

Directions Report

Community Improvement Plan Expansion

Township of Cavan Monaghan



January 2022

D.M. Wills Associates Limited

Reference No. 21-85221

Table of Contents

1.0	Introduction	1
2.0	Background Review Summary.....	1
3.0	Public Feedback.....	2
3.1	Public Survey.....	2
3.2	Business Survey	4
3.3	Technical Advisory Committee.....	5
3.4	Community Open House.....	5
3.5	Consideration for CIP Directions.....	6
4.0	Potential CIP Directions.....	6
4.1	Implementation and Administration.....	6
4.2	Funding Programs.....	10
4.2.1	Existing Incentive Programs.....	10
4.2.2	Proposed Incentive Programs.....	16
5.0	Municipal Actions	22
5.1	Policy Updates	22
5.1.1	Township of Cavan Monaghan Official Plan	22
5.1.2	Community Improvement Plan and By-law	23
5.1.3	Streetscape Design Guidelines.....	23
5.2	Township Initiatives.....	23
6.0	CIP Implementation	25
6.1	Implementation Options.....	25
6.1.1	Option #1 – Geographic Area	26
6.1.2	Option #2 – Geographic Area and Sector Specific Programs.....	26
6.1.3	Option #3 – Program Based.....	27
6.2	Preferred Implementation Option.....	27
6.2.1	Alternative CIP Implementation – Year One	28
6.3	CIP Monitoring.....	28
6.4	Review and Amendment	29
6.5	Marketing.....	30
7.0	CIP Expansion Recommendations.....	30

Figures

Figure 1 – Proposed CIP Areas 8
Figure 2 - Proposed CIP Areas – UFA and Downtown Inset 9

Tables

Table 1 – Existing and Proposed Incentive Programs in Expanded CIP 12
Table 2 – Evaluation Matrix 26

Appendices

Appendix A - Public Survey Questions
Appendix B - Business Owner Survey Questions

This report / proposal has been formatted considering the requirements of the Accessibility for Ontarians with Disabilities Act.

1.0 Introduction

This Community Improvement Plan (CIP) Directions Report (Report) has been prepared by D.M. Wills Associates Limited (Wills) on behalf of the Township of Cavan Monaghan (Township) to provide an overview of the recommended incentive programs available to the various businesses and geographies within the Township. The identified programs include existing incentives that may be expanded to include businesses outside of the Millbrook CIP and proposed new programs.

An analysis of each recommended program was completed and outlined in this Report to demonstrate program requirements, criteria and general applicability by sector. The recommended programs were determined through a comprehensive review of available background information and public feedback. This review is documented in the Background Report and considered existing programs under the Millbrook CIP, the legislative process, local policy and requirements to expand the Millbrook CIP, current CIP uptake by local businesses since implementation, existing registered businesses and the presence of each sector within the Township and documentation of existing conditions including a photographic log of each hamlet area.

The public consultation process is further described below and summarizes the feedback received to date. This Report also provides direction on the Official Plan and CIP By-law amendments that are required to be completed by the Township prior to implementation of the proposed expanded CIP.

2.0 Background Review Summary

As provided in the Background Report, the existing CIP program is specific to Millbrook and its urban centered businesses. While some of the existing incentives are considered appropriate for expansion beyond the Millbrook area, additional incentive programs are required to promote employment and economic opportunity beyond the retail, commercial and personal services typically concentrated in the Millbrook downtown centre.

In order to identify appropriate programs applicable across the Township and the various business sectors, the Background Report reviewed the business composition and employment areas within the Township. Based on an assessment of Statistics Canada data and local businesses registers, the Background Report concludes that only approximately 16% of all businesses established across Township are within the existing Millbrook CIP area and eligible for the CIP incentives. The remaining approximately 86% of businesses in the Township are ineligible for the CIP. Expansion of the CIP throughout the Township is therefore appropriate in order to further facilitate employment and economic opportunities in the urban and rural areas, inclusive of the hamlet areas, in addition to the downtown Millbrook area.

In addition, as the diversity of businesses is greater outside of Millbrook, additional incentive programs are required to assist with the greater urban and rural areas of the

Township. Outside of the downtown Millbrook area, a wide variety of businesses are established including rural industrial, highway commercial and agricultural businesses, as well as a number of home industries and home occupations, as confirmed through the background data review and a driving tour of the Township wards. As these businesses have different land and operation needs, and face different challenges compared to the downtown sectors, additions to the CIP incentive programs are warranted to provide appropriate opportunities to support all businesses in the Township.

The Background Report also reviewed the Growth Management Strategy (GMS) completed by Watson and Associated in 2020 on behalf of the Township. The results of the GMS demonstrate that while the Township has designated lands for employment uses, 32% of these designated lands, representing 186 hectares, remain vacant. Constraints to development which may contribute to the vacancies of the employment lands were also identified in the GMS, including lack of services and land use compatibility. Under the legislation of the *Planning Act*, there is opportunity for the CIP to also support the maintenance and improvement of municipal infrastructure as well as remove barriers to underutilized lands or land use conflicts to address the concerns outlined in the GMS.

