design of targeted commercial cores in Lambton Shores. One of the challenges to economic development and improvements to urban design is the financial resources required by individual small businesses and property owners. Strategically targeted incentives can reduce costs incurred and increase the likelihood of businesses to take steps towards improving the buildings, provide accessibility, and contribute to an enhanced commercial streetscape.

The objectives of this CIP are as follows:

1. To stimulate and leverage private sector investment within the CIPA for revitalization and re-investment;
2. To promote the revitalization of store fronts, building interiors, publicly used frontages and streetscapes, and the reduction of vacant storefronts;
3. To stimulate private sector investment linked to public strategies for community planning;
4. To aid in fulfilling the potential of residential, mixed use, commercial and employment areas within the CIPA;
5. To encourage the rehabilitation of properties to maintain a safe and pleasant built environment within the community;
6. To guide and prioritize the expenditure of public funds on *community improvement*;
7. To improve pedestrian circulation and accessibility for all persons; and,
8. To facilitate and promote economic and cultural development through the conservation and adaptive reuse of cultural heritage resources.

To ensure the objectives of this CIP are achieved, a monitoring and evaluation program is recommended as part of this CIP including regular reports to *Council* and the community. *Applicant* feedback on the programs and their administration is always welcomed.

6.0 Incentive Programs

6.1 Overview

This CIP offers ten (10) grant programs and one (1) tax incentive program. Eligibility of projects is outlined in the following section.

Grant Programs

- Façade Improvement Grant Program
- Building Restoration, Renovation, or Improvement Grant Program
- Accessibility Improvement Grant Program
- Energy Efficiency and Retrofit Grant Program
- Property Improvement Grant Program
- Patio Grant Program
- Commercial Area Housing Grant Program

- Destination Infrastructure Grant Program
- Development Charge Grant Program
- Environmental Site Assessment Program

Tax Incentive Programs

- Tax Increment-Equivalent Grant Program

6.2 General Program Eligibility and Requirements

All the incentive programs are subject to the following general requirements as well as program-specific requirements included within each program description. The general and program-specific requirements are not exhaustive, and Lambton Shores reserves the right to include other requirements and conditions as deemed necessary on a property specific basis.

The following General Eligibility Requirements are applicable to all incentive programs and must be met for an application to qualify for any of the Financial Incentive Programs. The General Eligibility Requirements must be read by the *applicant* in association with program specific eligibility requirements and program details.

General Eligibility Requirements include:

1. To be eligible for any incentive program contained within the Lambton Shores CIP, a Community Improvement Plan application must be submitted and approved by Lambton Shores prior to commencing any of the proposed work.
2. Eligible *applicants* must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application.
3. To be eligible for any incentive program, all proposed projects must be within the designated CIPA, as presented in Part 4 of this CIP. All proposed projects must be consistent with the goals and objectives as presented in the CIP and the eligibility criteria.
4. Prior to payment of any approved funds, the property taxes must be paid to date.
5. To be eligible, applications must include completed supporting materials such as detailed work plans, drawings (as applicable), cost estimates and contracts, applicable reports, and any additional information as required within the program specific criteria.
6. Existing and proposed land uses must be in conformity with the policies and standards provided by Lambton Shores Official Plan, Zoning By-law, and all other planning documents.
7. All proposed works completed under this Plan shall be consistent with Lambton Shores desired goals for appearance or character of the area, in relation to the design criteria outlined in this Section 7.4 of this Plan, Lambton Shores Official Plan, and the Community Design Plans (as applicable). An application must also

- be consistent with any other design guidelines or architectural control guidelines or standards that Lambton Shores may adopt in the future.
8. Eligible projects are generally only considered to include improvements in comparison to existing features. The incentive programs are not intended to cover life cycle replacements or routine maintenance activities.
 9. *Community improvement* works associated with an incentive program application must be undertaken pursuant to application for planning approval and/or building permit, and any additional required permits, and in accordance with the *Ontario Building Code*.
 10. The *applicant* must disclose all other potential funding sources and/or insurance claims which have been applied to related to the improvement of the land or building of which the incentive program is being applied for.
 11. The total amount of all incentive benefits shall not exceed the project's costs.
 12. Applications shall only relate to improvements that are initiated and completed after *Council* adoption of the CIP. Applications for improvements that were initiated prior to *Council* adoption are not eligible for the Financial Incentive Programs.
 13. Improvements and activities to private property must not commence until an application has been approved in full by Lambton Shores and a *Financial Incentive Program Agreement* has been executed by both the applicant and Lambton Shores. Retroactive improvements made prior to the approval of a CIP application are not permitted to receive grants or incentives.
 14. There are no specific restrictions on the number of applications that may be submitted by a property owner or tenant in relation to a specific property unless stipulated in the individual program information in this CIP. The intent of providing this flexibility is to allow *applicants* to phase in components of their projects over time, should it be necessary. However, a funding commitment in one year does not guarantee funding in future years. Lambton Shores may decline an application where it is of the opinion that the proposed works have already been undertaken as part of a previously approved application.
 15. Work undertaken and completed that are associated with this Plan must be consistent with the project description contained in the application form, the supporting materials, and with the *Financial Incentive Program Agreement*. Should the works not be consistent with the original project description, in the opinion of Lambton Shores, Lambton Shores may delay, reduce or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of Lambton Shores.

