

# Municipality of Wawa

## Final Draft Downtown Wawa Community Improvement Plan

January 2024





Image Sources: Municipality of Wawa

**Prepared for:**

Maury O'Neill  
CAO / Clerk

40 Broadway Avenue  
Wawa, ON P0S 1K0  
T: 705-856-2244 Ext. 223  
E: moneill@wawa.cc



**Prepared by:**

Anita Sott, MCIP, RPP  
Senior Planner

2611 Queensview Drive, Suite 300  
Ottawa, ON K2B 8K2  
T: 613-690-1121  
E: Anita.Sott@wsp.com





# Table of Contents

- 1 Introduction.....2**
- 1.1 What is a CIP?.....2
- 1.2 Purpose of the CIP .....4
- 1.3 Downtown Wawa Urban Design Guidelines.....5
- 1.4 Community Engagement .....6
- 1.5 Community Profile .....7
- 1.6 Downtown Community Improvement Project Area..... 11
- 2 Municipal Planning Policy Context.....14**
- 2.1 Municipality of Wawa Official Plan (2010) ..... 14
- 2.2 Municipality of Wawa Zoning By-law 2821-15 (June 2, 2015)  
..... 18
- 3 CIP Vision and Goals.....20**
- 3.1 Vision Statement..... 20
- 3.2 Goals ..... 20
- 4 Municipal Leadership Strategy .....23**
- 4.1 Gateway and Wayfinding Signage ..... 23
- 4.2 Public Art Installations..... 24
- 4.3 Broadway Avenue Streetscaping and Crosswalk  
Improvements ..... 25
- 4.4 Repurposing of On-Street Parking Areas..... 28
- 4.5 The Goose Nest Market..... 29
- 4.6 Wawa Municipal Offices / Public Library ..... 30
- 4.7 Wawa Lake Waterfront..... 30
- 4.8 Zoning By-law Amendment..... 31
- 5 Financial Incentive Programs.....34**
- 5.1 Summary of Financial Incentive Programs ..... 35
- 5.2 Housing-focused Financial Incentive Programs ..... 36
- 5.3 General Financial Incentive Programs..... 39



<b>6</b>	<b>Implementation.....</b>	<b>55</b>
6.1	Interpretation.....	55
6.2	Administration.....	55
6.3	General Eligibility Requirements.....	57
6.4	Application Process.....	59
6.5	Monitoring and Evaluation Program.....	62
6.6	Amendments to the CIP.....	62
<b>7</b>	<b>Conclusion.....</b>	<b>65</b>

---

## Appendices

Appendix A – Monitoring and Evaluation Program

---

## Tables

Table 5-1: Overview of Downtown CIP Financial Incentive Programs	35
--	----

---

## Figures

Figure 1-1: Municipality of Wawa Location Map (Google, 2023)	7
Figure 1-2: Downtown Wawa Community Improvement Project Area (Consistent with 2008 CIP)	12
Figure 2-1: Municipality of Wawa Official Plan Schedule A-1 – Wawa Settlement Area - Land Use	16
Figure 4-1: Examples of Downtown Business Directory and Amenity Directional Signage	24
Figure 4-2: Existing zoning of properties located within Downtown CIPA boundary (shown in red) (Excerpt of Schedule A1, Municipality of Wawa Zoning By-law 2821-15)	32
Figure 6-1: Financial Incentive Program Application Process Summary	61



## Land Acknowledgment

The Municipality of Wawa acknowledges that we are on land that has been inhabited by Indigenous peoples since time immemorial. We would like to recognize that we are in the Robinson-Superior Treaty territory and on land which is the traditional territory of the Anishinaabe. Specifically, we acknowledge the neighbouring community of Michipicoten First Nation, for whom we have great respect. We also recognize the contributions of all Indigenous peoples, including the Métis, in shaping and strengthening the community and Province of Ontario.



# CIP Acknowledgments

The development of the Municipality of Wawa Downtown Community Improvement Plan (CIP) was supported by Municipal Council, the Municipality's Economic Development and Tourism Committee (EDTAC), Municipal staff resources Maury O'Neill and Jessie Labonte, and the dedicated community members who demonstrated commitment to supporting economic development and revitalization in Downtown Wawa. This Plan promotes opportunities for development and redevelopment, beautification, and public and private investments, towards a vibrant and prosperous Downtown Wawa for existing and future residents and business owners.

**The Municipality of Wawa Downtown CIP is funded in part by the Ontario Ministry of Agriculture, Food and Rural Affairs.**





# Introduction

# 1 Introduction

---

## 1.1 What is a CIP?

The Municipality of Wawa has prepared a new Downtown Wawa Community Improvement Plan (CIP). The existing Downtown Wawa CIP was adopted by Council in June 2008, but was never implemented due to a lack of funding. The new Downtown Wawa CIP represents a renewed opportunity for the Municipality to develop a CIP that will encourage investment and community improvements in Downtown Wawa.



A CIP is a planning and economic development tool for municipalities to promote community revitalization and often serves as a catalyst for achieving economic, community planning and urban development goals. Municipalities use CIPs to enable a wide range of policies and Financial Incentive Programs that encourage private investment, and to support strategic municipal initiatives, aimed at the revitalization of targeted areas. A CIP identifies the local needs, priorities, and circumstances for designated CIP project areas (from large areas to specific streets and properties), which are usually in transition and in need of maintenance, rehabilitation, development, and redevelopment.

CIPs can provide several benefits for a community, such as:

- Stimulating private sector investment in targeted areas through grants and loans provided by the Municipality;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of “brownfield sites”, which are former industrial or commercial properties that are typically vacant or underutilized, and have some form of environmental contamination that must be remediated prior to redevelopment taking place;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility;
- Improving energy efficiency; and
- Encouraging the effective use of community infrastructure.





## Downtown Wawa Community Improvement Plan

In general, CIPs are not intended to support “greenfield” development in previously undeveloped areas, but rather to improve conditions in existing urban areas.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Section 28 of the Planning Act enables municipalities to:

- Designate by by-law a specific property, area, or entire community covered by an Official Plan as a Community Improvement Project Area;
- Acquire, hold, clear, grade, or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate, or improve buildings on municipal land;
- Sell, lease or otherwise dispose of municipal land;
- Provide grants or loans to owners, tenants and their assignees within the community improvement area to pay the whole or any part of identified eligible costs; and
- Provide property tax assistance for environmental remediation purposes.

A municipality’s Official Plan must contain policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a Community Improvement Project Area.

Under Section 28 of the Planning Act, once an area has been designated a Community Improvement Project Area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties. The most common use of a CIP is to enable grants to assist private property owners in improving their properties, including undertaking improvements to façades, signage, and landscaping, and to assist with the costs of improving historic properties. CIPs may also be used to promote the remediation and redevelopment of brownfield sites,





as well as the revitalization of commercial, industrial, institutional, and even rural areas. Under a CIP, a municipality may issue grants and loans to help support redevelopment and infill development projects by providing incentives to increase the assessed value of a property (tax increment equivalent grants), offering rebates on planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

A more detailed review of the provincial legislation which is relevant to the preparation of a CIP is included in the **Downtown Wawa CIP Background and Directions Report (November 2023)**, available under separate cover.

A key component of a CIP is the eligibility criteria that are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for Financial Incentive Programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a “municipal leadership strategy” into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g., changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP requires a strong marketing strategy, a monitoring program, and periodic reviews of the Financial Incentive Programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends, and community improvement needs and opportunities.

---

## 1.2 Purpose of the CIP

The purpose of this document is to outline the framework for the Municipality of Wawa Downtown CIP, establish the Plan’s vision and goals, identify the recommended Financial Incentive Programs to meet the Plan’s goals, and set out an implementation strategy which includes administration of the CIP, and monitoring of results. The preparation of this CIP has been informed by the **Downtown Wawa Community Improvement Plan Final Background and Directions Report, November 2023**, which is available under separate cover.



This CIP is organized as follows:

- **Section 1** introduces what a CIP is and the purpose of the Downtown Wawa CIP;
- **Section 2** outlines the legislative, policy, and regulatory framework for the preparation of the CIP;
- **Section 3** presents the vision for the CIP and its goals, developed based on the results of a Visioning Workshop and Community and Business Surveys conducted at the outset of the project;
- **Section 4** describes municipal initiatives that are recommended to complement and support the CIP;
- **Section 5** sets out the available Financial Incentive Programs for private property and business owners and developers to achieve CIP goals; and
- **Section 6** provides details on the implementation of the CIP, including administration, eligibility and application requirements, and monitoring / evaluation program, and the processes required for any amendments to the CIP.

---

### 1.3 Downtown Wawa Urban Design Guidelines

The Downtown Wawa CIP is complemented by the Downtown Wawa Urban Design Guidelines (UDG), a separate document that has been developed concurrently with the CIP. Urban design shapes how places look and feel, and how people connect to and experience the places where they live, work and play. It strives to support health, quality of life, well-being, functionality, and efficiency. Good urban design serves everyone, by respecting the details that make a place unique and full of character, while helping to ease movement and increase accessibility by creating comfortable, welcoming, safe spaces.

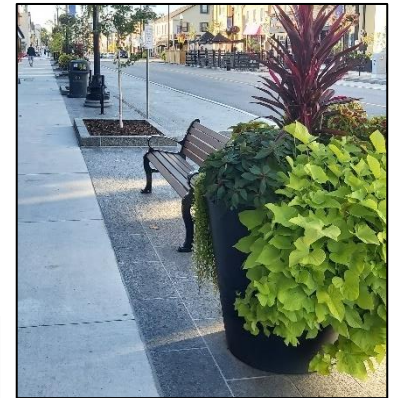
The Downtown Wawa UDG are intended to be used to:

- Guide CIP applicants in designing aspects of their building and property improvement projects in a manner that meets the vision and goals of the CIP for the future of Downtown Wawa;
- Illustrate examples of the implementation of key urban design elements in the Downtown context; and
- Assist Municipal staff in evaluating CIP applications and potential community improvement projects, as well as planning and undertaking municipal leadership activities, including recommended phasing of streetscaping improvements.

Some design challenges in Northern communities such as Wawa include: winter climate considerations, while still attracting pedestrian activity to Downtown; aging building stock, building design and the selection of building materials to reflect local heritage; the prevalence of vehicle use over more active transportation (e.g., cycling); and the need to integrate parking without detracting from a pedestrian-friendly Downtown character, among other considerations. The UDGs provide solutions to such challenges, and provide CIP applicants with direction on how to achieve the CIP vision and goals, by implementing specific design elements.

Key urban design elements which are addressed in the Downtown Wawa UDG include, but are not limited to, enhancing and expanding on existing:

- Building facades, including lighting and signage;
- Built form (e.g., site design, building height and massing, conserving heritage value);
- Landscaping and plantings;
- Street furniture;
- Lighting;
- Parking;
- Paving;
- Public open spaces; and
- Public art.



**Urban design elements include building façades, furnishings, patios and bump-outs, and planting**

The Downtown Wawa UDG do not form operative policy. If there is a conflict between the UDG and the Municipality’s Official Plan policies and/or Zoning By-law provisions, or other applicable municipal policies, those policies and provisions prevail.

## 1.4 Community Engagement

Community engagement is a critical component of the success of the Downtown CIP, from its development through to its implementation. The Municipality of Wawa engaged with local business owners and operators, residents, local interest groups, and agencies to ensure that the



## Downtown Wawa Community Improvement Plan



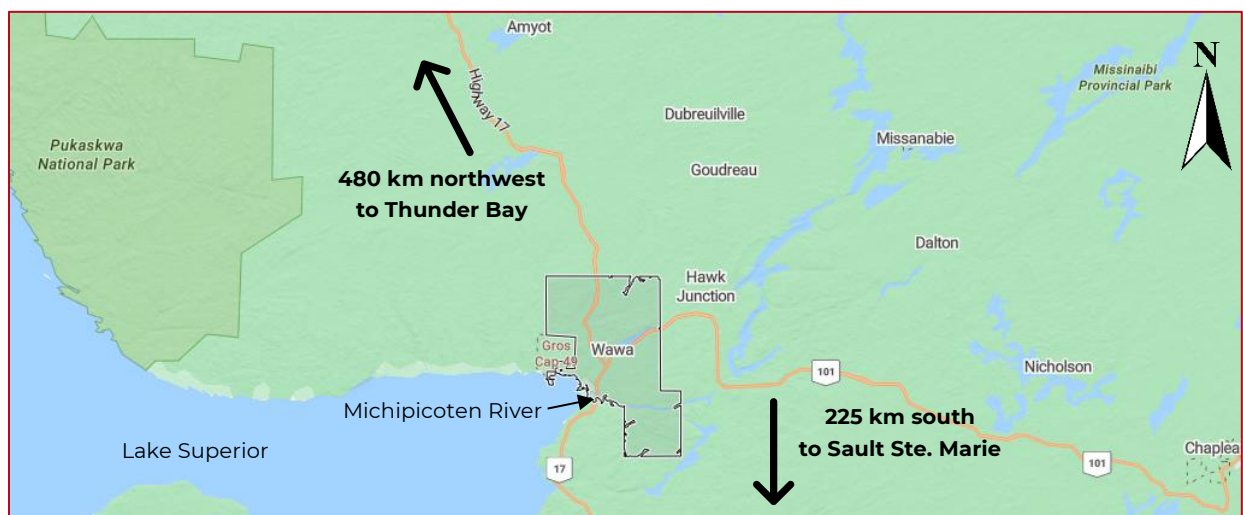
Downtown CIP and Downtown Wawa UDG reflect community needs and priorities and result in tangible impacts on the quality of life and vitality in Downtown Wawa.