3.0 Public Feedback

Following the background review and identification of various business sectors and geographies within the Township, public consultation efforts were initiated for the CIP Expansion Project. Public consultation is a critical component in understanding the needs of a community. The following sections describe in detail the efforts taken to engage with the public and local business owners, including multiple surveys and a community open house. The feedback received was considered and has formed part of the recommended programs identified in this Report.

3.1 Public Survey

A public survey was released on the Township's website on November 5th, 2021, and shared with identified key stakeholders via email by Township Staff. The public survey was also promoted on the Township's social media channels, including promotion on the municipal Facebook and Twitter pages.

The purpose of the survey was to obtain feedback from residents and visitors of the Township on their vision for economic and community development. The survey consisted of nine (9) questions. Refer to **Appendix A** for a copy of the public survey. In total, 69 surveys were completed.

In describing the Township, and their vision for the Township, the respondents to the public survey emphasized the appeal of the rural, natural countryside and community character of the Township, together with the need for sustainable and controlled development as the Township continues to grow. Respondents were also asked what additional services and improvements would be of benefit to their lives and

experiences in the Township. Responses to these open-ended questions have been grouped into themes for ease of reference and to document the most important issues identified by the public and business owners. The following themes were identified by respondents as they relate to the CIP expansion:

- Increase economic opportunities specific to small businesses;
- Upgrade infrastructure including internet connectivity;
- Respect culture and heritage features;
- Increase variety of local retail and grocery;
- Maintain and improve recreational offerings and trails;
- Incorporate green infrastructure and promote environmental stewardship; and,
- Reuse older and vacant/underutilized buildings.

The survey also asked respondents to identify if they agreed with the statement that they were able to access all of the daily services they required in the Township. Out of the 69 surveys completed, 66 provided answers in full or in part to this question. Of those that answered the question, 46 (70%) somewhat or strongly agreed that they were able to access all of the daily services they required. Similarly, the survey asked respondents to identify if they agreed that they were able to access a variety of amenities and surveys. To this question, 51 respondents (78%) either somewhat or strongly agreed.

Respondents were also asked to rate the following categories in terms of importance (1 = most important, 10 = least important):

- Affordable Housing
- Job Creation
- Business Attraction, Retention and Expansion
- Infrastructure and Upgrades
- Heritage Conservation
- Revitalization and Streetscaping
- Arts and Culture
- Local Food
- Accessibility
- Other

Heritage conservation had the lowest average score (2.6), indicating it to be the most important to respondents on average, followed closely by local food (2.8), accessibility (3.3), downtown revitalization and streetscaping (3.3) and business attraction, retention and expansion (3.4).

It is also noted that heritage conservation was most often chosen as the most important (#1) choice by survey respondents (25 responses). This was followed by local food (17

responses), downtown revitalization and streetscaping (17 responses), affordable housing (12 responses) and business attraction, retention and expansion (10 responses).

However, it is noted that respondents were able to choose multiple categories per rank; which may impact the results of the data. Therefore, it is important to consider the numerical responses together with the qualitative and open-ended feedback received.

3.2 Business Survey

In addition to the public survey, a survey focused on obtaining feedback from past, current and prospective business owners in the Township was also issued. This survey was released on the Township's website on November 5th, 2021, and consisted of thirteen (13) questions. The survey was shared with the TAC committee and also promoted on the Township's social media channels. Refer to **Appendix B** for a copy of the business owner survey.

Seven (7) business survey responses were completed. Responses to the business survey were completed by current business owners in the industries of agriculture, property maintenance, real estate, equipment service and repair and seniors housing, and included businesses both newly established (0-5 years of ownership / operation) and businesses with a strong foundation in the Township (20+ years).

Respondents to the business survey were asked to identify challenges to business owners and operators in the Township generally, and specific to their industry. Responses varied, but generally were categorized into the following themes:

- Financing for establishment and expansion;
- Marketing;
- Land use (i.e. zoning by-laws);
- Availability of commercial space;
- Staffing; and
- Lack of utilities and infrastructure.

As with the general public survey, respondents to the business survey were also asked to rate categories of importance in community and economic development. In contrast to the results of the public survey, business attraction, retention and expansion had the lowest average score, indicating it to be the top choice (1.7) by those responding from the business community, followed by job creation (2.6), infrastructure and upgrades (2.9) and accessibility (2.9). Likewise, business attraction, retention and expansion was most often chosen as the most important with 5 responses, followed by infrastructure and upgrades (3 responses) and affordable housing (3 responses).

3.3 Technical Advisory Committee

At the onset of the CIP Expansion Project, a Technical Advisory Committee (TAC) was formed. The purpose of the TAC is to provide feedback to the Project Team, and represent their key industries and geographies.

Potential members of the TAC, representing various geographic areas and industry sectors within the Township, were identified by Township Staff and were sent invitations to participate. The formed TAC consists of Township, County and Wills Staff, as well as representatives from economic and community development corporations and industrial, commercial and agricultural businesses.