6.3 Incentive Programs

6.3.1 Façade Improvement Grant Program

The Façade Improvement Grant Program is intended to support the rehabilitation, repair and/or improvement of buildings and façades on the part of property owners and tenants, along with the improvement of signage, and the installation of pedestrian-scaled, attractive signage. A Façade Improvement Grant will match 50% of the cost of

improvement with up to \$5,000 in grant funding being available per project, for up to a maximum of \$10,000 of the project cost being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following can be considered as façade improvements:
 - Installation or replacement of awnings;
 - Installation and improvement of signage;
 - Installation or upgrading of exterior lighting features;
 - Re-pointing of brick masonry;
 - Exterior painting (not including painting of brick);
 - Replacement of doors or windows on the front façade of the building;
 - Restoration of original architecture features for which a building is deemed to have heritage value;
 - Replacement or repair of existing architectural features; and,
 - Other improvements as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - The façade improvement must be visible from a public realm;
 - Only commercial buildings, office buildings, institutional buildings, and *mixed-use* buildings are eligible for this grant;
 - Single detached dwellings and other buildings where the sole use is residential are not eligible for this grant;
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws; and,
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs.
 - The *applicant* will be required to submit receipts of eligible items.
4. This program does not include the following improvements:
 - Brick painting;
 - Covering brick with siding and,
 - Interior renovations.

6.3.2 Building Restoration, Renovation, or Improvement Grant Program

The Building Restoration, Renovation, or Improvement Grant intends to stimulate investment in interior building renovations or building expansions which are intended to improve the viability of older commercial buildings. This grant will help property owners overcome financial barriers related to renovations, improvements, or refurbishment of existing buildings. The Building Restoration, Renovation, or Improvement Grant will match 50% of the cost of improvement with up to \$7,500 in grant funding being available per project, for up to a maximum of \$15,000 of the project cost being matched. Priority for this Financial Incentive Program will be given to properties in Arkona, Forest and Thedford that are designated as Downtown Commercial in the Official Plan. Priority will also be given to properties listed in Appendix A of the Lambton Shores Official Plan or

designated under Part IV or Part V of the *Ontario Heritage Act* on a case-by-case basis subject to available funding. Properties listed in Appendix A of the Lambton Shores Official Plan are included in Appendix B to this CIP.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following can be considered as building restorations, renovations, or improvements:
 - Renovations, restorations or improvements to ground floor vacant space to provide or enhance commercial spaces, including restaurants, retail, professional offices, personal or professional services, cultural facilities, educational services, etc.;
 - Conversion of existing ground floor commercial space to better suit a new commercial use (e.g. restaurant to retail);
 - Restoration of original architecture features for which a building is deemed to have heritage value;
 - Improvements that will bring the building into compliance with *Ontario Building Code* standards; and,
 - Other improvements as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - Buildings must be open to the public or provide for local employment;
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws; and,
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs.
 - The *applicant* will be required to submit receipts of eligible items.
4. This program does not include the following improvements:
 - New developments;
 - Non-permanent or moveable components such as appliances, furnishings, interior signage and light fixtures;
 - Restoration, renovation or improvement to residential buildings; and,
 - Decorative and finishing elements and materials, such as painting, finished flooring surfaces, drywall, shelving, counters/bars, and similar elements.

6.3.3 Accessibility Improvement Grant Program

The Accessibility Improvement Grant promotes improvements to buildings which result in the removal of physical barriers and greater accessibility to persons with disabilities. The Accessibility Improvement Grant will match 50% of the cost of improvement with up to \$5,000 in grant funding being available per project, for up to a maximum of \$10,000 of the project cost being matched.