The Downtown CIP project process included several opportunities for community engagement to inform the development of the Financial Incentive Programs, as well as recommendations for municipal leadership activities on public lands. At the outset of the project in October 2023, a Downtown walking tour and Visioning Workshop were held with members of Council, Municipal staff, local business owners, and community members. Community and Business surveys were conducted to gain specific insights into CIP priorities and opportunities from residents, including youth and business owners / operators. These activities and their results are summarized in the **Background and Directions Report (November 2023)**, available under separate cover. A Public Open House was held on January 25, 2024 to present the Draft Downtown CIP and Downtown Wawa UDG to the community.

### 1.5 Community Profile

The Municipality of Wawa, formerly known as the Township of Michipicoten, is strategically located in Northeastern Ontario and serves as the hub of North Algoma Region at the convergence of the TransCanada Highway (Highway 17) and Highway 101, as illustrated in **Figure 1-1**. Wawa is located approximately 480 km southeast of Thunder Bay, and 225 km north of Sault Ste. Marie. The Municipality is comprised of the main urban centre of Wawa, as well as the smaller coastal settlement areas of Michipicoten and Michipicoten River, which are located along the eastern shores of Lake Superior.

**Figure 1-1: Municipality of Wawa Location Map (Google, 2023)**





Geographically, the Municipality occupies a total land area of 411.89 km<sup>2</sup> (Statistics Canada, 2021). The Downtown has historically functioned as a mixed-use area comprised of residential, commercial, and tourism-oriented land uses.

## Population and Housing

According to the 2021 Census (Statistics Canada), the population of the Municipality of Wawa was 2,705, which represents a decrease of 6.9% from the 2016 of 2,905. The population of persons with Indigenous ancestry within the Municipality was 530. The Municipality has been experiencing population decreases over recent years, owing in part to a loss of local industrial activity. Other factors affecting population decreases include an aging population, lack of housing stock, and migration of residents to more southern municipalities.

The median household income in Wawa in 2021 was \$80,000, according to Statistics Canada). The majority of housing in Wawa consists of single-detached homes, accounting for 81% of the housing stock. The remaining housing options include semi-detached houses (2%), rowhouses (or townhouses) (3%), apartment buildings with fewer than five (5) storeys (11%), and movable dwellings (2%). Seventy-eight percent (78%) of homes in Wawa are owner-occupied. When compared to other regions in Northern Ontario, the real estate market in Wawa is characterized by its affordability, with the average housing value in 2021 being \$170,400, however, the Wawa Housing Action Plan, 2023 identified the need for more affordable housing opportunities to serve the current population.

## Employment

According to the 2021 Census, the total labour force in the Municipality was 1,425 persons, with the majority of the occupations being: sales and service (27%); trades, transport, and equipment operators and related occupations (24%); and education, law and social, community and government services (14%). A few main industries have been introduced in recent years contributing to these trends, such as the establishment of three (3) gold mines just outside of the municipal boundaries. The largest gold mine operator is Wesdome Gold Mines Ltd., which is a Canadian focused gold producer with two high grade underground assets, one of which is the Eagle River Mine in Ontario, just west of Wawa. The Mine was introduced in the 1990s and has been the largest contributor to jobs in the area for years. While the Mines currently employ many residents of Wawa and have benefited the local economy, challenges have included the transient nature of contract workers who require short-term accommodations. While this has benefited the hospitality industries, it has also caused a shortage in accommodations for current residents and potential tourist use.



While not unique to Wawa, its economic sector is challenged by the shortage of skilled and service-based labour. Job openings in trades like plumbing, electrical work, carpentry, and similar professions are scarce in small northern communities, which further presents significant difficulties for both redevelopment and new construction projects. The limited number of contracting companies operating in Wawa report that there is an excess of job opportunities in Wawa, which affects their capacity to fulfill the demand for these services (Wawa Housing Action Plan, 2023).

### Recreation

The Municipality is renowned for its abundance of outdoor activities which significantly contribute to tourism in the area, including fishing, boating, paddling, hunting, snowmobiling, ATVing, mountain biking, and hiking. The Municipality’s proximity to Lake Superior, as well as local attractions including Wawa Lake and five (5) natural waterfalls in the area, draw tourists in the summer months. Recreational facilities in the Municipality include Michipicoten Memorial Community Centre, which includes an arena, a curling rink, a gym and fitness centre, and banquet hall and lounge, a gym studio, and multiple meeting rooms. As a regional hub for recreational activities, Wawa is well-positioned to support many tourism-related businesses and economic development opportunities.



## Downtown Wawa

Downtown Wawa is currently comprised of a mix of retail, service, office, and other commercial uses, as well as some residential uses and institutional uses. Broadway Avenue is the main artery through the Downtown where commercial activity is focused. Downtown Wawa's scenic location directly adjacent to Wawa Lake provides unique opportunities to spur local business activity and significant economic investment in the area. Key Downtown attractions include the Lion's Beachfront Heritage Walk, and the Wawa Goose Nest Market, which offers seasonal opportunities for local entrepreneurs and artisans to sell their products to residents and tourists.

The entry to the Downtown from the south is marked by a highly visible and strategically located gateway sign. Other municipal signs and elements are found throughout the Downtown to reflect the area's history, though some are in need of revitalization.



The history of Downtown Wawa is evidenced through the existing building composition which adds character and historic value to the Municipality's core for residents to remember its roots. However, over recent years, a significant number of vacant buildings and sites have resulted in fewer active businesses and a loss of economic activity in the Downtown, and a lack of aesthetic and urban design cohesion.





The Downtown is also full of public art and culture installations that contribute to a sense of local identity. “Heritage doors” are found throughout the Downtown and are metal doors painted by a local artist (Heather Sinnott), scanned and printed on metal as permanent installations. There are also multiple pieces of former mining equipment found throughout the Downtown, including at the north end of Broadway Avenue and within the Goose Nest market area. These pieces celebrate the significance of mining to the history and economy of Wawa. There are also existing and planned murals on building façades along Broadway Avenue which add vibrancy and reflect the local culture.

## 1.6 Downtown Community Improvement Project Area

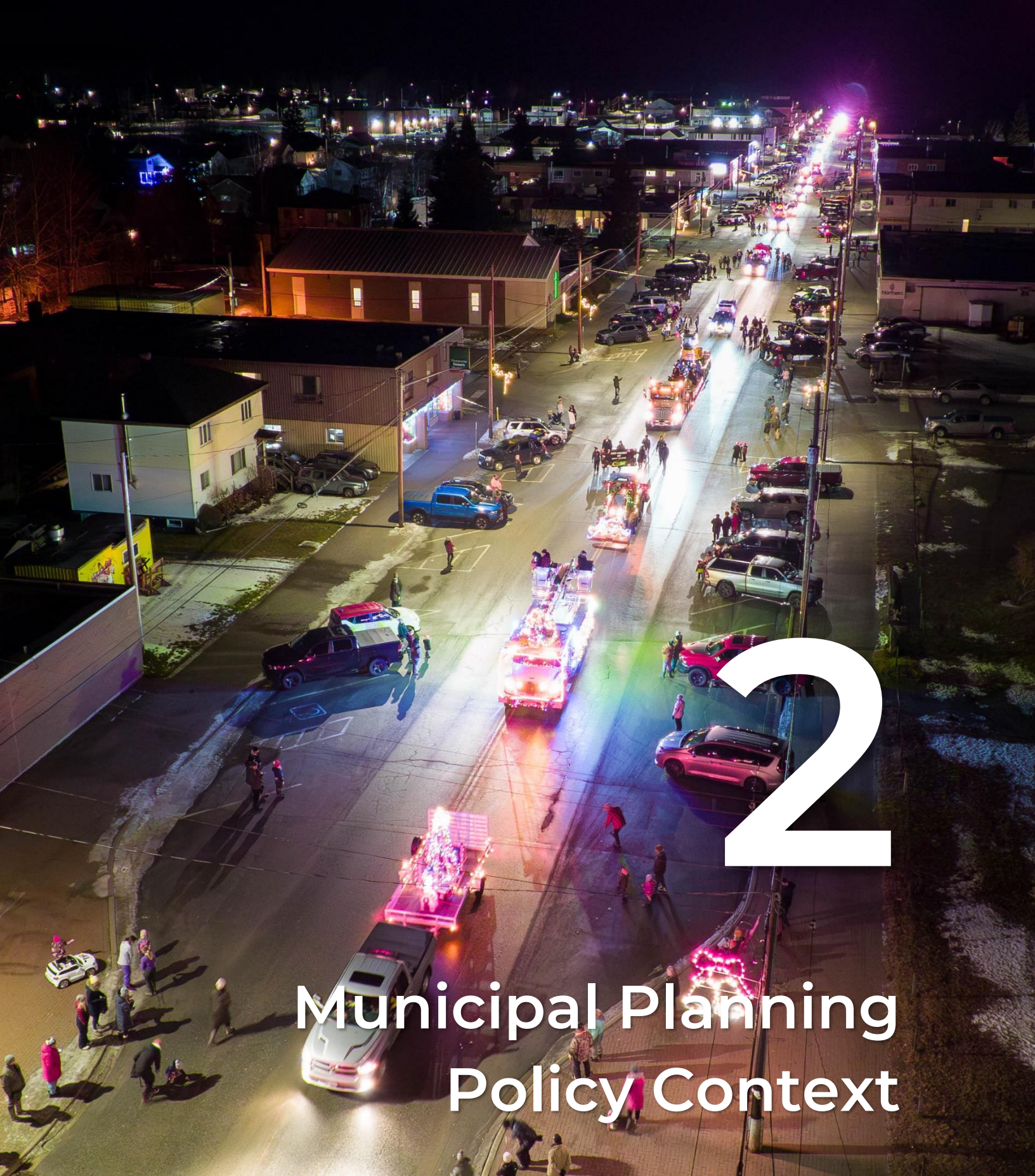


The Community Improvement Project Area (CIPA) for the Downtown CIP is illustrated in **Figure 1-2**, and was confirmed through a Visioning Workshop held on October 24, 2023. The CIPA is the area in which properties may be eligible for the Financial Incentive Programs in the Downtown CIP. It maintains the boundaries of the existing 2008 CIPA and encompasses Broadway Avenue and properties on the east side of McKinley Avenue, from Algoma Street in the north to Main Street in the south. The majority of the Downtown CIPA is designated as Commercial Central Area in the Municipality’s current Official Plan (2010).

Visioning Workshop participants discussed the potential for expansion of the CIPA further south to encompass properties along Mission Road, as well as reductions to the CIPA to remove properties with existing residential uses along the east side of McKinley Avenue. Ultimately, it was decided to maintain the existing boundaries of the 2008 CIPA, with focus remaining on the Downtown. Existing residential properties along McKinley Avenue are proposed to remain within the Downtown CIPA, as they are designated Commercial Central Area in the Municipality’s Official Plan (2010) and are zoned C1 General Commercial in the Municipality’s Zoning By-law (2015), which would enable these properties to potentially redevelop as commercial uses in the future. Although they are proposed to be included within the Downtown CIPA, any proposed community improvement projects on these existing residential properties would need to meet the general and program-specific eligibility requirements within the CIP. Future expansions of the CIPA to the south or to other areas in the Municipality could be considered as part of future amendments to the CIP or as part of the development of separate CIPs.

**Figure 1-2: Downtown Wawa Community Improvement Project Area (Consistent with 2008 CIP)**





# 2

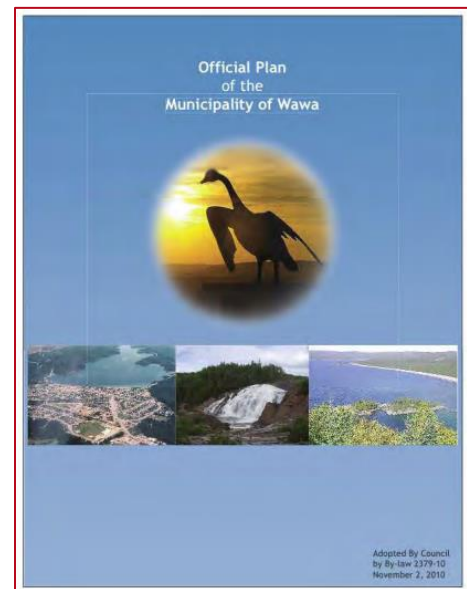
# Municipal Planning Policy Context

## 2 Municipal Planning Policy Context

The following section provides a review of the municipal planning policy context which enables the Municipality of Wawa to undertake the development of the Downtown CIP, and informs its components. A more detailed review of additional local municipal plans and studies which are relevant to the Downtown CIP is included in the **Background and Directions Report (November 2023)**.