The TAC met on October 25th, 2021, January 14th and 25th, 2022 to discuss the process of expanding the CIP, the opportunities and advantages to be offered through incentive programs and to obtain background information and feedback from the TAC members. Background information included experiences from the TAC members who currently operate businesses within the Township but outside the Millbrook downtown, and suggestions on how the CIP can be improved to assist these businesses. Overall, the TAC provided the following insight on programs and potential needs of the community:

- Development of employment opportunities;
- Focus less on beautification as a key program;
- Inclusion of home based businesses;
- Sector specific programs and potential for growth;
- Access to amenities;
- Environmental impacts; and,
- Focus on impactful and useful opportunities.

3.4 Community Open House

A Community Open House was held on November 24th, 2021 to further inform the public of the CIP Expansion Project, discuss community needs and desires and obtain feedback on the options considered and presented in the Background Report. Due to the COVID-19 pandemic, the Open House was held virtually using Zoom.

Six (6) members of the public registered for the Open House, with four (4) attending the actual open house presentation. A total of eleven (11) participants were involved in the open house, including the four (4) members of the public, members of Township Staff, members of the Project Team from Wills and members of Council.

The Open House included a presentation from the Project Team on existing conditions, including a summary of the background review, as well as potential programs being considered for expansion and addition to the CIP. In discussion, members of the public expressed the importance of filling commercial vacancies as well as ensuring that marketing of the CIP was emphasized to reach business owners and make them aware of the opportunities.

Members of the public also expressed the challenges associated with infrastructure, especially internet connectivity, as well as transportation on business establishment and expansion in the Township.

3.5 Consideration for CIP Directions

The survey results received from the public and business owners, as well as the comments expressed during the Open House and from the TAC have been considered in identifying the directions for the expansion of the Township's CIP.

The comments received to date have underlined the importance of economic opportunity within the Township, while recognizing that many members of the public want to maintain the existing character and size of the community. This is reflected especially in the public survey results which emphasized downtown revitalization and heritage as key considerations for the CIP. In assessment of the results from the business community, a greater focus on business attraction, retention and expansion and the infrastructure upgrades to support those businesses have been highlighted.

In order for the Township to develop as a complete community, it will be important to balance the needs of residents and the business community. Both population growth and business growth will impact the ability of the Township to develop as a community where people can both live and work. The comments from both the public and business community have been considered to identify potential CIP directions and programs that will support economic growth while doing so in a way that promotes the vision and goals of the community. The potential CIP directions, including proposed programs, are outlined in the following sections of this report.

4.0 Potential CIP Directions

4.1 Implementation and Administration

As existing, the CIP for the Township applies specifically to the downtown Millbrook area, as further identified and implemented through the existing CIP By-law. The current CIP offers a variety of incentive programs, listed in **Section 4.2**, certain of which have the opportunity to be applicable beyond the downtown area. However, several of the existing CIP programs have been designed for and are specifically applicable to the downtown area and the businesses present in that location.

The CIP expansion is proposing to offer incentive programs to the balance of the Township and capture a variety of business sectors. In preparation for the expansion of the CIP, consideration has been given to how to best expand programs and the governing policies to enhance the application of the CIP across both the varying geographic areas and industry sectors present in the Township.

As the need for programs will differ between the urban and rural areas, it is recommended that the expanded CIP include additional CIP areas to the implementing CIP By-law rather than expand the boundary of the current limits. This will ensure that opportunities to address the current needs for the downtown Millbrook CIP

area are maintained while also enhancing offerings and providing a mechanism by which to identify and monitor the future success and uptake of the CIP expansion.

It is recommended that two (2) additional CIP areas be included alongside the existing downtown Millbrook CIP area (Downtown Area). The proposed additional areas will include the Urban Fringe Area and the Rural Area, as below, in addition to the existing Downtown Area. See **Figure 1**.

- Downtown – applicable to the downtown Millbrook area, as currently established in the existing CIP.
- Urban Fringe Area (UFA) – those lands between the Millbrook CIP area and the rural areas. The UFA includes lands within the settlement boundary of Millbrook but outside of the identified downtown core which may be municipally serviced or within designated greenfield lands and contemplated for future urban development on municipal services. The UFA is a transition area from the downtown core to rural/agricultural lands and offers a variety of employment opportunities that cannot be located within the Millbrook downtown or rural/agricultural areas as a result of land use compatibility, land size and parking needs, access to collector or arterial roads for high volume traffic, etc.
- Rural Area – lands outside of the settlement boundary of Millbrook to the Township limits including the hamlet areas of Ida, Mount Pleasant, Cavan, Fraserville, Springville, South Monaghan, North Monaghan and Bailieboro. These lands are predominately used for highway commercial, industrial or agricultural uses that rely of large land areas buffered from sensitive land uses, access to collector or arterial roads for high volume traffic or movement of equipment, etc.