1. Only one grant will be provided per property within a period of five (5) years.

2. The following can be considered as accessibility improvements:
 - Wheelchair Ramps;
 - Automatic Doors;
 - Guards and/or Handrails;
 - Repairs to pathways/accessible stairs;
 - Entry way widening; and,
 - Other improvements as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - Only eligible for commercial, office and *mixed-use* properties;
 - Buildings must be open to the public or provide for local employment;
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs;
 - The *applicant* will be required to submit receipts of eligible items; and,
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws.
4. The program does not include the following improvements:
 - Structural improvements;
 - Energy efficiency improvements; and,
 - General improvements to structures that do not improve accessibility for individuals.

6.3.4 Energy Efficiency and Retrofit Grant Program

The Energy Efficiency and Retrofit Grant is intended to improve the safety and efficiency of existing commercial and *mixed-use* buildings located within the CIPA. The program applies to upgrades for structural, electrical, or other utilities for the purpose of improving the energy efficiency of a building. The Energy Efficiency and Retrofit Grant will match 50% of the cost of improvement with up to \$5,000 in grant funding being available per project, for up to a maximum of \$10,000 of the project cost being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following can be considered as eligible for the energy efficiency and retrofit grant:
 - Basic building controls, including smart thermostats, demand control ventilation, or other smart controls as approved by Lambton Shores, that result in energy savings;
 - Building envelope improvements, including ENERGYSTAR certified windows and doors;
 - Replacement of existing heating systems with ENERGYSTAR systems;
 - Replacement of existing hot water systems with recognized energy efficient systems;
 - Installation of Electric Vehicle (EV) charging stations;

- Insulation upgrades to attics, exterior walls, exposed floors, and basements; and,
 - Other improvements as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
- All general eligibility criteria outlined in Section 6.2 apply;
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs;
 - The *applicant* will be required to submit receipts of eligible items;
 - Buildings must be open to the public or provide for local employment; and,
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws.
4. The program does not include the following:
- Lighting improvements; and,
 - Replacement of heritage defining features.

6.3.5 Property Improvement Grant Program

The Property Improvement Grant offers grants to facilitate improvements that contribute to the aesthetic appearance and character of private non-residential properties. This includes landscape considerations such as landscaping improvements to surface parking areas and pedestrian movement connections. The Property Improvement Grant will match 50% of the cost of improvement with up to \$5,000 in grant funding being available per project, for up to a maximum of \$10,000 of the project cost being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following can be considered examples of property improvement:
 - Replacement of sod with new sod or alternative ground cover treatments with native plant species;
 - Planting of trees, shrubs, plants and beds;
 - Naturalization and greening of surface parking areas;
 - Installation of permanent benches, bicycle parking, rest areas and planters, provided they are in a front or exterior side yard and are adjacent to and immediately accessible from the sidewalk;
 - Construction of screening methods for parking areas which are visible from the street; and,
 - Other developments or redevelopment as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - Applications shall comply with relevant community design guidelines as applicable;
 - Properties that are visible from the public realm and that contribute to the streetscape will be a requirement for the property improvement grant;

- The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs;
 - The *applicant* will be required to submit receipts of eligible items; and,
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws.
4. The program does not include:
- Any hardscaping which includes concrete;
 - Expansions of existing parking areas;
 - Landscaping initiatives located in the rear yard or an area which is not visible from the public realm; and,
 - Landscaping improvements to exclusively residential buildings.

6.3.6 Patio Grant Program

Outdoor patios are becoming a stronger piece of the restaurant experience and can provide many benefits to streetscapes including the creation of a more pedestrian oriented area. The Patio Grant will match 50% of the cost of improvement with up to \$2,500 in grant funding being available per project, for up to a maximum of \$5,000 of the project cost being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following improvements are eligible for the Patio Grant:
 - Construction costs related to the creation of new patio areas;
 - Propane/gas/electrical heaters;
 - Temporary side walls/weather buffers;
 - Temporary fencing for the patio space;
 - Permanent improvements to patio spaces on private property that serve a business use for patrons; and,
 - Other developments or redevelopment as agreed to by Lambton Shores Staff.
3. Program specific eligibility requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - The Patio Grant is only eligible to commercial businesses operating a restaurant or café;
 - The *applicant* must comply with municipal parking requirements in the Lambton Shores Zoning By-law;
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws;
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs for all improvements that require contracting; and,
 - The *applicant* will be required to submit receipts of eligible items.

4. The program does not include the following:
 - Maintenance costs of existing property elements, such as lighting or windows; and,
 - Patio improvements for residential or industrial uses.