### 2.1 Municipality of Wawa Official Plan (2010)

The Official Plan for the Municipality of Wawa (OP) was adopted on November 2, 2010 and subsequently approved by the Ministry of Municipal Affairs and Housing on April 18, 2011. The OP sets out a planning policy framework to direct development and land uses throughout the Municipality. It establishes goals, objectives, land use designations, and related policies regarding the natural environment, growth and settlement areas, rural lands, and economic development in the Municipality, while providing direction for planning decisions. Policies are provided for the following land use designations: Wawa Residential; Village Residential; Employment; Downtown; Rural Crown Land; Environmental Protection; Open Space; Rural Highway Commercial; Highway Commercial; and Institutional.



**Figure 2-1** identifies the land use designations in the Wawa Settlement Area, which includes the Downtown.

Section A3 sets out the goals of the OP, including the following which are specifically relevant to the implementation of the CIP:

- Section A3.2.5 – “to reinforce the function of **Downtown Wawa as the primary cultural, service and retail focal points** by promoting mixed-use development”;
- Section A3.2.6 – “to encourage a **strong connection between the Downtown and the waterfront areas through mixed-use developments and improvements to public space**”;



- Section A3.2.7 – “to encourage **further intensification** and use of the lands within the downtown core and to make every effort to **improve the economic health of the core by encouraging redevelopment and the broadest mix of uses**”;
- Section A3.4.1 – “to **encourage economic growth** and provide opportunities for economic development in a manner which will sustain and improve the quality of life in the Municipality”;
- Section A3.4.3 – “to **support and maintain existing transportation infrastructure** in the interest of fostering economic growth and investment”;
- Section A3.4.4 – “to encourage the development **of tourist commercial uses in the Downtown** as well as in appropriate shoreline and rural areas”; and
- Section A3.4.7 – “to recognize, protect and where appropriate, **utilize cultural heritage features and resources** in conjunction with economic development and tourism initiatives”.

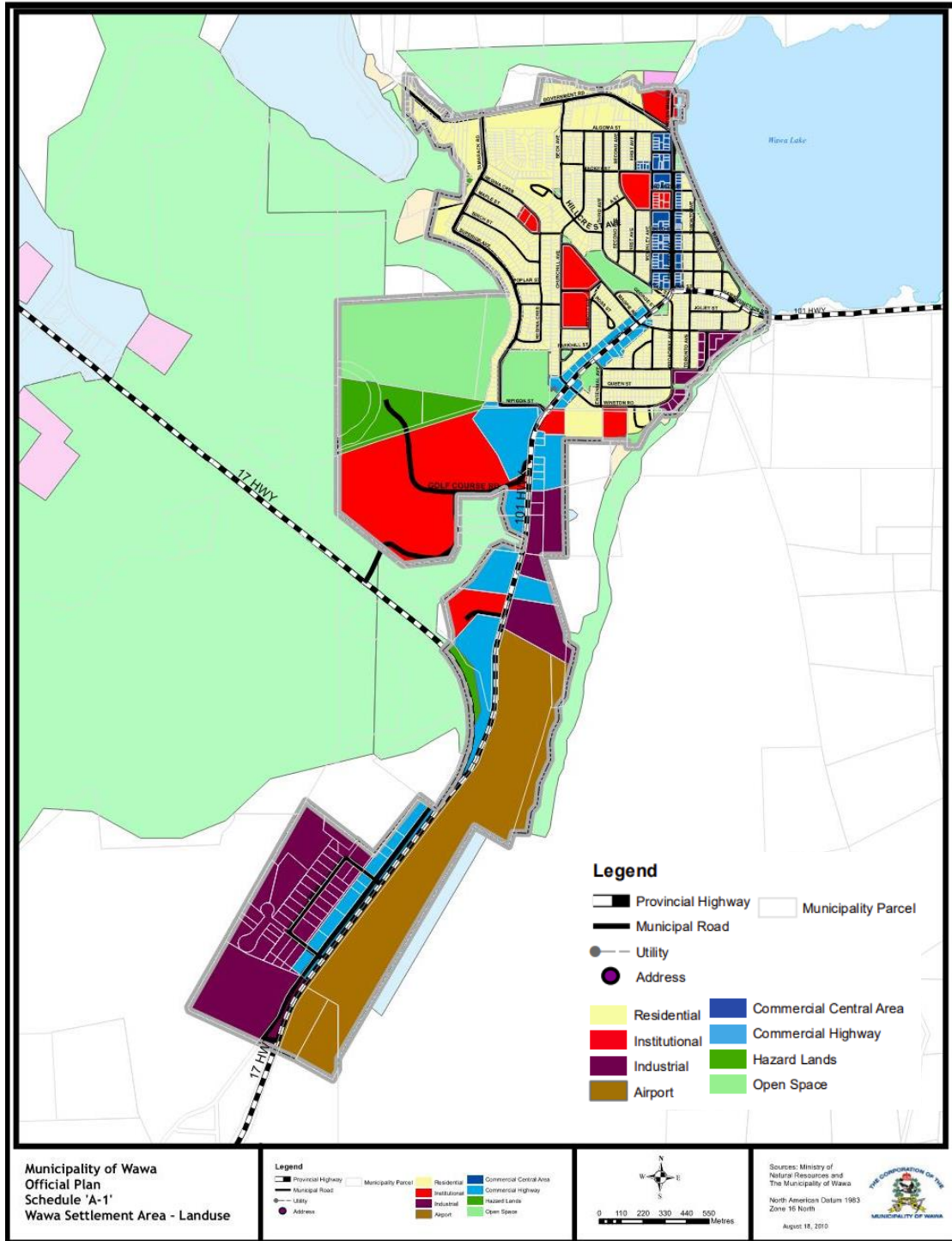
Section B4 of the OP sets out policies and a vision for the Downtown, which apply to the Central Commercial Area designation on Schedule A-1. Section B4.5.2 contains policies to guide new development or redevelopment in the Downtown, including:

- Encouraging land assembly to create larger, more viable development parcels;
- Directing that development is to occur on full sewer and water services;
- Encouraging hospitality and tourist-oriented uses that enhance pedestrian linkage between the Downtown and open area spaces; and
- Requiring that all development proposals that need Planning Act approval may be required to restore or enhance their building facades in order to maintain the architectural character and identity of the Downtown.

Furthermore, Section B4.5.3 recognizes and encourages residential uses in the Downtown area, provided such uses are located in the second storey of buildings, or are developed on land or in buildings which are vacant or underutilized.

The OP also contains a set of policies for Public Space in the Downtown in Section B4.6, which addresses streets, sidewalks, parking lots, parks, and administrative or public buildings, and includes specific projects aimed at revitalizing public lands and buildings, such as the provision of streetscaping and street furniture, gateway and wayfinding signage improvements, and renovation and/or façade improvements to public buildings.

**Figure 2-1: Municipality of Wawa Official Plan Schedule A-1 – Wawa Settlement Area - Land Use**





**Section E1.7 of the OP sets out policies for Community Improvement which encourage:**

“planning, replanning, design and redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy proficiency, or any of them, of a CIP area, and provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary for specific areas of the Municipality. It may also include the provision of affordable housing.”

The OP policies enable Council to undertake Community Improvement Plans (CIPs) as municipal finances and other sources of funding permit, and specify that Council may include tax assistance programs and register agreements relating to grants and loans issued to fulfill CIP objectives.

In addition, the OP provides that all lands located within the Settlement Areas on Schedules A-1 (see **Figure 2-1**) and A-2 are defined as Community Improvement Areas, for which CIPs can be prepared.

Specifically, Section E1.7.2 outlines community improvement projects, including but not limited to:

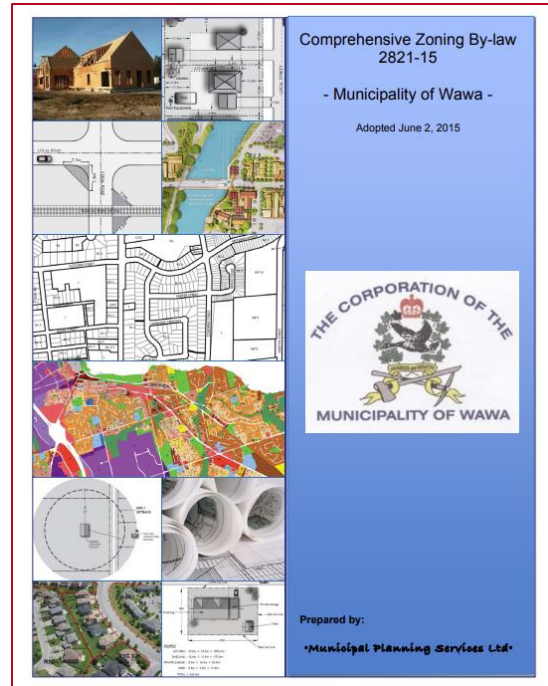
- a) “The development of seniors housing or forms of affordable housing;
- b) The development of parks, recreational trails and public uses at or near the waterfront;
- c) Improvements to sidewalks and road surfaces to enable safe and comfortable travel by pedestrians, bicycles and vehicles;
- d) Projects designed to foster accessibility and active transportation in the community;
- e) Tree planting and street beautification programs and improvements to private buildings and properties; or,
- f) The construction and improvement of buildings and structure that promote energy efficiency.”

## 2.2 Municipality of Wawa Zoning By-law 2821-15 (June 2, 2015)

The Municipality of Wawa Comprehensive Zoning By-law 2821-15 (Adopted June 2, 2015) implements the policies of the Official Plan, and identifies permitted land uses and sets out lot and building requirements such as lot sizes and dimensions, building heights and locations, and parking, among other provisions, to guide development within the Municipality. It contains general provisions that apply to all lands within the Municipality, as well as specific provisions that apply to individual Zones.

The properties within the Downtown CIPA are primarily zoned C1 General Commercial. The C1 Zone permits a wide range of commercial uses, including but not limited to business offices, convenience stores, financial institutions, hotels, medical offices, personal service shops, places of amusement, places of worship, restaurants, and retail stores. Standalone residential uses are not permitted in the C1 Zone. However, Section 4.4 of the Zoning By-law contains provisions which permit a secondary dwelling unit in a building in a C1 Zone to allow for apartment dwelling units which are accessory to a commercial use.

Potential amendments to the Zoning By-law to support the development of more Downtown housing and the implementation of housing-related CIP Financial Incentive Programs is discussed in **Section 4.8**.







3

# CIP Vision & Goals

## 3 CIP Vision and Goals

---

### 3.1 Vision Statement



A Vision Statement is a formal, aspirational statement that identifies what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the Downtown Wawa CIP.

Visioning Workshop participants and Community and Business Survey respondents identified key words and ideas that represent their vision for the future of Downtown Wawa. These ideas have been integrated into the following Vision Statement for the Downtown CIP.

**The Municipality of Wawa is committed to cultivating an inclusive, thriving, and welcoming Downtown that actively embraces and uplifts a culturally diverse community, nurturing both social and economic vitality.**

---

### 3.2 Goals

In order to implement the Vision Statement, a series of CIP goals are identified below based on relevant goals included in the 2008 Downtown CIP, and key inputs received at the Visioning Workshop and through the Community and Business Surveys.

- 1** Reinforce the role of Downtown Wawa as a primary destination for business, commerce, and tourism in the community and the Algoma District.
- 2** Ensure the heritage, local businesses, and natural features located in the Downtown are promoted through recognizable and inviting gateway features to draw in residents and visitors.
- 3** Assist and collaborate with existing businesses and promote new businesses in order to achieve economic development goals.
- 4** Encourage the development and redevelopment of municipally- and privately-owned vacant and/or underutilized land and buildings, including the provision of additional



## Downtown Wawa Community Improvement Plan

Downtown housing units.

- 5 Support the revitalization and beautification of the community, through improvements to the public realm and infrastructure, and private properties.
- 6 Recognize opportunities and work proactively with CIP applicants, and provide assistance to applicants through the building and development process.
- 7 Increase accessibility and safety through investments into existing and future safety-based infrastructure such as crosswalks, public lighting features, and signage.
- 8 Encourage and reward pride and investment in property ownership, including celebrating and marketing successful community improvement initiatives.
- 9 Pursue the implementation of community improvements through a combination of municipal leadership and private investment, and seek an appropriate annual funding allocation from Council to implement the CIP.
- 10 Focus on overall positive and lasting first impressions, particularly through building façades, streetscaping, accessibility improvements, and entrepreneurial activity.





# Municipal Leadership Strategy



## 4 Municipal Leadership Strategy



The Municipality of Wawa can play a significant leadership role in promoting the success of the Downtown CIP through improvements to public policies and regulations, lands, and infrastructure, to complement the private investment of property owners undertaking improvement projects aided by CIP Financial Incentive Programs. Based on discussions with Municipal staff and input received through community engagement, this Section presents recommendations for potential future improvements to be undertaken by the Municipality to contribute to achieving the vision and goals of the CIP.