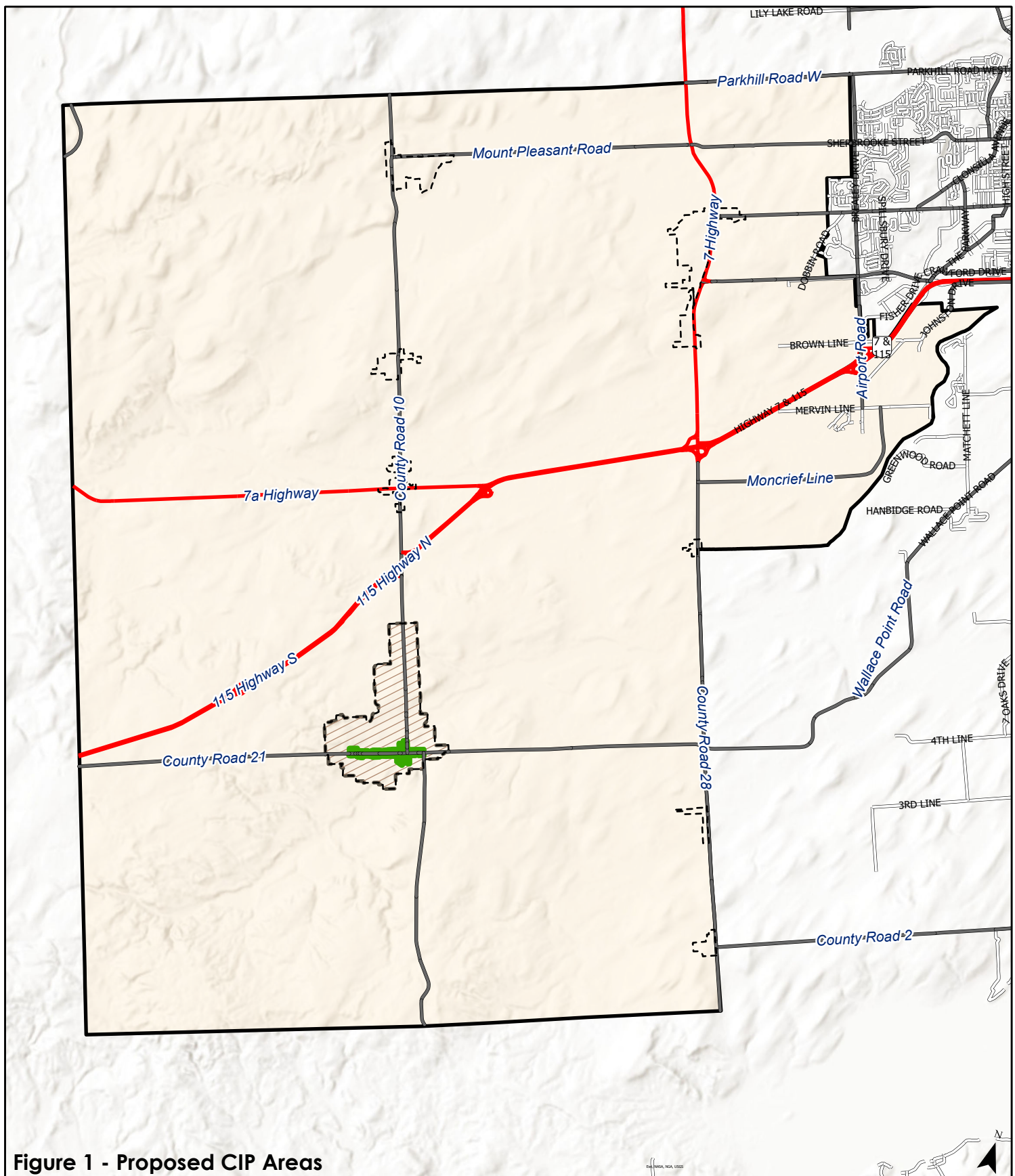


Figure 1 - Proposed CIP Areas



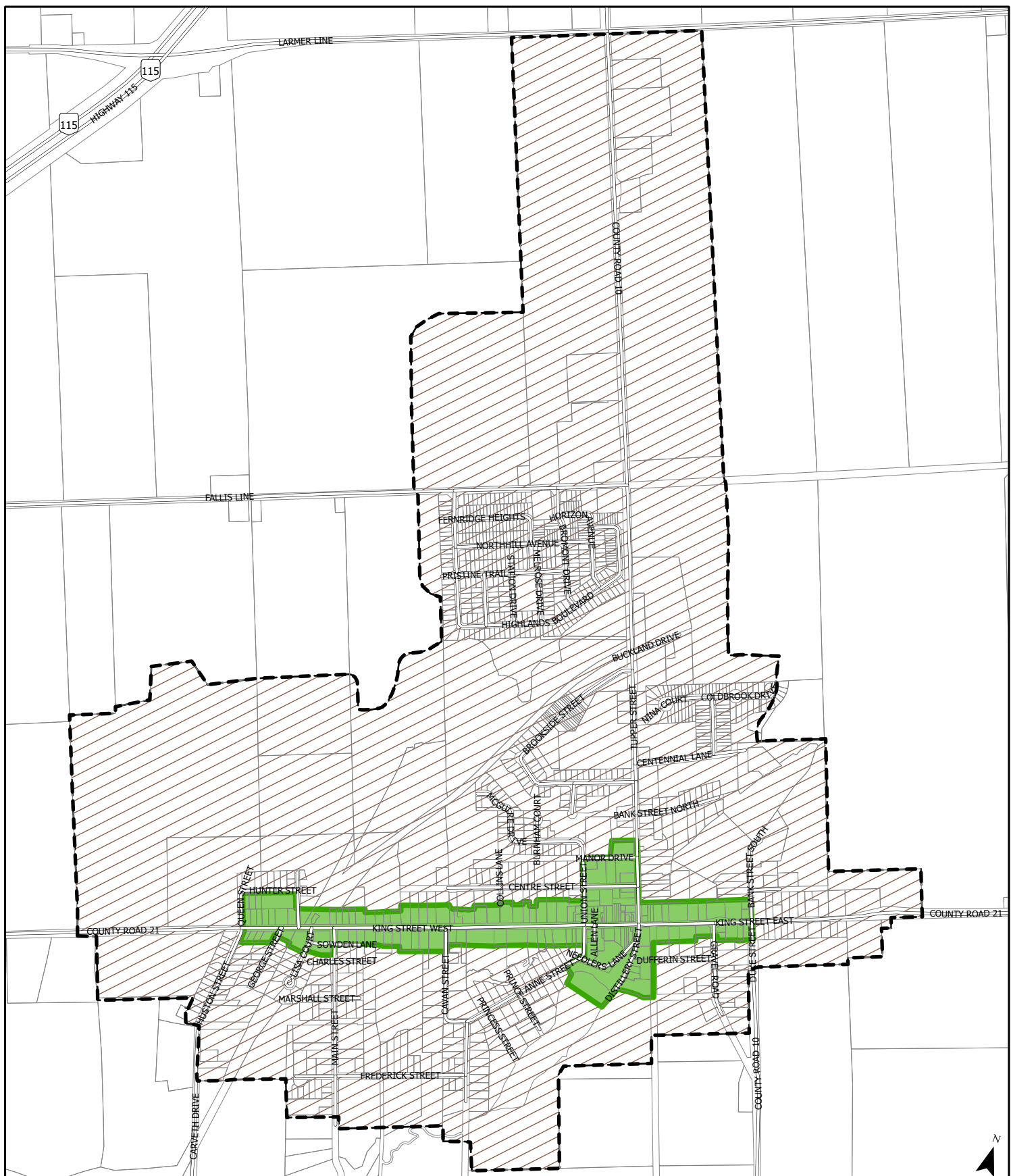
D.M. Wills Associates Limited
150 Jameson Drive
Peterborough, Ontario
K9J 0B9

P. 705.742.2297
F. 705.748.9944
E. wills@dmwills.com

Legend

-  Rural Area
-  Urban Fringe Area
-  Existing Community Improvement Plan Area (Downtown Millbrook)
-  Settlement Area Boundary

Created In:	ArcMap 10.7
Drawn By:	JW
Checked By:	ED
Map Date:	December 2021
Project Number:	85221



D.M. Wills Associates Limited
150 Jameson Drive
Peterborough, Ontario
K9J 0B9

P. 705.742.2297
F. 705.748.9944
E. wills@dmwills.com

Legend

- Existing Community Improvement Plan Area (Downtown Millbrook)
- Urban Fringe Area

Figure 2 - UFA and Downtown Areas Inset

Created In:	ArcMap 10.7
Drawn By:	JW
Checked By:	ED
Map Date:	December 2021
Project Number:	85221

By adding and defining individual CIP areas under one comprehensive CIP, there is opportunity for the proposed incentive programs to include as part of the eligibility criteria, reference to the specific target areas to which the program applies. Further, should the Township identify a specific CIP area as a priority, there is an opportunity for implementation to reflect such. This is further described in **Section 6.0**.

Through the CIP expansion, it is also suggested that each of the proposed incentive programs identify the most applicable industries that would benefit from the program. This is not intended to exclude industries from certain programs, but rather help guide applicants in determining the programs that would be most appropriate for their proposals. As well, similar to the target areas, this would enable the Township to select specific industries eligible for funding each year, should it be a direction of Council to do so. This is also described in **Section 6.0**. The following are the recommended industries for identification in the CIP:

- Residential
- Industrial
- Commercial
- Agricultural
- Institutional

The funding programs identified for the CIP expansion, as outlined in **Section 4.2** below, include reference to the target areas and priority industries in order to provide insight and clarification as to which programs would be applicable, should the Township choose to employ either implementation option. The constraints and opportunities for each implementation option are further outlined in **Section 6.0** of this Report.

4.2 Funding Programs

4.2.1 Existing Incentive Programs

In consideration of the vision and goals outlined by the existing local policy and strategy documents as outlined in the Background Report together with consideration of the feedback from members of the public, business owners and the TAC, a number of incentive programs have been identified for continuation, expansion, modification and addition to the Township's CIP.