6.3.7 Commercial Area Housing Grant Program

The Commercial Area Housing Grant is designed to stimulate residential development within the CIPA. The grant is intended to provide financial assistance for converting existing vacant space into new residential units, renovations to existing residential units, or construction of new units via building additions. The Commercial Area Housing Grant will match 50% of the cost of improvement with up to \$10,000 in grant funding being available per project, for up to a maximum of \$20,000 of project being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following are eligible for the grant:
 - Construction of new residential units above existing or future commercial space;
 - Converting existing vacant space into residential units;
 - Renovations that increase the number of residential units; and,
 - Other developments or redevelopment as agreed to by Lambton Shores Staff.
3. Program specific eligibility requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - Works completed prior to applying are ineligible for funding;
 - Housing must be located above grade;
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs for all improvements that require contracting;
 - The *applicant* will be required to submit receipts of eligible items;
 - All grants shall be subject to receiving the required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws; and,
 - The *applicant* must comply with municipal zoning provisions/permissions.
4. The program does not include the following:
 - Improvements to create additional residential uses in residential or industrial zones; and,
 - Construction of new residential buildings.

6.3.8 Destination Infrastructure Grant Program

The Destination Infrastructure Grant is intended to invest in destination infrastructure that positively contributes to the public realm. The Destination Infrastructure Grant will match

50% of the cost of improvement with up to \$500 in grant funding being available per project, for up to a maximum of \$1,000 of project being matched.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following improvements are eligible for the Destination Infrastructure Grant:
 - Permanent installation of outdoor art;
 - Streetscape beautification (ex. banners, benches, garbage/recycling receptacles, greenspace/park enhancements); and,
 - Other developments or redevelopment as agreed to by Lambton Shores Staff.
3. Program specific eligibility requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - Public art must meet municipal standards (review and approval process)
 - The proposed improvements must be consistent with the urban design goals of Lambton Shores;
 - The *applicant* will be required to submit receipts of eligible items; and,
 - The proposed improvements must be located on private lands, buildings, or structures.
4. The program does not include the following:
 - Structural improvements for buildings; and,
 - Any improvements not visible from a public street.

6.3.9 Development Charge Grant Program

The purpose of this grant program is to help with the development and redevelopment of sites by providing a grant to assist with the cost of Development Charges within the CIPA. A Full or partial grant of the applicable Development Charges will help facilitate development and redevelopment efforts within the CIPA. The Owner or developer pays 100% of the Development Charge. This cost, to a maximum of 100%, is reimbursed to the Owner or developer, in the form of a grant based on the in-force Development Charge rates at the time of application.

1. Only one grant will be provided per property within a period of five (5) years.
2. The following are eligible for the Development Charge Grant:
 - Redevelopment of vacant or underutilized commercial buildings, industrial buildings, or *mixed-use* buildings which are subject to Lambton Shores Development Charges;
 - Development or redevelopment of residential units above grade; and,
 - Other developments or redevelopment as agreed to by Lambton Shores Staff.
3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - All building types shall be eligible for this grant, provided that a residential, commercial or office development is being proposed and is within the CIPA;

- The *applicant* will be required to submit receipts of eligible items; and,
 - This grant is subject to receiving required approvals or permits, as required by Municipal By-laws and any applicable Provincial or Federal laws.
4. The program does not include the following:
- Redevelopment of vacant or underutilized commercial buildings or land for residential use only.

6.3.10 Tax Increment-Equivalent Grant Program

The purpose of the Tax Increment-Equivalent Based grant is to stimulate investment by providing a grant equal to the tax increase due in the Lambton Shores portion of property taxation because of a redevelopment or rehabilitation project of a commercial or *mixed-use* building. The tax increment does not include any increase or decrease in municipal taxes due to a general tax rate increase or decrease, or a change in assessment for any other reason.

1. Only one Tax Increment-Equivalent Grant Program Agreement will be provided per property within a five (5) year period.
2. The Tax Increment-Equivalent Grant Program will be provided for approved projects on a declining basis over a 5-year period. The following is the percent of taxes that the program would cover for the increase in municipal taxes relating to the increase in assessment value from the property improvements.
 - Year 1 = 100%;
 - Year 2 = 80%;
 - Year 3 = 60%;
 - Year 4 = 40%;
 - Year 5 = 20%;
 - After the 5th year, the Owner will be responsible for paying the full amount of property taxes.
3. The following are eligible for the Tax Increment-Equivalent Grant Program:
 - Adaptive reuse or redevelopment of a property to suit a new commercial use or convert the commercial property to a *mixed-use* property which creates at least 3 residential units above grade;
 - Major additions to a commercial property or the addition of at least 3 residential units above grade, involving an increase of at least 25% of the existing gross floor area;
 - Any combination of the above; and,
 - Construction of a new building for commercial or mixed use.