Additional detailed recommendations and guidelines related to the recommended municipal leadership initiatives described in the following section are included in the **Downtown Wawa Urban Design Guidelines**, available under separate cover.

### 4.1 Gateway and Wayfinding Signage

The Municipality of Wawa has made considerable investments in gateway features and signage, particularly at the southern entrance to Downtown. However, community engagement responses indicate there are further opportunities for additional gateway and wayfinding signage to draw visitors to Downtown from further afield. There is a lack of wayfinding signage that denotes the specific natural, cultural, and commercial amenities located in the Downtown.

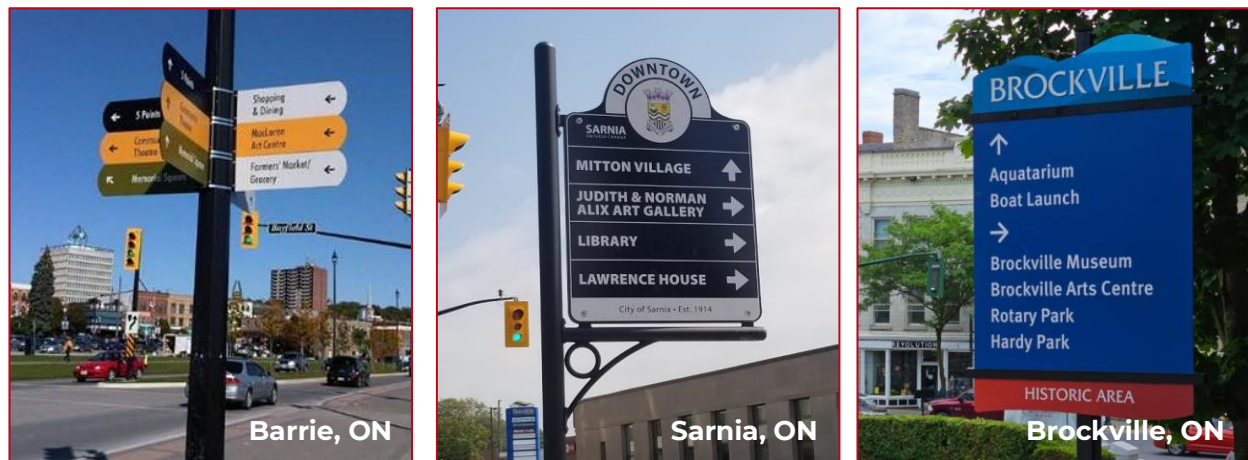
Recommended municipal initiatives include:

- 1 Install a Downtown business and amenities directory sign near the existing gateway feature at Broadway Avenue, Mission Road, and Main Street. Examples are illustrated in **Figure 4-1**.



- 2 Consider providing or enhancing directional signage to Downtown in strategic locations within Wawa to draw the attention of the travelling public, such as at the Tourist Information Centre at the junction of Highway 17 and Mission Road, as well as further north along Mission Road where many tourist accommodations and community amenities are located (e.g., Michipicoten Memorial Community Centre at the intersection of Mission Road and Chris Simon Drive). Examples are illustrated in **Figure 4-1**.

**Figure 4-1: Examples of Downtown Business Directory and Amenity Directional Signage**



## 4.2 Public Art Installations

Multiple building façades and exterior walls on Downtown buildings have been identified as in a state of deterioration and in need of repairs due to weathering and age. The Municipality has undertaken vinyl mural applications as a cost-effective and durable solution to improve exterior building aesthetics and add vibrancy through public art to the streetscape. For example, 59 Broadway Ave. includes a vinyl mural installation, and is only showing minor signs of wear after 3 years.

Recommended municipal initiatives include:

- 1 Additional vinyl mural applications may provide interim solutions for building façade and wall improvements, including





those on exterior side building walls facing side streets off Broadway Avenue, prior to more permanent façade improvements taking place.

- 2 The Municipality could consider public art contests to develop mural designs which reflect the vision for Downtown and local and Indigenous culture, and undertake their application at key properties with owner consent.



### 4.3 Broadway Avenue Streetscaping and Crosswalk Improvements

To complement community improvement projects on private properties along Broadway Avenue, the Municipality may consider investing in streetscape beautification efforts, such as the introduction and enhancement of boulevard plantings, new Downtown banners, hanging baskets, and the relocation of decorative lighting to the pedestrian side of the right-of-way, to avoid conflicts and damage by large vehicles such as snowploughs.



Related to streetscaping, the need for crosswalk installation and improvements at key intersections was identified at the Visioning Workshop, during the walking tour, and by survey participants to increase pedestrian safety and accessibility in navigating the Downtown, with consideration for sightlines and wide rights-of-way. Crosswalks also represent a gateway

opportunity, as they can be constructed through specific paving materials or decorative painting to signify the entry into Downtown and a more pedestrian-oriented environment.

It is recognized that budget constraints that may limit the immediate implementation of streetscape and crosswalk improvements, therefore a phased approach is recommended which prioritizes ‘quick wins’ and high-impact changes, as recommended in the following sections. Additionally, it is recommended that any initial efforts and pilot project works be focused between Ganley Street and Laurier Street along Broadway Avenue, capitalizing on the existing Goose Nest Market and municipal facilities along this stretch of Downtown.



### 4.3.1 Short-term Streetscaping Improvements

Recommended enhancements for Downtown Wawa in the short-term (1 to 3 years) include: planters with appropriate species selection, accessibility and safety features (e.g., crosswalks, improved sightlines), as further detailed below.

- 1 Address safety issues, particularly at intersections, arising from the width of crossings and the speed of drivers. Short-term safety improvements should prioritize highest risk, and may include temporary measures to provide immediate improvements.

Low-cost measures that can be implemented as a pilot project over the summer months on a trial basis include:

- a. Painted cross-walks to indicate pedestrian priority; and
- b. Painted ‘bump-outs’ at intersections. These can also be filled in using pilons, or moveable planters to define the area and visually narrow the street.

**The intersection of Broadway Avenue and Mackey Street is recommended as a priority intersection for improvements,** given the location of the Goose Nest Market.

Following the implementation of seasonal pilot measures, the Municipality can determine whether the installation of more permanent year-round measures is feasible and warranted. For example, should year-round bump-outs be considered, the Municipality may consider the implementation of reflective posts to alert drivers and pedestrians to the location of bump-outs which may be snow covered during the winter months.





- 2 Implement street furnishing enhancements in the highest-priority locations, as further detailed in the Downtown Wawa Urban Design Guidelines.
- 3 Completion of the intended murals for the building wall directly north of the Goose Nest Market area and 96 Broadway Avenue, to further enrich the urban experience.
- 4 Recognizing that heavy snowfall averages have historically deterred changes to the existing streetscape, investigate innovative snow management solutions that balance streetscape improvements with practical snow storage requirements. Evaluate opportunities to narrow streets without compromising snow storage, potentially through semi-permanent means, such as painted lines and pilot projects. Identify strategic areas for snow piling, ensuring efficient snow management during winter months.

For example, as part of a pilot project the areas used for temporary bump-outs in the summer can be repurposed as additional snow storage areas in the winter, depending on the amenities and features that have been installed (e.g., if temporary planters, these can be moved in winter). There will be a need to adapt municipal maintenance practices for snow clearing in the winter to follow bump-out curb lines, which can be delineated through the use of reflective posts. Further, any parking spaces which may be repurposed as temporary patio spaces in the summer, could also be repurposed for snow storage in the winter, or returned to parking spaces, as needed.

### 4.3.2 Medium-term Streetscaping Improvements

Recommended enhancements for Downtown Wawa in the medium-term (3 to 5 years) include elements that can be initiated in the short-term but may take more time to implement. These include:

- 1 Safety improvements for the medium-term such as exploring implementing new crosswalk installations at key intersections, and sidewalk / amenity zone bump-outs at intersections to reduce crossing distances and visually narrow the street to encourage drivers to reduce driving speeds.
- 2 Adding street trees (where space permits) and locations for street plantings.



- 3 Implement additional street furnishing enhancements in key locations, as further detailed in the Downtown CIP Urban Design Guidelines.
- 4 Adding pedestrian-scale lighting.

### 4.3.3 Long-term Streetscaping Improvements

Recommended enhancements for Downtown Wawa in the long-term (5 to 10 years) include:

- 1 Long-term safety improvements such as exploring the viability of traffic signals or illuminated crosswalks to improve pedestrian connectivity and safety.
- 2 Implement additional street furnishing enhancements in remaining locations, as further detailed in the Downtown CIP Urban Design Guidelines.

## 4.4 Repurposing of On-Street Parking Areas

Broadway Avenue includes diagonal on-street vehicle parking spaces, which can both provide short-term parking in proximity to businesses and offer potential for flexible space during warmer seasons of increased Downtown pedestrian activity.

Recommended municipal initiatives for repurposing on-street parking area include:



- 1 Seasonal removal of select areas of on-street parking, to facilitate the temporary development of patio spaces for businesses, parkettes or seating areas for Downtown users.

Potential locations for temporary patio spaces would be coordinated on as-needed basis with business owners whose operations would benefit from outdoor seating, such as the existing seasonal patio space at the North of 17 Restaurant. The Goose Nest Market Area is also a potential location to accommodate a seasonal parkette or seating area along



## Downtown Wawa Community Improvement Plan



Broadway Avenue, to further enhance the public realm for pedestrians and specifically during peak market operations.

- 2 If more permanent on-street parking removal is desirable following the implementation of such temporary uses, the Municipality could consider the development of a parking lot on an available vacant lot to offset the loss of on-street parking.



### 4.5 The Goose Nest Market

The Goose Nest Market is one of the most unique aspects of Downtown Wawa, comprised of multiple compact wooden structures that can be rented by community members and entrepreneurs during local events and festivals. The Goose Nest Market is a valuable existing economic attraction where local vendors can showcase their goods. Regarding potential improvements to further enhance the Market experience for visitors, community members have suggested a need to consider reorganizing the layout of the structures.



Recommended municipal initiatives include:

- 1 Reorient the wooden structures to form an internal courtyard, which may require the relocation of some of the historic mining monuments located on the site.
- 2 Install annotated panels for the mining monuments and Heritage Doors, to showcase and celebrate local history and cultural heritage values.



---

## 4.6 Wawa Municipal Offices / Public Library

Both Municipal staff and community members recognized the potential for renovations and upgrades to the Municipal offices and Public Library to improve accessibility and aesthetics. Notably, Council's Strategic Plan 2023-2027 includes the Conceptual Design and financing strategies to upgrade the Town Hall in 2024-25.

---

## 4.7 Wawa Lake Waterfront

Downtown Wawa is situated with direct proximity and vistas to Wawa Lake, including an expansive waterfront beach and heritage walk, which represents a tremendous amenity to attract both residents and visitors to the Downtown. While the Municipality has made significant recent investments in the boardwalk, community members have suggested further improvements.



Recommended municipal initiatives include:

- 1 Potential relocation or repair of the historic oil rig to enhance the lookout area.
- 2 Increased and refreshed signage and wayfinding to direct users to the boardwalk.
- 3 Improved maintenance of the beach.



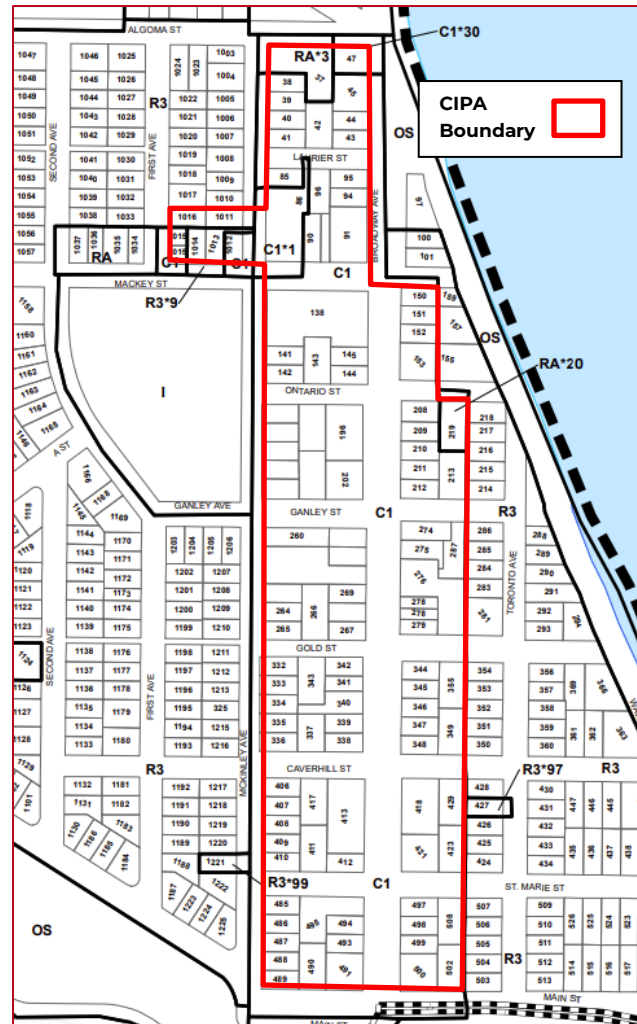
## 4.8 Zoning By-law Amendment

As previously discussed in **Section 2.1** and **Section 2.2**, the properties within the Downtown Community Improvement Project Area (CIPA) are primarily designated Central Commercial Area in the Municipality's Official Plan and zoned C1 General Commercial in the Municipality's Zoning By-law 2821-15, as illustrated in **Figure 4-2**. The Official Plan policies recognize and encourage residential uses in the Downtown area, provided such uses are located in the second storey of buildings, or are developed on land or in buildings which are vacant or underutilized. While the C1 Zone permits a wide range of commercial uses, residential uses which are currently permitted are limited to a secondary dwelling unit in a building to allow for apartment dwelling units which are accessory to a commercial use.