All incentive programs currently in place in the existing CIP are recommended for continuation, expansion and/or modification in the updated CIP for the Township. The existing incentive programs align with the municipal and community vision and goals for community improvement. However, certain of these programs are not relevant or applicable across the all geographic areas of the Township. Notwithstanding, they can continue to provide community improvement benefits for Millbrook, and as such are recommended to continue as existing.

The remaining other existing incentive programs applicable to downtown Millbrook and as established in the current CIP are also relevant and applicable to certain of the

urban and rural areas of the Township. In review of these programs and the existing CIP, the purpose, value and eligibility criteria of each are appropriate and do not appear to require significant modification.

A number of potential new CIP incentive programs have also been identified which can better serve the diversity and range of businesses outside of the downtown Millbrook area in expansion of the CIP to include the urban and rural areas.

Table 1 below summaries each of the existing and proposed programs, their purpose the proposed eligible geographic locations and generally applicable industry sectors.

Table 1 – Existing and Proposed Incentive Programs in Expanded CIP

Incentive Program	Existing/Proposed	Purpose / Goals	Applicable Areas	Generally Applicable Sectors
Façade and Signage Improvement Grant	Existing	Promote aesthetic and functional improvements related to a building façade or signage.	Downtown, UFA and Rural – Façade and signage improvements are applicable and can aid in customer attraction and experience in all target areas.	Commercial, Industrial, Agricultural
Building and Site Improvement Grant	Existing	Encourage functional improvements to existing building and properties which extend the useful life, improve safety and/or increase value.	Downtown, UFA and Rural – Building and site improvements are applicable across all target areas.	Residential, Commercial, Industrial, Agricultural, Institutional
Commercial Conversion and Expansion Grant	Existing	Assist with small-scale conversion and expansion of existing vacant or underused space into new commercial, mixed-use and other eligible uses.	Downtown, UFA and Rural – Commercial spaces are limited in the Rural areas. Remaining target areas are applicable for commercial conversions.	Commercial, including Mixed-use buildings
Downtown Rental Housing Grant	Existing	Assist in the creation of new upper-storey residential units and improve the condition of existing upper-storey residential units.	Downtown – The presence of two-storey commercial buildings is significantly limited in the proposed Urban and Rural Areas. Two-storey commercial buildings are largely only present in the historic downtown of Millbrook. Continued application solely in the proposed Downtown Area is therefore appropriate and important to help achieve housing goals for the Township.	Residential
POPS and Public Art Grant	Existing	Encourage creation of spaces which contribute to urban character, enhance pedestrian experience and complement existing spaces.	Downtown and UFA – Pedestrian spaces which would benefit from public art are limited in the Rural areas. Remaining target areas are applicable for public art installations.	Commercial, Institutional

Incentive Program	Existing/Proposed	Purpose / Goals	Applicable Areas	Generally Applicable Sectors
Sidewalk Café Grant	Existing	Promote beautification and physical improvement of seasonal outdoor sidewalk café spaces.	Downtown and UFA – This program is not applicable to the proposed Rural Areas, given the absence of sidewalks. Further, given the location of the hamlets largely concentrated along County Roads, safety is a concern in providing outdoor sidewalk café spaces.	Commercial
Design and Study Grant	Existing	Aid in background planning and design in support of improvement projects by providing grants for completion of site-specific studies, plans or designs.	Downtown, UFA and Rural – Design and study grants may be applicable to projects across all target areas.	Residential, Commercial, Industrial, Agricultural, Institutional
Planning Application and Building Permit Fee Rebate Grant	Existing	Offset planning and building fees required by the Township for development and redevelopment projects.	Downtown, UFA and Rural – Planning and building fees may be applicable to projects across all target areas.	Residential, Commercial, Industrial, Agricultural, Institutional
Redevelopment and Adaptive Reuse Grant	Existing	Stimulate investment through tax relief for projects demonstrating adaptive reuse, rebuilding rehabilitation and retrofit works.	Downtown, UFA and Rural – Reuse, rehabilitation and retrofit encouraged across all target areas.	Commercial, Industrial, Agricultural
Brownfield Financial Tax Incentive Grant (Provincial)	Existing	Encourage remediation and rehabilitation of brownfield site; increase supply of land through remediation, rehabilitation and development.	Downtown, UFA and Rural – Currently only two brownfield sites have been identified in the Township. However, contaminants may occur where any former commercial or industrial activity has occurred. As commercial and industrial activity is present in all target areas, the	Industrial, Commercial