6.3.11 Environmental Site Assessment Grant Program

The purpose of this program is to promote the undertaking of environmental site assessments so that better information is available with respect to the type of contamination and potential remediation costs on brownfield properties. The Municipality

will provide grant equivalent to up to 50% of the cost of an eligible environmental site assessment, remedial action plan or risk assessment. Maximum grant amounts are as follows:

- Maximum of 2 studies per property;
 - Maximum eligible cost of \$15,000 per environmental study (\$30,000 dollar project cost);
 - \$25,000 is the total grant amount for a property.
1. Only one grant will be provided per property for the duration of this CIP.
 2. The following can be considered examples of eligible projects:
 - Phase I/II ESA,
 - Designated Substance and Hazardous Materials Survey,
 - Remedial Work Plan, and
 - Risk Assessment.
 3. Program Specific Eligibility Requirements include:
 - All general eligibility criteria outlined in Section 6.2 apply;
 - The *applicant* will be required to submit at least two cost estimates from licensed contractors, including a breakdown of costs; and
 - The *applicant* will be required to submit receipts of eligible items.

6.4 Lambton Shores CIP Incentive Program Boundary Areas

Not all incentive programs are eligible within each community. Incentive programs only apply in the areas where their impact would have the largest influence at achieving the goals of the Lambton Shores CIP as described in Section 2.2. The following section addresses each program and their geographic focus area. The subsequent table provides a breakdown demonstrating which incentive programs are eligible within each community.

1. Façade Improvement Grant Program

Focus: Downtown and concentrated commercial areas with high pedestrian traffic

2. Building Restoration, Renovation, or Improvement Grant

Focus: Official Plan Appendix A properties and Forest, Arkona and Thedford Townships where older/historical buildings are present

3. Accessibility Improvement Grant

Focus: All Boundary Areas

4. Energy Efficiency and Retrofit Grant

Focus: All Boundary Areas

5. Property Improvement Grant

Focus: Pedestrian friendly areas

6. Patio Grant

Focus: Downtowns (Non-car orientated locations)

7. Commercial Area Housing Grant

Focus: Downtowns and Grand Bend (Ontario Street) where services and existing active transportation routes are available. Excludes areas that are predominantly residential use. This incentive program is not available for properties designated as Harbour & Marina.

8. Destination Infrastructure Grant

Focus: Areas with tighter roadway configurations, slower traffic and high pedestrian use

9. Development Charge Grant

Focus: All Boundary Areas

10. Tax Increment-Equivalent Based Grant

Focus: All Boundary Areas

11. Environmental Site Assessment Grant

Focus: All Boundary Areas

	Grand Bend	Thedford Downtown	Arkona Downtown	Arkona Highway	Forest Downtown	Forest Highway	Ipperwash	Port Franks	Northville
Façade Improvement	✓	✓	✓		✓				
Bldg. Restoration¹		✓	✓		✓				
Accessibility Improvement	✓	✓	✓	✓	✓	✓	✓	✓	✓
Energy Efficiency	✓	✓	✓	✓	✓	✓	✓	✓	✓
Property Improvement	✓	✓	✓		✓	✓	✓		
Patio Improvement	✓	✓	✓		✓				
Commercial Housing	✓	✓	✓		✓				
Destination Infrastructure	✓	✓	✓		✓		✓	✓	
Development Charge	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tax Increment	✓	✓	✓	✓	✓	✓	✓	✓	✓
Env. Site Assessment	✓	✓	✓	✓	✓	✓	✓	✓	✓

¹ Also applies to any building listed in Appendix A of the Lambton Shores Official Plan or, designated under Part IV of the Ontario Heritage Act