Given that the provisions of the C1 Zone restrict the development of residential uses beyond the limitations for Downtown residential uses set out in the Official Plan policies, the following is recommended:

- 1 Undertake a municipally-initiated Zoning By-law Amendment to more broadly permit multiple residential dwelling units on the upper storeys of buildings containing ground-level commercial uses within the C1 Zone applicable to the Downtown CIPA.
- 2 Require that standalone multi-unit residential uses on vacant or underutilized lands or buildings within the C1 Zone may be permitted, subject to a Zoning By-law Amendment.

Permitting multiple residential dwellings units on the upper storeys of buildings containing ground-level commercial uses within the C1 Zone, not just as an accessory use, would ensure that the Zoning By-law better conforms to and implements the Official Plan policies for Downtown Wawa, and better aligns with other municipal planning documents such as the Wawa Housing Action Plan. The Amendment would also enable the development and redevelopment of Downtown Wawa properties and buildings to support the housing-focused goals and Financial Incentive Programs of the CIP, and reduce the need for privately-initiated Zoning By-law Amendments to permit multi-unit upper storey apartments within the CIPA.



**Figure 4-2: Existing zoning of properties located within Downtown CIPA boundary (shown in red) (Excerpt of Schedule A1, Municipality of Wawa Zoning By-law 2821-15)**

Standalone multi-unit residential uses which are proposed on vacant or underutilized lands or buildings within the C1 Zone would still require a Zoning By-law Amendment. This would ensure that there is opportunity for a thorough community engagement process under the Planning Act to contemplate such uses in a Commercial Zone, and to confirm that they are proposed on an appropriate site and do not detract from the primarily commercial nature of the Downtown.



# Financial Incentive Programs

## 5 Financial Incentive Programs



This section establishes a comprehensive set of Financial Incentive Programs that are intended to achieve the goals of this CIP by encouraging private sector development and investment in Downtown Wawa. The Financial Incentive Programs presented are intended to respond to local needs and opportunities.

They have been developed based on engagement with the community, Municipal staff and Council, as well as a review of best practices which have been successful in other Ontario municipalities.

The purpose, description, and eligibility requirements for each Financial Incentive Program are outlined in this section. Eligible projects may also be augmented with other federal and provincial funding programs.

Applicants may apply for individual Financial Incentive Programs, or combine multiple complementary programs for a single site or development (unless otherwise stipulated under the individual programs and the General Eligibility Requirements detailed in **Section 6.3**). There is no limit on how many times a single property may be considered eligible to apply for the Financial Incentive Programs, provided that any Financial Incentive Programs awarded in any given round of funding are not used to pay for the same eligible costs.

**The combined value of any applicable Financial Incentive Programs per property shall not exceed \$10,000 per round of funding. However, Council may determine to increase the maximum funding limit per property should a high priority development or community improvement project be proposed.**

**Any Financial Incentive Programs contained within the CIP are subject to approval and municipal budget allocations by Council on an annual basis.** There are no guarantees of any Financial Incentive Program being implemented in any given year / round of funding, and selection is at the sole discretion of Council.

Further details on implementation and administration of the CIP, including how to make applications for Financial Incentive Programs, are detailed in **Section 6**.





## 5.1 Summary of Financial Incentive Programs

An overview of the Financial Incentive Programs available to eligible properties in the Downtown Community Improvement Project Area is provided in **Table 5-1**.

**Table 5-1: Overview of Downtown CIP Financial Incentive Programs**

Financial Incentive Program	Program Highlights	Full Details
<b>Housing-focused Financial Incentive Programs</b>		
<b>Affordable Housing Feasibility and Development Grant</b>	A grant for up to half (50%) of the professional fees required to prepare eligible plans or studies, to a maximum of \$5,000 or as determined by Council.	Section 5.2.1
<b>Residential Intensification Grant – Upper Storey(s)</b>	A grant of \$4,000 per new residential dwelling unit created, to a maximum of \$10,000 or as determined by Council.	Section 5.2.2
<b>Residential / Office Rehabilitation and Conversion Grant – Upper Storey(s)</b>	A grant of up to 50% of construction costs related to the rehabilitation and conversion of upper storey units to residential units or office uses, up to a maximum of \$10,000 or as determined by Council.	Section 5.2.3
<b>General Financial Incentive Programs</b>		
<b>Accessibility Grant</b>	A grant for up to half (50%) of the construction costs, to a maximum of \$5,000 or as determined by Council.	Section 5.3.1
<b>Beautification Grant</b>	A grant for up to half (50%) of the eligible costs, to a maximum of \$1,500 or as determined by Council.	Section 5.3.2
<b>Brownfields Redevelopment Grant</b>	Cancellation, deferment, or freezing of municipal and provincial portions of property taxes for properties undergoing environmental remediation.	Section 5.3.3
<b>Building Activation Grant for Vacant Spaces</b>	A grant for up to half (50%) of the eligible costs, to a maximum of \$10,000 or as determined by Council.	Section 5.3.4

Financial Incentive Program	Program Highlights	Full Details
<b>Building Façade and Signage Improvement Grant</b>	<p>Building Façade: A grant for up to half (50%) of the construction costs, to a maximum of \$10,000 or as determined by Council.</p> <p>Signage: A grant for up to half (50%) of the construction costs, to a maximum of \$4,000 or as determined by Council.</p>	Section 5.3.5
<b>Energy Efficiency Grant</b>	A grant of up to half (50%) of eligible costs up to a maximum of \$5,000 or as determined by Council.	Section 5.3.6
<b>Planning and Building Fee Grant</b>	As determined by Council on a case by case basis, a grant for up to a total of 100% of the Municipality’s fees to cover the cost of planning application fees or building permit and demolition permit application fees.	Section 5.3.7
<b>Public Art Grant</b>	A grant for up to half (50%) of the cost of eligible art works and displays on private property (including the exterior of buildings) that are clearly visible and/or accessible to the public, to a maximum of \$3,000 per property or as determined by Council.	Section 5.3.8
<b>Tax Increment Equivalent Grant</b>	Case by case basis, see Section 5.3.9 for more details.	Section 5.3.9

## 5.2 Housing-focused Financial Incentive Programs



The following Financial Incentive Programs have a specific housing focus and are included as a potential means to encourage the development of vacant sites, and redevelopment or rehabilitation of existing buildings to provide for additional affordable rental and ownership housing in Downtown Wawa.

All housing-focused Financial Incentive Programs include both non-profit housing providers and the private sector as eligible CIP applicants.



---

## 5.2.1 Affordable Housing Feasibility and Development Grant

### Purpose

A grant intended to assist eligible applicants with the cost of undertaking professional studies to determine an affordable housing project's feasibility prior to construction, and to support required planning and technical studies and plans. Such projects may include, but are not limited to, housing that contributes to the Municipality's commitment to be an age-friendly community, including affordable housing for families and seniors.

### Eligible Costs

- 1 Plans or studies to support the development of affordable housing units (rental or ownership) including standalone multi-unit dwellings and residential units on the upper storey(s) of existing commercial buildings, subject to compliance with the Municipality's Zoning By-law or an approved Zoning By-law Amendment. Examples of eligible plans or studies could include architectural drawings including site plan / landscape drawings, market analyses, business plans, building condition reports, servicing studies, hydrogeological and terrain analyses, and environmental reports.

### Program Details

- 1 A grant for up to half (50%) of the professional fees required to prepare an eligible study, to a maximum of \$5,000, or as determined by Council.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 Eligible affordable housing projects feature housing that can be owned or rented by a household with shelter costs (rent or mortgage, utilities, etc.) that are less than 30 percent of the median gross income in Wawa, as defined by Statistics Canada.
- 4 In the case of eligible affordable rental housing projects, the housing units must be maintained as affordable, in accordance with the definition of affordable outlined in the Eligibility Criteria under this grant, for a minimum duration of 10 years.
- 5 An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.

---

## 5.2.2 Residential Intensification Grant – Upper Storey(s)

### Purpose

A grant of a pre-determined amount per new residential dwelling unit (rental or ownership) created, intended to encourage property owners to create new residential dwelling units on upper storeys only through new development or through addition to existing buildings, in compliance with the Municipality's Zoning By-law or an approved Zoning By-law Amendment. The grant would provide property owners up to a certain amount per new residential dwelling unit created, to a maximum specified amount.

### Eligible Costs

- 1 The development / construction of new rental or ownership residential units.

### Program Details

- 1 A grant of up to \$4,000 per new residential dwelling unit created, to a maximum of \$10,000 for all new residential dwelling units created, or as determined by Council.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 The Municipality may require the application to submit impact studies such as Designated Substance and Hazardous Materials Surveys, traffic studies, sun/shadow studies, or other studies as determined by Municipal Staff.

---

## 5.2.3 Residential / Office Rehabilitation and Conversion Grant – Upper Storey(s)

### Purpose

A grant to offset the cost of rehabilitating and converting existing upper storey units above an existing commercial use to residential units or office uses, in compliance with the Municipality's Zoning By-law or an approved Zoning By-law Amendment.



### Eligible Costs

- 1 Eligibility is contingent on the use of the main floor remaining commercial. This grant could also be used to provide financial support to rehabilitate vacant units into viable residential / office uses for prospective tenants.
- 2 Eligible costs shall include materials, equipment, and contracted labour to complete the proposed improvements. Labour provided by the owner / tenant is not an eligible cost.

### Program Details

- 1 A grant of up to 50% of construction costs related to the rehabilitation and conversion of upper storey units to residential units or office uses, up to a maximum of \$10,000, or as determined by Council.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 The applicant 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.
- 4 Approval of applications must be received prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 5 Upon project completion, and once all invoices have been paid, an applicant must provide a detailed summary of costs, together with proof of payment in order to receive reimbursement equal to or less than the grant that was approved at the outset of the work. Any costs above the initial estimate are subject to approval.

## 5.3 General Financial Incentive Programs



The following Financial Incentive Programs are intended to support the overall vision and goals of the Downtown CIP, and are generally focused on commercial properties, unless otherwise noted.

### 5.3.1 Accessibility Improvements Grant

#### Purpose

To improve the accessibility of existing sites and buildings in Downtown Wawa, in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 and the Municipality's commitment to being an age-friendly community, and to promote improved access to commercial properties, in order to achieve universal accessibility for all ages and abilities, including for users aided by mobility devices. Such improvements should be consistent with the character of the building or property.



Source: Amina Lalor, Waterloo Architecture, January 11, 2018

#### Eligible Costs

- 1 Installation of new automatic doors, new elevator or lifts, or new wheelchair access ramps;
- 2 Widening of public entryways to buildings;
- 3 Grading, leveling, or repairs to pathways, building accesses / entryways, and stairs; and/or
- 4 Any other improvements designed to improve accessibility, subject to approval by the Municipality.

#### Program Details

- 1 A grant for up to half (50%) of the construction costs, to a maximum of \$5,000, or as determined by Council.

#### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 Only the commercial area of a property shall be eligible for this grant.
- 4 Accessibility improvements shall be in accordance with, or exceed, the requirements of the Ontario Building Code, as applicable to the property.
- 5 An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.



### 5.3.2 Beautification Grant

#### Purpose

The beautification program is intended to encourage property owners to undertake minor improvements to enhance the overall visual appeal of their businesses, buildings, and properties, contributing to a sense of place and community vibrancy in the Downtown.

#### Eligible Costs

- 1 Installation of aesthetically pleasing window displays to better showcase products and services;
- 2 Seasonal displays and lighting;
- 3 Landscaped planters;
- 4 Decorative window decals; and/or
- 5 Similar features, subject to approval.



Source: [downtownkingston.ca](http://downtownkingston.ca)

#### Program Details

- 1 A grant for up to half (50%) of the eligible costs, to a maximum of \$1,500, or as determined by Council.

#### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 Eligible properties must have a ground-level commercial uses to be eligible for this grant.
- 4 An application for this program must be submitted to the Municipality prior to the commencement of any site works, as applicable.