Incentive Program	Existing/Proposed	Purpose / Goals	Applicable Areas	Generally Applicable Sectors
			brownfield tax incentive grant may be applicable to all areas.	
Development Charges Grant	Proposed	Encourage building construction and improvements by providing a means to offset development charges imposed by the Township.	Downtown, UFA and Rural – Building construction and improvements encouraged across all target areas.	Commercial
Heritage Conservation Grant	Proposed	Promote heritage conservation and the repair and restoration of designated heritage designated properties.	Downtown, UFA and Rural – Currently most designated heritage properties are in the Downtown and Urban areas. However, if additional properties become designated throughout the Township, support for all properties would be appropriate.	Residential, Commercial, Institutional
Technology Improvement Grant	Proposed	Assist businesses in adapting and improving technologies to ensure on-going operations and community access.	Downtown, UFA and Rural – Technological adaption encouraged across all target areas.	Commercial, Industrial, Agricultural
Secondary Suites Grant	Proposed	Promote a range and diversity of housing options by incentivizing the creation of secondary suites.	Downtown, UFA and Rural – Secondary suites are permitted in urban, hamlet and rural zones. Likewise, the creation of secondary suites is encouraged across all target areas where in conformance with the applicable regulation.	Residential

Incentive Program	Existing/Proposed	Purpose / Goals	Applicable Areas	Generally Applicable Sectors
Vacant Lands Tax Assistance	Proposed	Promote the development of vacant designated employment lands by providing tax relief for the additional taxes resulting from development of the property.	Downtown, UFA and Rural – Development of vacant designated employment lands promoted across all target areas.	Commercial, Industrial
Rural & Agricultural Economic Development Grant	Proposed	Encourage development and redevelopment related to rural industrial / commercial businesses, agriculture-related uses and on-farm diversified uses.	Rural – Rural commercial / industrial, and agricultural, agriculture-related and on-farm diversified uses are present in the Hamlet and Rural areas.	Commercial, Industrial, Agricultural
Sustainability Grant	Proposed	Promote sustainability, including investments in renewable energy sources, active transportation infrastructure (i.e. bike racks), energy efficiency improvements, electric vehicle charging stations and green spaces.	Downtown, UFA and Rural – Sustainability enhancements encouraged across all target areas.	Commercial, Industrial, Agricultural, Institutional, Residential
Business Retention and Expansion Grant	Proposed	Assist in the maintenance and creation of permanent local jobs by incentivizing projects that demonstrate job retention and creation.	Downtown, UFA and Rural – Business and employment creation and retention encouraged across all target areas.	Commercial, Industrial, Agricultural

4.2.2 Proposed Incentive Programs

As noted in the table above, there are eight (8) programs that are recommended to the Township for consideration in the expanded CIP. These include the following:

1. Development Charges Grant
2. Heritage Conservation Grant
3. Technology Improvement Grant
4. Secondary Suites Grant
5. Vacant Lands Tax Assistance
6. Rural & Agricultural Economic Development Grant
7. Sustainability Grant
8. Business Retention and Expansion Grant

The purpose and proposed eligibility and value of each of the above programs are provided below.

Development Charges Grant
Areas: Downtown, UFA, Rural
Sector(s): Commercial
Purpose & Anticipated Benefits <ul style="list-style-type: none">• Encourage building construction and improvements by providing a means to offset development charges imposed by the Township.
Value <ul style="list-style-type: none">• 50 – 100% of the eligible development charges required by the Township in relation to a proposed project and/or property.
Eligibility Criteria <ul style="list-style-type: none">• General eligibility requirements
Eligible Costs <ul style="list-style-type: none">• Development charges required by the Township, not including costs associated with the processing of the development charges (i.e. hourly fees).
Terms <ul style="list-style-type: none">• Rebate grant to be paid upon successful completion of the project. Rebate grant to be paid in a lump sum based on eligible costs incurred.

Heritage Conservation Grant	
Areas: Downtown, UFA, Rural	
Sector(s): Residential, Commercial, Institutional	
Purpose & Anticipated Benefits	
<ul style="list-style-type: none"> Promote heritage conservation and the repair and restoration of designated heritage properties. 	
Value	
<ul style="list-style-type: none"> 50% of eligible costs to a maximum of \$10,000 per project and/or property. 	
Eligibility Criteria	
<ul style="list-style-type: none"> General eligibility requirements; and Property / building must be designated under Part IV of the <i>Ontario Heritage Act</i>. Proposed building works must comply with the Detailed Streetscape & Design Guidelines where located in the downtown Millbrook area. 	
Eligible Costs	
<ul style="list-style-type: none"> Construction costs to restore, repair or enhance a building or property designated under Part IV of the <i>Ontario Heritage Act</i>. Fees for professional services involved in the development or redevelopment (i.e. engineering, architect, landscape architect, planner). 	
Terms	
<ul style="list-style-type: none"> Grant to be paid upon successful completion of the project. Grant to be paid in a lump sum based on eligible costs incurred. 	

Technology Improvement Grant
Areas: Downtown, UFA, Rural
Sector(s): Commercial, Industrial, Agricultural
<p>Purpose & Anticipated Benefits</p> <ul style="list-style-type: none"> Assist businesses in adapting and improving technologies to ensure on-going operations and community access.
<p>Value</p> <ul style="list-style-type: none"> 50% of eligible costs to a maximum of \$5,000 per project and/or property.
<p>Eligibility Criteria</p> <ul style="list-style-type: none"> General eligibility requirements
<p>Eligible Costs</p> <ul style="list-style-type: none"> Physical infrastructure and improvements at the place of business which serve to improve technology and connectivity (e.g. tower infrastructure, cabling).
<p>Terms</p> <ul style="list-style-type: none"> Grant to be paid in upon successful completion of the project. Grant to be paid in a lump sum based on eligible costs incurred.