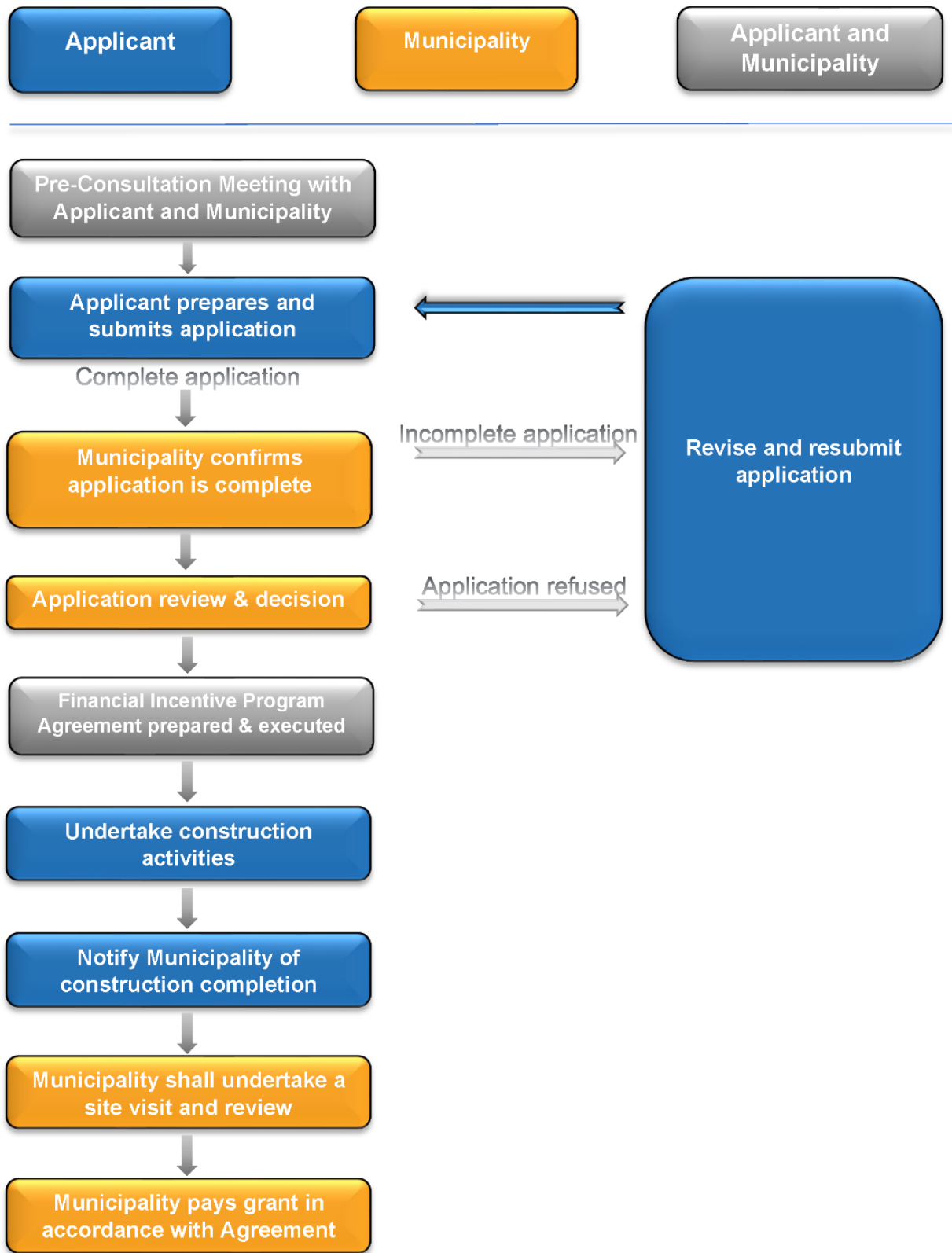
6.5 Application Process and Submission Requirements for Financial Incentives Programs

6.5.1 General Application Information

The Financial Incentive Program Application process and requirements are summarized below and are illustrated in the subsequent flow-chart.

#	Step	Process
1	Pre-Consultation Meeting	All <i>applicants</i> are required to meet with Lambton Shores staff prior to submitting an application. At this meeting Lambton Shores Staff will discuss the project, its eligibility and submission requirements, and any other permits and approvals to which the project may be subject. Permits and approvals may include requirements of external agencies. Lambton Shores Staff may decide how this meeting should be held (in-person, virtually, or through written correspondence).
2	Application Submission	The <i>applicant</i> will submit the following information to Lambton Shores as outlined during the pre-consultation process: a) Completed Application Form (required) (see Appendix A); b) Two quotes for the proposed work; c) Drawings for the proposed work (site concept, floor plans, sketches, etc.); d) Photographs of the existing property; e) Any historical documentation or information available for the property, if available; and/or, f) Any other information as may be appropriate based on the nature of the application.
3	Confirmation of Complete Application	The <i>Plan Administrator</i> will review the submitted application to confirm that all necessary information and documentation has been provided. The <i>Plan Administrator</i> will contact the <i>applicant</i> if any additional information is required.
4	Application Review and Decision	The <i>Plan Administrator</i> will prepare a recommendation regarding the application to the <i>approval authority</i> for review. The <i>approval authority</i> will either approve or refuse the application: a) Approval: The <i>applicant</i> will be notified, and the application will proceed through the remaining steps.