### 5.3.3 Brownfields Redevelopment Grant

#### Purpose

A grant to encourage the remediation, rehabilitation, and redevelopment of brownfield sites (e.g., former gas stations) in the Downtown, by temporarily eliminating part or all of the



municipal and/or school portions of property tax on eligible properties to assist with eligible costs of environmental remediation and rehabilitation.

### Eligible Costs

- 1** Environmental remediation costs, including any action taken to reduce the concentration of contaminants on, in or under the property, to permit a Record of Site Condition (RSC) to be filed in the Environmental Registry under Section 168.4 of the Environmental Protection Act.
- 2** Placing clean fill and undertaking related grading.
- 3** Environmental insurance premiums.

### Program Details

- 1** Municipal Tax Assistance:
  - a. The Municipality may, by by-law, defer or cancel all or part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the Municipal Act. Under the Municipal Act, “Rehabilitation Period” means with respect to an eligible property, the period of time starting on the date on which the by-law providing tax assistance for the property is passed and ending on the earliest of,
    - (a) the date that is 18 months after the date that the tax assistance begins to be provided,
    - (b) the date that a Record of Site Condition for the property is filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
    - (c) the date that the tax assistance provided for the property equals the sum of,
      - (i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
      - (ii) the cost of complying with any Certificate of Property Use issued under Section 168.6 of the Environmental Protection Act.





Under the Municipal Act, “Development Period” means, with respect to an eligible property, the period of time starting on the date the rehabilitation period ends and ending on the earlier of,

- (a) the date specified in the by-law, or
- (b) the date that the tax assistance provided for the property equals the sum of,
  - (i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
  - (ii) the cost of complying with any Certificate of Property Use issued under Section 168.6 of the Environmental Protection Act.

- b. The total value deferred or cancelled will not exceed the total eligible costs, which are defined in the eligibility requirements. The level and duration of the tax assistance will be considered on a case-by-case basis.
- c. Before passing the by-law approving the tax deferral or cancellation, the Municipality must notify the Ministry of Finance. Within 30 days of passing the by-law, the Municipality must also notify the Minister of Municipal Affairs and Housing and the Minister of Finance.

### **2** Provincial Tax Assistance:

- a. The Municipality may apply to the provincial Brownfields Financial Tax Incentive Program, on behalf of the owner, to cancel or freeze all or part of the education component of property taxes.
- b. The application must be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance.
- c. The Municipality must be offering Municipal Tax Assistance in order for the owner to be eligible for Provincial Tax Assistance.

### Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 6.4**.

- 3** Successful applicants may also be eligible for other Financial Incentive Programs, provided that the total value of incentives does not exceed the total eligible cost of rehabilitating the land and buildings.
- 4** The Municipality shall require the applicant to prepare a business plan or feasibility study as a condition of approving tax assistance.
- 5** Application for Provincial Tax Assistance shall be at the sole discretion of the Municipality. Initially, the Municipality may wish to seek Provincial Tax Assistance on behalf of the owner as a pilot project only, and discontinue such applications in the future. Should the Municipality choose not to apply for Provincial Tax Assistance, such a decision shall not require an amendment to this Plan.
- 6** The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The Municipality has the discretion to determine whether the subject property would be considered as a brownfield site.
- 7** If the property is sold, in whole or in part, before the original grant period lapses, the original owner is not entitled to receive the remaining grant payments under the original agreement. The new owner is not entitled to receive any of the remaining grant. The grant is non-transferrable under Section 365.1 of the Municipal Act.

---

### **5.3.4 Building Activation Grant for Vacant Spaces**

#### **Purpose**

A grant to assist eligible applications with the costs of converting and/or rehabilitating existing vacant commercial buildings / properties into viable commercial uses, such as retail spaces to reactivate Downtown building stock.

#### **Eligible Costs**

- 1** All interior and exterior retrofits required to ensure the new commercial use complies with Ontario Building Code, Fire Code, and Municipal Property Standards By-law standards, and restores the vacant building / property to a condition suitable for the proposed commercial operations. Cosmetic and other minor improvements will only be eligible if they are part of a major renovation.
- 2** Design and architectural professional fees associated with the rehabilitation of the new commercial use.



### Program Details

- 1 A grant for up to half (50%) of eligible costs, to a maximum of \$10,000 per property or as determined by Council.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 Properties are considered vacant if they qualify for a vacant unit rebate, indicating that the building has been unoccupied for 90 days.
- 4 The new commercial use that is being created has direct access to a public street.
- 5 Applicants must be able to demonstrate that they have a minimum two-year lease in place to be eligible for this grant.
- 6 An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.

### 5.3.5 Building Façade and Signage Improvement Grant

#### Purpose

A grant to encourage aesthetic improvements to buildings and properties as well as new attractive and pedestrian-oriented business signage, and to support continued maintenance of Downtown commercial building stock.



**Example of before (top) and after (bottom) signage / façade improvement works, Pembroke, ON (Source: City of Pembroke, 2017)**



## Eligible Costs

- 1** The following eligible improvements apply only to front, rear, or exterior building façades that front onto a public street:
  - a. façade restoration of brickwork, wood, masonry, and metal cladding;
  - b. repair or replacement of entablature, eaves, parapets, and other architectural details;
  - c. repair or replacement of windows and doors;
  - d. repair, replacement, or addition of exterior lighting;
  - e. repair, replacement, or addition of awnings, marquees, and canopies;
  - f. replacement of façade elements that were originally in place during initial construction of the building;
  - g. redesigned shop fronts; and/or
  - h. such other improvements/repairs, as may be considered and approved by Council in consultation with the Municipality's Administrator and/or Economic Development team;
- 2** Replacement, repair, improvement, or installation of signage and associated lighting on front, rear, or exterior building façades of commercial, office, institutional, and mixed-use (including home-based businesses) properties.
- 3** Eligible signs include:
  - a. Primary signs attached to buildings, particularly those that form part of a building façade's sign board area, or that are located above a building entrance or porch;
  - b. Hanging signs, which may be used either as primary signs or as secondary signs, to complement the main building signage; and
  - c. Stand-alone signs, associated with landscaping, located in a yard which fronts onto a public street.
- 4** Professional fees associated with the above improvements.

## Program Details

- 1** For eligible improvements related to front, rear, or exterior building façades: A grant for up to half (50%) of the construction costs, to a maximum of \$10,000, or as determined by Council.



- a. The maximum amount of a grant for professional architectural services or heritage professionals shall not exceed 50% of the grant that is calculated for eligible construction costs.
- 2 For eligible improvements related to signage: A grant for up to half (50%) of the construction costs, to a maximum of \$4,000, or as determined by Council.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 Improvements shall comply with the Municipality’s Property Standards By-law and/or Sign By-law and the Ontario Building Code and Regulations.
- 4 An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.

### 5.3.6 Energy Efficiency Grant

#### Purpose

A grant to encourage property owners to improve energy efficiency of existing commercial and mixed-use buildings, and to facilitate the installation of small-scale renewable energy systems.

#### Eligible Costs

- 1 Energy audits;
- 2 Interior or exterior renovations resulting in enhanced energy efficiency (e.g., insulation, replacements of windows);
- 3 Small-scale solar energy systems (e.g., roof panels);
- 4 Purchase and installation of EnergySTAR certified heating / cooling / ventilation products and features;
- 5 Purchase and installation of energy efficient lighting and low-flow utilities; and/or
- 6 Other energy efficiency works to be approved by the Municipality.

#### Program Details

- 1 A grant for up to half (50%) of eligible costs, to a maximum grant of \$5,000, or as determined by Council.

## Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3** The grant will be paid based on the actual cost of the improvement works, up to the amount approved in the application.
- 4** Improvements to doors and windows which are shown by the applicant to improve energy efficiency will not be eligible for this grant if the applicant has also applied for a Building Façade and Signage Improvement Grant for the replacement of doors and windows.
- 5** The applicant will be required to demonstrate that the improvement results in a significant improvement (at least 15%) to the energy efficiency of the building or unit, as demonstrated through an energy audit completed by an accredited professional, such as a Registered Energy Advisor (REA) or a professional engineer.

---

## 5.3.7 Planning and Building Fee Grant

### Purpose

A rebate of planning application fees (e.g., Official Plan Amendment, Zoning By-law Amendment, Minor Variance, Consent, Site Plan Control) and building permit or demolition permit fees to assist with the administrative costs of development or redevelopment of a site or existing building with commercial or mixed uses, or the development of an affordable rental or purpose-built rental housing project.

### Eligible Costs

- 1** Development or redevelopment of a vacant property or building for commercial, office, or mixed uses;
- 2** Development or redevelopment of a vacant property or building for affordable rental or purpose-built rental housing;
- 3** Rehabilitation and conversion of upper-storey space in a mixed use or commercial building to residential units;
- 4** Major additions to a commercial, office, or mixed use property, involving an increase of at least 25% of the existing gross floor area;
- 5** Infrastructure works including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary, and storm sewers);
- 6** Demolition of existing buildings on a private property, associated with redevelopment of that property, but excluding dumping fees;



- 7 Professional services by an engineer, architect, and/or professional planner; and/or
- 8 Any combination of the above.

### Program Details

- 1 **Planning Applications:** A rebate grant for up to a total of 100% of the Municipality’s fees, as determined by Council on a case by case basis, to cover the cost of planning applications.
- 2 **Building / Demolition Permit Applications:** A rebate grant for up to a total of 100% of the Municipality’s fees, as determined by Council on a case by case basis, to cover the cost of building permit or demolition permit application fees.
- 3 In general, any projects which are eligible for other incentives outlined in this Plan will also be eligible for the Planning and Building Fees Grant, if the applicant is required to obtain planning approvals and/or a building permit or demolition permit.
- 4 Rebate grants associated with demolition permit applications do not include dumping fees.

### Eligibility Criteria

- 1 All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2 Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3 An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.

### 5.3.8 Public Art Grant

#### Purpose

A grant to support the implementation of public art throughout the Downtown, including on exterior building walls (e.g., vinyl mural installations) fronting a public street or publicly accessible open space. This program may also target young and/or Indigenous artists, by increasing the grant value for a property owner if the project will be completed by a young or Indigenous artist in the community.

#### Eligible Costs

- 1 Development of the following types of public art:
  - a. Local heritage-based art works and displays;
  - b. Murals;
  - c. Sculptures;



- d. Paintings;
  - e. Interactive art works and displays; and
  - f. Any other art work or display, subject to approval by the Municipality.
- 2** The following types of costs associated with public art projects are considered eligible:
- a. Materials;
  - b. Installation; and
  - c. Lighting and landscaping that highlights the public art.

### Program Details

- 1** A grant for up to half (50%) of the cost of eligible art works and displays on private property (including the exterior of buildings) that are clearly visible and/or accessible to the public, to a maximum of \$3,000 per property or as determined by Council.

### Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3** All private property owners must agree to enter into a contract with the Municipality regarding the location/use of space for the public art and ongoing maintenance of the public art works, which will be the sole responsibility of the private property owner.
- 4** All public art works must be durable and constructed and/or protected to withstand the elements to ensure their longevity for a lengthy period of time.
- 5** All public art works and displays must be pre-approved by the Municipality. Applicants must present Council with sufficient information about the proposed public art works and displays (e.g., renderings or concept plans) to demonstrate the project's desirability and feasibility.
- 6** An application for this program must be submitted to the Municipality prior to the commencement of any site works.

---

## 5.3.9 Tax Increment Equivalent Grant (TIEG)

### Purpose

A grant to help offset the costs for property owners undertaking commercial, office, multi-residential or mixed use projects where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in





municipal property taxes. The duration of any TIEG is not prescribed by the Province, and is at the discretion of the Municipality.

## Eligible Costs

- 1** The following costs shall be considered eligible:
  - a. Development or redevelopment of a property for uses including commercial, office, multi-residential (with a minimum of eight (8) dwelling units), or a mix of uses;
  - b. Adaptive reuse of a property to suit a new use including commercial, office, multi-residential (with a minimum of eight (8) dwelling units), or a mix of uses;
  - c. Major additions to a commercial, office, multi-residential (with a minimum of eight (8) dwelling units), or mixed-use property, involving an increase of at least 25% of the existing gross floor area, or of at least \$500 of the assessed value of the property;
  - d. Conversion of upper-storey space in a mixed use or commercial building to residential units, or major renovations or improvements to upper storey residential space;
  - e. Streetscaping or landscaping improvements required as part of a proposed development;
  - f. Professional services by an engineer, architect, and/or professional planner associated with the redevelopment or adaptive reuse; or
  - g. Any combination of the above.

## Program Details

- 1** The Tax Increment Equivalent Grant is offered to eligible property owners only where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in municipal property taxes. For the purposes of calculating this grant, municipal property taxes include the municipal portion of the taxes only, and do not include education or any other special charges.
- 2** Grants shall be equal to a declining percentage of the municipal tax increase resulting from the improvements, and shall be paid to the owner each year for a maximum duration, as determined on a case-by-case basis at the discretion of Council and in consultation with the CIP Administrator and/or the Economic Development team.
- 3** The amount of the grant(s), the time period over which the grant(s) are paid, and the rate of decrease of the value of the grant(s), shall be at the sole discretion of Council and in



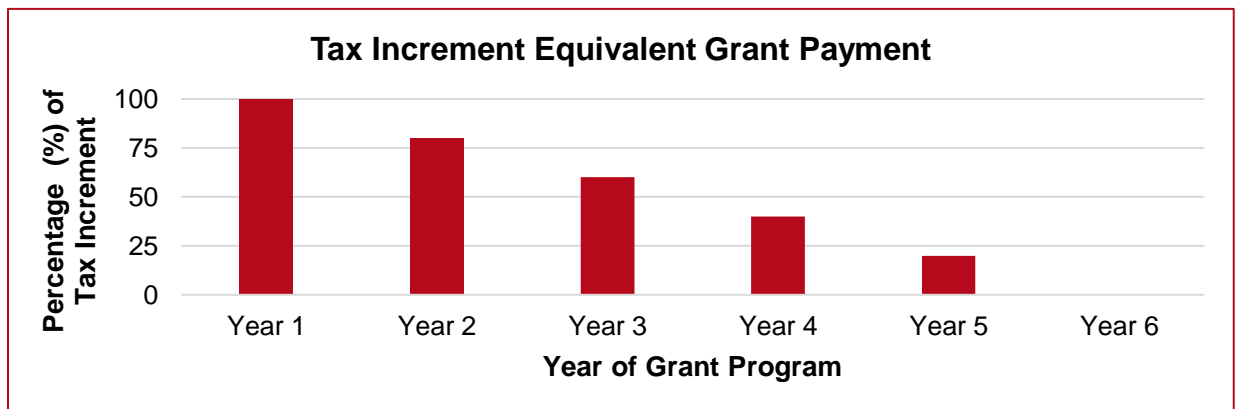
consultation with the CIP Administrator and/or the Economic Development team and outlined in the Financial Incentive Program agreement. The total amount of all Tax Increment Equivalent Grants shall not exceed 50% of the total eligible costs of the improvements.

- 4 Grants shall be provided upon successful completion of the work, as approved by Council, and payment in full of the property taxes including the taxes for the incremental assessment increase. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the Municipality, which may take up to two (2) years. Grants for subsequent years shall be paid annually to property owners within three (3) months of payment of the full property tax.
- 5 The Tax Increment Equivalent Grant shall not be paid and shall not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in any year shall disqualify the owner for further grant payments.

### Example Scenario

A hypothetical property pays \$10,000 in annual municipal property taxes this year. If the property is redeveloped and a reassessment results in municipal property taxes of \$15,000 annually, the tax ‘increment’ is \$5,000 (i.e., \$10,000 + \$5,000 = \$15,000).

Council has approved a Tax Increment Equivalent Grant for the property, with a duration of 5 years. In the first year after re-assessment, the applicant would be eligible for a grant of \$5,000, representing 100% of the tax increment. In the second year after re-assessment, the applicant would be eligible for a grant of \$4,000, representing a decrease of 20% from the previous year. The grant amount would continue to decrease by 20% each year in years 3, 4, and 5. The grant expires after five (5) years, based on the grant duration determined by Council. This example assumes that all eligibility criteria are met.





## Eligibility Criteria

- 1** All General Eligibility Requirements outlined in **Section 6.3** shall apply.
- 2** Applications shall be in accordance with the application process set out in **Section 6.4**.
- 3** At its sole discretion, the Municipality may require the applicant to submit a business plan, prepared to the satisfaction of the Municipality, in relation to an application for the Tax Increment Equivalent Grant.
- 4** To be eligible for the Tax Increment Equivalent Grant, the property shall be improved such that the amount of work undertaken results in an increase of at least \$500 in the assessed value of the property, or the improvement involves more than 25% of the existing gross floor area.
- 5** In order to determine the suitability of the Tax Increment Equivalent Grant, prior to submitting an application for the program, eligible applicants may be required to estimate the total potential value of the tax increment, based on current assessment values and anticipated investment.
- 6** If the total value of the Tax Increment Equivalent Grant is significantly less than the applicant's estimated value, at the sole discretion of the Municipality, the applicant may be given the opportunity to withdraw their application for the Tax Increment Equivalent Grant program, and submit an application for one or more of the other incentive programs in this Plan as may be applicable to the project.
- 7** Should an eligible applicant be approved for the Tax Increment Equivalent Grant, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner, unless specifically stipulated as part of the Financial Incentive Program Agreement executed between the original owner and the Municipality.
- 8** The property owner is responsible for the entire cost of the development or redevelopment project.
- 9** An application for this program must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable.
- 10** Greenfield properties are not eligible for the Tax Increment Equivalent Grant. Greenfield properties are generally considered vacant properties that: have no prior history of development; cannot be serviced by existing municipal services; and/or do not represent an extension of the built-up area. In determining whether a property is considered a greenfield, Council, in consultation with the CIP Administrator and/or the Economic Development team, shall have sole discretion.



# Implementation



## 6 Implementation

The successful implementation of the Municipality of Wawa Downtown CIP requires municipal leadership and a clear and comprehensive framework to guide the administration of the Plan and ensure that the recommended Financial Incentive Programs achieve the intended vision and goals of this Plan.

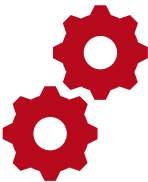
This section sets out the interpretation, general administration structure, general eligibility requirements, application process, and other considerations related to the management of the CIP and its implementation in the Municipality of Wawa. It also includes a recommended monitoring and evaluation program.

### 6.1 Interpretation



This CIP must be read and interpreted in its entirety, and in conjunction with the Planning Act, Municipal Act, and all applicable municipal planning documents for the Municipality of Wawa. The CIP shall be interpreted at the sole discretion of the Municipality of Wawa Council, in consultation with, or based on, advice from the CIP Administrator and/or Municipal staff.

### 6.2 Administration



This Plan will be administered by the Municipality of Wawa, as part of the implementation of the Community Improvement policies of the Municipality of Wawa Official Plan.

The Community Improvement Project Area to which this Plan applies shall be designated through a by-law adopted by Council.

This Plan is intended to remain in effect until such time as determined appropriate by Council. Council may review the Plan after 10 years to assess the degree of uptake and the overall success of the programs. Amendments or adjustments to this CIP may be made as described in **Section 6.6** of this document.

Financial Incentive Program applications shall be processed, subject to the availability of funding and CIP priorities, as approved by Council. Council may determine that the objectives of a



particular Financial Incentive Program have been met, and decide to terminate or temporarily suspend funding, without the need for an amendment to the CIP.

Once Council is satisfied that this Plan has been carried out, it may enact a by-law dissolving the Community Improvement Project Area(s) and rendering the Plan inoperative.

---

### **6.2.1 Designation of Administrator and Approval Authority**

Upon approval of this CIP, Council shall appoint a member of Municipal staff as the CIP Administrator, to manage day-to-day implementation and approval of applications. The responsibilities of the CIP Administrator would generally include meeting with potential applicants for Financial Incentives Programs; coordinating applications with the Economic Development team; undertaking marketing activities; and monitoring and evaluation.

---

### **6.2.2 Financial Incentive Program Budget**

At its sole discretion, Council may establish a budget for Financial Incentive Programs as part of its annual budget process. This budget may be subject to the availability of funding and other budget priorities, and is therefore not specified in this CIP. Any unused portion of the Financial Incentive Programs budget may be carried over to the following year.

Further, at its sole discretion and considering any recommendations made by the CIP Administrator through the Monitoring and Evaluation Program, Council may choose to allocate portions of the Financial Incentive Program budget to specific programs, or choose not to allocate funding to certain programs. Council may also prioritize the consideration of applications for specific Financial Incentive Programs, depending on the Downtown Wawa and CIP implementation priorities in any given year.

The Municipality may discontinue funding for any of the Financial Incentive Programs recommended in this CIP at any time, without amending this Plan. However, applicants with approved tax assistance and/or grant payments shall still receive said payment, provided that they continue to meet the general and program-specific requirements and the terms of any executed Financial Incentive Program Agreement entered into with the Municipality.



### 6.3 General Eligibility Requirements



All the Financial Incentive Programs contained in this CIP are subject to the following general requirements, as well as the individual requirements specified under each program. The general and program-specific requirements contained in this CIP are not necessarily exhaustive, and the Municipality reserves the right to include other requirements and conditions as deemed necessary:

- 1 The subject property must be located in the Downtown Community Improvement Project Area as designated by municipal by-law at the time of the application;
- 2 All proposed projects must, in the opinion of the CIP Administrator, Economic Development team and/or Council, generally contribute to achieving, and not conflict with, the vision and goals of this Plan as set out in **Section 3**;
- 3 Proposed projects must represent a permanent improvement to the property or building, and not a lifecycle replacement of existing materials or structures. For clarity, and without limiting the generality of the foregoing, trailers, sheds, hanging planters, and similar non-permanent elements shall not be considered eligible, unless otherwise specified under the individual Financial Incentive Programs;
- 4 Proposed projects shall be in accordance with, or exceed, the requirements of the Ontario Building Code, Fire Code, Accessibility for Ontarians with Disabilities Act, and Municipal Property Standards By-law, as applicable to the property;
- 5 Due to administrative costs, applications for grants less than \$500 shall not be considered;
- 6 An application for any Financial Incentive Program contained in this Plan must be submitted to the Municipality prior to the commencement of any site works and/or issuance of a building permit, as applicable;
- 7 If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- 8 An application for any Financial Incentive Program contained in this Plan must include plans, estimates, contracts, reports, and other details, as required by the Municipality, to

satisfy the Municipality with respect to project costs and conformity to this Plan, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;

- 9** As a condition of application approval, the applicant shall be required to enter into an agreement with the Municipality. The agreement shall specify the terms, duration, and default provisions of the incentive to be provided;
- 10** Where other sources of government and/or non-profit organization funding (federal, provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
- 11** The Municipality reserves the right to audit the cost of any and all works that have been approved under any of the Financial Incentive Programs, at the expense of the applicant;
- 12** The Municipality is not responsible for any costs incurred by an applicant in relation to any of the programs, including costs incurred in anticipation of a tax assistance and/or grant payment;
- 13** If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Municipality, the Municipality may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
- 14** Municipality staff, officials, and/or agents may inspect any property that is the subject of an application for any of the Financial Incentive Programs offered by the Municipality;
- 15** Eligible applicants may apply for one (1) or more of the incentive programs contained in this Plan. No two (2) programs may be used to pay for the same eligible cost. In addition, the total of all tax assistance and grants provided in respect of the subject property may not exceed the eligible cost of the improvements to that property;
- 16** The subject property must not be in arrears of any municipal taxes, area rates, or other charges;





- 17 All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive shall be reimbursed as a grant to the applicant. Grants shall only be paid out when the work has been completed and paid invoices are submitted to the Municipality;
- 18 Outstanding work orders from any of the Municipality's Departments must be addressed prior to grant approval;
- 19 Applications for Financial Incentive Programs must meet the eligibility criteria set out for each individual incentive program, as set out in **Section 5**, as well as the general policies and requirements for submitting applications as outlined in **Section 6.4** of this Plan; and
- 20 All housing-focused Financial Incentive Programs include both non-profit housing providers and the private sector as eligible CIP applicants.

---

## 6.4 Application Process



The recommended process for submitting a Financial Incentive Program application and the Municipality's process for accepting and evaluating applications is described below and illustrated in **Figure 6-1**.

### Step 1: Pre-application Consultation, Application Submission and Acceptance

Prior to submitting an application for one or more of the Financial Incentive Programs in this CIP, applicants are required to have a pre-application consultation meeting with the CIP Administrator and/or Economic Development team to confirm application and eligibility requirements. At this meeting, the applicant should present the following supporting materials:

- Photographs of the existing building and property condition;
- Details of the project to be completed;
- Drawings or plans showing the details of the project;
- Estimate of the associated costs to complete the project;
- A work plan for the improvements and timeline for completion; and
- Any additional materials required to review the application, as determined by the Municipality.



The CIP Administrator and/or Economic Development team will complete a preliminary screening of the supporting materials and provide comments to the applicant on whether the project meets the objectives of the CIP. Staff will confirm the proposed project's eligibility under the available Financial Incentive Programs.

If a project is determined to be eligible for one or more Financial Incentive Programs, the CIP Administrator and/or Economic Development team will inform the applicant of how to complete an application. Acceptance of an application does not guarantee program approval. The application will be rejected if it is not considered complete, or if it clearly does not comply with the eligibility criteria.

The applicant will be advised of approval or non-approval within 45 business days of the receipt of a complete application. The CIP Administrator will enter the accepted or rejected application into the Municipality's inventory, as described in **Section 6.5**.

## **Step 2: Review and Evaluation of an Accepted Application**

Applications for projects which are determined to meet the goals of the CIP will be recommended for approval by the CIP Administrator. A recommending report will be prepared and submitted to Council for review and approval. Funding for the CIP Financial Incentive Programs and individual grant applications is allocated solely at the discretion of Council and the CIP Administrator and/or Economic Development team, if they have been delegated authority.