#	Step	Process
		b) Refusal: The <i>applicant</i> will be notified and provided with the reasons for refusal. The <i>applicant</i> will have the option to re-submit their application.
5	Execution of Financial Incentive Program Agreement	The <i>Plan Administrator</i> will prepare a <i>Financial Incentive Program Agreement</i> which outlines the terms and payment of grant and other relevant conditions. The agreement will be signed by both Lambton Shores and the <i>applicant</i> .
6	Commence Construction	After obtaining any required permits and approvals to which the project is subject, the <i>applicant</i> may commence construction in accordance with the documents submitted to Lambton Shores.
7	Construction Completion	The <i>applicant</i> will inform Lambton Shores when construction is completed. The <i>Plan Administrator</i> may undertake a site visit to take “after” photos to confirm that the <i>applicant</i> has met any terms and conditions that were outlined in the <i>Financial Incentive Program Agreement</i> .
8	Lambton Shores pays Grant	The grant is paid to the <i>applicant</i> upon confirmation that the works have been completed in accordance with the <i>Financial Incentive Program Agreement</i> and plans and receipts submitted as part of the application.



Financial Incentive Application Process

7.0 Implementation & Evaluation

7.1 Administration

The Lambton Shores CIP will require the allocation of resources and staff time to implement. Dedicated staff time will be allocated to respond to inquiries about the CIP and handle applications. Lambton Shores staff will be the *CIP Plan Administrator*, responsible for all aspects of the CIP.

Staff/*Plan Administrator* duties include but are not limited to:

- Respond to inquiries about the CIP;
- Schedule pre-consultation meeting (if required);
- Receive applications;
- Collect and maintain data about applications;
- Review applications, prepare recommendations, and provide reports and presentations to staff and *Council*;
- Draft any necessary By-laws and agreements;
- Administer grant payments for approved projects;
- Track the progress of approved projects and financial health of the CIP;
- Create and maintain performance indicators for the CIP; and,
- Market the available incentive programs under the Lambton Shores CIP.

Applications for the financial incentive programs as outlined in Section 6.3 will be submitted in accordance with the steps outlined in Section 6.5. The *Plan Administrator* will be responsible for ensuring that this process is carried out in a timely manner. Decisions on financial incentive applications and *Financial Incentive Program Agreements* will be made Lambton Shores *Council*.

7.2 CIP Budget

An annual budget will be set and approved by *Council*. These funds will be allocated to a general fund to be used for any of the programs outlined above. Consideration may be given to establish a Community Improvement Reserve Fund to carry over unused *community improvement* funds to future years. Applications will be reviewed on a first come, first served basis.

7.3 CIP Application Form(s)

Please see the relevant application forms for the incentive programs in Appendix A.

7.4 CIP Application Review Criteria

Once a CIP application is deemed complete, the application will be reviewed by the *Plan Administrator*. The *Plan Administrator* will review each application based on the program specific evaluation criteria. In addition, the following criteria shall be utilized to review applications.

7.4.1 Criteria for Exterior Renovations

The renovation, restoration, or rehabilitation of the street façades of buildings in Lambton Shores is to be encouraged and will support the unique image and character of the commercial cores. In general, the renovation or restoration of building street façades is to be consistent with appropriate community design plans as well as the following principles:

1. The design and execution of exterior renovations, restoration or rehabilitation shall respect the architectural character and heritage of buildings being renovated and their neighbouring buildings where appropriate;
2. Where unsympathetic past alterations have been made to the exterior cladding materials and window pattern of a façade, current renovations should be seen as an opportunity to restore the original character of the façade or provide for good contemporary design;
3. The removal without replacement of traditional architectural details such as brackets, dentals and cornices from buildings shall be discouraged;
4. The blocking of windows or the alteration of window patterns shall be discouraged;
5. The use of tinted glass or “fake” windows shall not be permitted;
6. The closing or blocking of main building entrances facing the streetscape shall not be permitted;
7. For buildings and structures that are believed to have historic design value or physical value, the use of traditional materials and colours as appropriate to the building façade shall be encouraged;
8. Proposed materials and colours shall complement those of any adjacent buildings that may have historic design value or physical value; and,
9. Where appropriate, street level entries for residential units above the first floor shall be integrated and designed in a way to complement the host building’s façade and the neighbouring building facades.