## **Step 3: Application Approval and Financial Incentive Program Agreement**

Upon approval of an accepted application, a Financial Incentive Program Agreement ("the Agreement") will be prepared by the CIP Administrator and entered into between the Municipality and the applicant. The Agreement will outline the nature of the works to be completed, the details of the Financial Incentive Programs, and a timeframe for project completion and grant payment(s). A copy of the Agreement will be provided to the applicant.

If the application is not approved, the applicant may revise their application to address the reason for refusal, in consultation with the CIP Administrator, and recommence the application process.

## **Step 4: Completion of Community Improvement Works and Grant Payment(s)**

Upon execution of the Agreement, the applicant may begin the approved community improvement works. In the case of grants, payment will occur once the approved works have



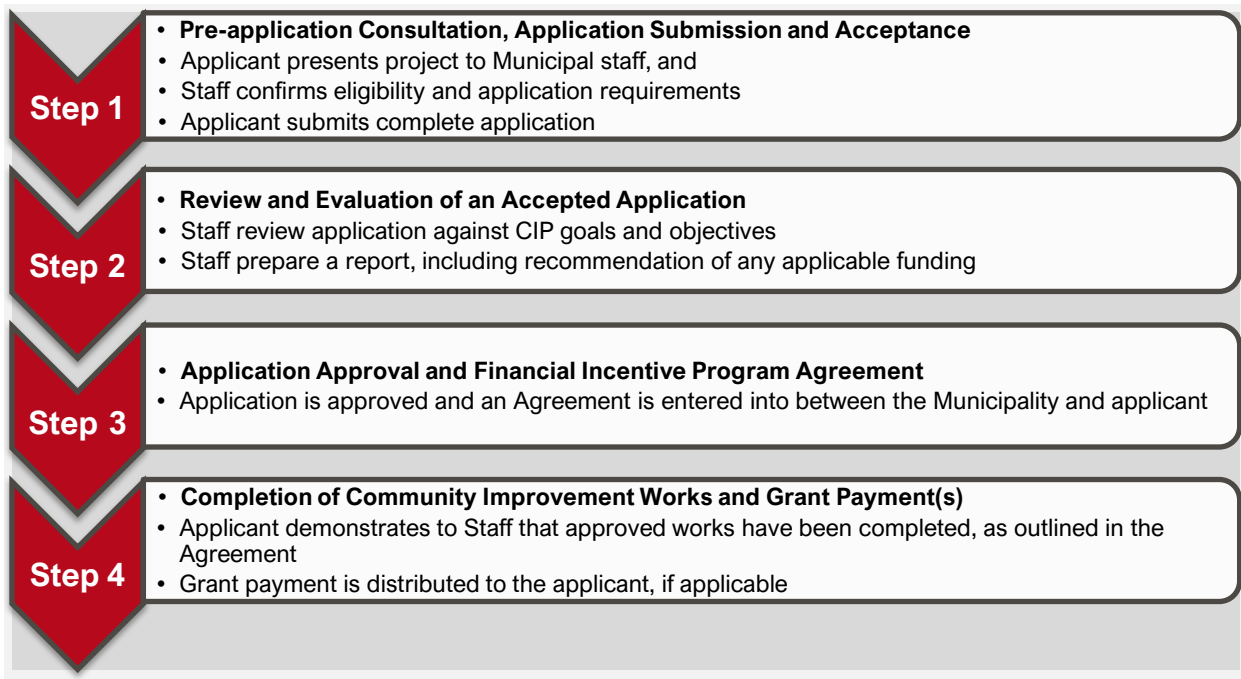
been completed, as outlined in the Agreement, to the satisfaction of the CIP Administrator and/or Economic Development team and Council.

Before the payment is issued, the applicant may be required to provide the CIP Administrator and/or the Economic Development team with final supporting documentation, such as photographic evidence of the completed works, invoices for all eligible work completed, and proof of payment to contractors, etc., to the satisfaction of the CIP Administrator and/or Economic Development Team.

The CIP Administrator and/or the Economic Development team and other Municipal staff, as applicable, may perform a site visit and inspection of the building or property, as necessary, to ensure the community improvement works have been completed in accordance with the Agreement. The CIP Administrator and/or the Economic Development team may take appropriate action as specified in the Agreement if the applicant defaults on the Agreement.

If all program and Agreement requirements are determined to have been met to the satisfaction of the CIP Administrator and/or the Economic Development team, payment will be issued to the applicant for the approved grant, in accordance with the program and Agreement requirements.

**Figure 6-1: Financial Incentive Program Application Process Summary**



---

## 6.5 Monitoring and Evaluation Program



This CIP has been developed and designed to be flexible as a planning and economic development tool for the Municipality of Wawa. It identifies opportunities and provides incentives for private sector investment, as well as for municipal initiatives, to redevelop and beautify land, buildings, and streets in Downtown Wawa.

To ensure that this Plan achieves the desired results and remains current with respect to local and global market conditions, and to inform decision-making regarding the Municipality's implementation budget, the uptake and success of the programs should be monitored, evaluated and, if necessary, revised on a regular basis.

The recommended monitoring and evaluation program for this CIP includes the following three main steps, which are further detailed in **Appendix A**:

- 1 Establish a baseline conditions inventory;
- 2 Collect application data; and
- 3 Prepare an annual Monitoring and Evaluation Report.

---

## 6.6 Amendments to the CIP



As redevelopment and revitalization is achieved in the Municipality of Wawa over time and specific CIP goals or objectives may evolve, the Municipality may deem it necessary to amend or adjust this CIP. It may also be necessary to address issues with specific Financial Incentive Programs, which may become evident as the programs are implemented.

Required adjustments to this Plan shall generally be identified through recommendations from the annual monitoring and evaluation report, discussed in **Section 6.5**. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP, in accordance with Section 28(5) of the Planning Act. Planning Act requirements for a Statutory Public Meeting and related notice must also be met.

### CIP Amendments

The following adjustments to the CIP **require an amendment** under Section 28(5) of the Planning Act:



- Change to the Downtown Community Improvement Project Area (as illustrated in **Figure 1-2**);
  - This adjustment requires a by-law passed by Council.
- Addition of a new Financial Incentive Program, or complete removal of a Financial Incentive Program;
- Changes to the CIP vision and/or goals;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to the value or calculation of grants.

### CIP Adjustments

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

- Dissolution of the Community Improvement Project Area (as illustrated in **Figure 1-2**) (i.e., the Plan becomes inoperative);
  - Requires a by-law passed by Council, once Council is satisfied this Plan has been carried out.
- Changes to the amount of annual funding provided for Financial Incentive Programs (total or program-specific);
- Changes to the funding or prioritization of the recommended municipal leadership activities;
- Prioritization or discontinuation of funding for one or more Financial Incentive Programs; and
- Delegation of administration / approval of the Financial Incentive Programs to a committee or an individual, or a return of the responsibilities to Council;
  - Delegation generally requires a by-law, subject to Section 23.1 of the Municipal Act.



# 7

# Conclusion



## 7 Conclusion

The Municipality of Wawa Downtown Community Improvement Plan (CIP) will be implemented in order to improve the existing conditions of Downtown Wawa and achieve the following vision and associated goals:

**The Municipality of Wawa is committed to cultivating an inclusive, thriving, and welcoming Downtown that actively embraces and uplifts a culturally diverse community, nurturing both social and economic vitality.**

The CIP was created through continuous collaboration with local residents and the business community, and is designed to promote Downtown revitalization and enhance economic prosperity in Wawa. The strategies and Financial Incentive Programs outlined in the CIP have been identified to realize the vision and goals of promoting Downtown Wawa's location, aiding existing businesses, attracting new enterprises, facilitating the development of vacant and underutilized lots, increasing housing opportunities, and supporting the overall revitalization and beautification of Downtown Wawa. The Municipality, in collaboration with private sector investment, community members, Council, and the CIP Administrator and/or Economic Development team, will be responsible for implementing and monitoring the CIP outcomes.

The CIP will remain in effect until such time as determined appropriate by Council, and may be reviewed after 10 years to assess its effectiveness and success. Its policies and programs are intentionally designed to be flexible and to accommodate shifts in the Municipality's financial resources and priorities. As a result, adjustments or amendments may be made as necessary to enhance programs and more effectively address revitalization needs.

The effective promotion and execution of the CIP necessitate ongoing commitment from Municipality staff and Council. This involves employing a dynamic marketing strategy, conducting annual reviews and reports, identifying lessons learned, and adapting to evolving priorities and economic conditions.

Above all, this CIP signifies a dedication to the community and both present and future business proprietors. It aims to foster private investment opportunities and showcase leadership in advancing community enhancements, ensuring that Downtown Wawa thrives as a proud northern community marked by economic prosperity and vitality.



# Appendix A: Monitoring and Evaluation Program

The following steps should be undertaken to monitor and evaluate the uptake and success of the Downtown CIP.

## Step 1: Establish Baseline Conditions Inventory

Immediately following Council adoption of this Plan, the CIP Administrator should gather and inventory baseline conditions for the Downtown Community Improvement Project Area, where information is available. This inventory will be used to monitor the number, types, and success of the Financial Incentive Program applications and municipal leadership programs.

The information in the inventory should include:

- Number, size, and location of vacant lands and vacant buildings by land use category (e.g., residential, commercial, mixed use). A map and photos illustrating the vacant lands and buildings are recommended for internal and external use;
- Vacancy rate of residential, commercial, and mixed uses;
- Number of existing streetscaping elements (e.g., light posts, trees, benches, bicycle racks, etc.);
- Length of trails / bicycle paths and number of trail / pathway connections to sidewalks and roads;
- Number of bicycle, commercial, and municipal parking spaces (on-street and off-street); and
- Statistics related to number of visitors, employees, etc., where it is possible to obtain the data.

## Step 2: Application Data Collection

The CIP Administrator should maintain a record of all pre-application consultations with applicants related to potential submissions, even if the consultations do not result in a submitted application. In doing so, the CIP Administrator shall have consideration for the confidentiality of any inquiries. As applications are received, they should be listed by the Financial Incentive Program type in the inventory. In addition, comparable information regarding municipal leadership programs that are related to this CIP should be recorded as a separate category.





Carefully selected performance indicators will provide important information regarding the success of this CIP and its individual programs. For each application received, the Municipality should record and monitor, on an on-going basis, the:

- Date of the pre-application consultation meeting;
- The subject property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested grant value, by program and in total;
- Details and purpose of the project, including the square footage of commercial space affected, number of trees to be planted, length of façade improved, etc., as may be appropriate;
- Names of contractor(s) and supplier(s), which may be useful information to provide to future applicants;
- Appearance of the property prior to project initiation ("before" photos);
- Proposed concept plans for the property; and
- Any relevant subjective information about the application (notably, whether the CIP is responsible for encouraging the project).

In addition, it is important to appropriately record and monitor sites where more than one application has been submitted according to the Financial Incentive Programs (e.g., where an applicant applies for a Building Façade and Signage Improvement Grant and an Accessibility Improvements Grant).

For unsuccessful applications, the Municipality should monitor, on an on-going basis, the:

- Number of unsuccessful applications; and
- Reason(s) for the application's denial.

For each approved Financial Incentive Program application, the Municipality should monitor, on an on-going basis, the:

- Approved value of grant(s), in total and by program;
- Amount of private investment leveraged by the grant(s);
- Timing of completion of the project and payment of the grant(s);
- Property tax assessment after the completion of the project, if relevant; and
- Appearance of the completed project ("after" photos).



As an outcome of a decision on a Financial Incentive Program application, the Municipality may survey the applicant to obtain feedback on the CIP process. Regarding each municipal leadership program, the Municipality will monitor the progress of each project on an annual basis. This may require annual communication with each Municipal department or individual responsible for advancing the program.

This information should be recorded and monitored, as it will provide valuable information in the Monitoring and Evaluation Report that will be presented to Council on an annual basis.

### **Step 3: Prepare Annual Monitoring and Evaluation Report**

The Municipality should prepare an annual Monitoring and Evaluation Report that demonstrates the performance of the CIP to Council. The Monitoring and Evaluation Report will provide a summary of the baseline conditions inventory, and updates to this inventory based on the successful applications and constructed improvements in any given year. The Report shall include the details of the information collected in Step 2.

In addition, the Report that shall also include, if necessary, recommendations regarding:

- Measures for avoiding any unintended outcomes of the CIP programs in the future;
- Funding of the incentive programs for Council's consideration in budget deliberations or the funding or timing of any Municipality-initiated projects recommended in this document, or others that are recommended or developed after the adoption of this Plan;
- Potential for revisions to the CIP Project Area, which may be passed by by-law;
- Consideration of amendments or adjustments to the Plan, as described in **Section 6.6** of the CIP; and
- Administration of the Plan.

Furthermore, the annual Report should include a review, summary, and analysis of potential funding opportunities from the federal and provincial governments or other sources. The Monitoring and Evaluation Report should be made available on the Municipality's website for public review.



Downtown Wawa Community Improvement Plan

**Wawa**<sup>CA</sup>