7.4.2 Criteria for New and Infill Development

Well-planned and designed new and infill developments have the potential to enhance the desirable qualities of the commercial cores in Lambton Shores and to contribute to the social and visual vitality of streetscapes. Community Improvement projects involving infill development, whether commercial, residential, and/or mixed use, should address the following principles:

1. New and infill development shall respect and enhance the appearance and structure of established streetscapes;
2. New and infill development should be designed to maintain or enhance the general appearance and character of existing neighbouring buildings and their façades if they are deemed to have heritage value;

3. If a traditional architectural style is being used in the design of new and infill buildings, such style should be consistently applied to all elements of their street elevations;
4. The architectural design of the façades of new and infill buildings shall be complementary to the designs of existing neighbouring buildings on the same block in terms of cornice lines, visible roofscapes, materials, colours, window and door treatment, and overall presentation to the street and shall not consist of blank walls;
5. New and infill development shall be compatible with the height and massing with existing neighbouring buildings;
6. The design of new and infill buildings shall utilize exterior cladding materials that are complementary and compatible with those used by neighbouring buildings;
7. Corner lots are important visual and spatial focal points and should receive particular attention. For new and infill buildings located on corner lots, all building façades visible to public view from public streets shall be consistent with existing buildings and their façades in terms of the use of height, massing, cornice lines, visible roofscapes, materials, colours, window and door treatment, and overall presentation to the streets;
8. The street facing façades of new and infill buildings shall generally maintain a consistent setback with adjacent buildings on the same block to provide a continuous street wall;
9. Front entry location and orientation of buildings shall be consistent with the existing streetscape.
10. New buildings shall be sited with the same front yard setbacks as existing adjacent buildings to visually and physically support the streetscape;
11. At-grade vehicular parking areas and service areas shall not be provided between the buildings and the streets; and,
12. The ceiling height of main floors shall be consistent with that of adjacent buildings to allow for the creation of a visual datum line for the placement of signage and for consistency in the size and proportions of display windows;
13. New and infill development shall incorporate at-grade active uses along all street facing elevations.

7.5 Application Decisions

The *Plan Administrator* shall formulate a recommendation regarding whether the submission should be approved. This evaluation will occur against the General Program Eligibility Requirements, the Program Specific Eligibility Requirements, Lambton Shores Official Plan, the above evaluation criteria, and the Community Design Plans as applicable. The primary evaluation criteria that the *Plan Administrator* will consider will be the proposal's conformity with the criteria established in this document, conformity with the specific Community Design Plan for the community, the above evaluation criteria, and the application's support for Lambton Shores' vision to enhance residents and the public to improve the targeted commercial cores. The *Plan Administrator* may request additional

information from the applicant to evaluate the application, including with respect to any other permit and approval requirements to which the project may be subject.

As part of its review, the *Plan Administrator* will also consider the timeframe and size of the proposed project as well as the amount of money being requested by the applicant. At its discretion, the *Plan Administrator* may opt to set a deadline for the receipt of all CIP applications for a given year or instead process requests on a rolling basis.

7.6 CIP Decision Making Matrix

A decision making matrix will be used in order to confirm project eligibility. Projects will be considered on a first come, first served basis, provided that projects meet at least one of the goals of the Lambton Shores Community Improvement Plan, meet the general program eligibility requirements and meet the incentive program eligibility requirements.

7.7 Monitoring and Evaluation

Monitoring and evaluation of the programs offered under the Lambton Shores CIP should include data collection and indicator development to track applications received, projects funded, and outcomes, as well as to measure the effectiveness of programs and the CIP.

Monitoring shall be an ongoing, continuous aspect of implementing the CIP and provide support for annual or semi-annual reporting on the CIP to *Council* and the public.

Records of all applications received, and incentives provided shall be maintained.

The following data or information shall be recorded:

- Applications received for each program, approval or refusal, reasons for approval or refusal, and the location of properties involved;
- Value of funds granted and the programs under which funds were granted;
- Overview of the applications that did not qualify for the funding during the previous year and a review of the reasons for the decisions;
- Increase in municipal property taxes that has resulted through the CIP programs;
- Overview of the streetscape and façade improvement that have resulted due to the CIP;
- Construction value of each project awarded fundings through the CIP;
- Timing of project completion;
- Site photos, plans and other materials related to projects awarded funding; and,
- Any feedback received regarding the CIP programs from the public and business community.

Council may review the CIP at any time; however it is anticipated that the CIP be reviewed at least once every five years to ensure that the CIP programs are meeting the needs of the community and its businesses. Lambton Shores staff will monitor the CIP on a continuous basis and may recommend that *Council* review the CIP if a specific program or component of the plan is no longer appropriate or necessary or if additional programs

are needed. The inclusion of additional programs into the CIP will necessitate an amendment to this Plan by By-law.

8.0 Appendices

(To Be Added to Final Document)

APPENDIX A – COMMUNITY IMPROVEMENT PLAN APPLICATION FORM

APPENDIX B – BUILT HERITAGE AND CULTURAL HERITAGE LANDSCAPE
RESOURCES OF MUNICIPAL OFFICIAL PLAN

APPENDIX C – BOUNDARY AREA MAPS