Secondary Suites Grant
Areas: Downtown, UFA, Rural
Sector(s): Residential
<p>Purpose & Anticipated Benefits</p> <ul style="list-style-type: none"> Promote a range and diversity of housing options by incentivizing the creation of secondary suites.
<p>Value</p> <ul style="list-style-type: none"> 50% of eligible costs to a maximum of \$5,000 per project and/or property.
<p>Eligibility Criteria</p> <ul style="list-style-type: none"> General eligibility requirements
<p>Eligible Costs</p> <ul style="list-style-type: none"> Construction costs which result in the creation of a new secondary suite. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner).
<p>Credit</p> <ul style="list-style-type: none"> Grant to be paid in upon successful completion of the project. Grant to be paid in a lump sum based on eligible costs incurred.

Vacant Lands Tax Assistance
Areas: Downtown, UFA, Rural
Sector(s): Commercial, Industrial
<p>Purpose & Anticipated Benefits</p> <ul style="list-style-type: none"> Promote the development of vacant designated employment lands by providing tax relief for the additional taxes resulting from development of the property.
<p>Value</p> <ul style="list-style-type: none"> Percentage of tax increases associated with property improvement.
<p>Eligibility Criteria</p> <ul style="list-style-type: none"> General eligibility requirements; Lands must be designated for employment under the Township's Official Plan; Lands must be currently vacant; and Eligible applicants only include registered owner / assessed owner of the subject property. Tenants will not be eligible.
<p>Eligible Costs</p> <ul style="list-style-type: none"> Costs associated with site preparation, servicing infrastructure installation and upgrades and the construction of new buildings. Tax increases associated with general municipal adjustments are not eligible for assistance.
<p>Credit</p> <ul style="list-style-type: none"> Tax assistance will be provided for a period of 10 years following completion of the project on the following schedule: <ul style="list-style-type: none"> Year 1 – 100% assistance of Township portion of tax increase provided Year 2 – 90% assistance of Township portion of tax increase provided Year 3 – 80% assistance of Township portion of tax increase provided Year 4 – 70% assistance of Township portion of tax increase provided Year 5 – 50% assistance of Township portion of tax increase provided Year 6 – 50% assistance of Township portion of tax increase provided Year 7 – 40% assistance of Township portion of tax increase provided Year 8 – 30% assistance of Township portion of tax increase provided Year 9 – 20% assistance of Township portion of tax increase provided Year 10 – 10% assistance of Township portion of tax increase provided

Rural & Agricultural Economic Development Grant	
Areas:	Rural
Sector(s):	Commercial, Industrial, Agricultural
Purpose & Anticipated Benefits	<ul style="list-style-type: none"> Encourage development and redevelopment related to rural industrial / commercial businesses, agriculture-related uses and on-farm diversified uses.
Value	<ul style="list-style-type: none"> 50% of eligible costs to a maximum of \$10,000 per project and/or property
Eligibility Criteria	<ul style="list-style-type: none"> General eligibility requirements
Eligible Costs	<ul style="list-style-type: none"> Costs associated with site preparation, servicing infrastructure installation and upgrades and the construction of new buildings. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner).
Credit	<ul style="list-style-type: none"> Grant to be paid in upon successful completion of the project. Grant to be paid in a lump sum based on eligible costs incurred.

Sustainability Grant
Areas: Downtown, UFA, Rural
Sector(s): Residential, Commercial, Industrial, Agricultural, Institutional
Purpose & Anticipated Benefits <ul style="list-style-type: none">Promote sustainability in building form and the provision of green infrastructure in the Township.
Value <ul style="list-style-type: none">50% of eligible costs to a maximum of \$5,000 per property and/or property.
Eligibility Criteria <ul style="list-style-type: none">General eligibility requirements
Eligible Costs <ul style="list-style-type: none">Costs associated with installing and/or improving sustainability of a building and/or property including infrastructure for active transportation (i.e. bike racks), vehicle charging stations, low impact stormwater facilities and other green infrastructure as deemed appropriate by the Township.Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner).
Credit <ul style="list-style-type: none">Grant to be paid in upon successful completion of the project. Grant to be paid in a lump sum based on eligible costs incurred.

Business Retention and Expansion Grant	
Areas: Downtown, UFA, Rural	
Sector(s): Residential, Commercial, Industrial, Agricultural, Institutional	
Purpose & Anticipated Benefits	
<ul style="list-style-type: none"> Assist in the maintenance and creation of permanent local jobs by incentivizing projects that demonstrate job retention and creation. 	
Value	
<ul style="list-style-type: none"> 50% of eligible costs to a maximum of \$15,000 per project and/or property 	
Eligibility Criteria	
<ul style="list-style-type: none"> General eligibility requirements; and Applicant must develop an employment plan with submission of grant application demonstrating the creation of at least 5 jobs, with a focus on local hiring and training. 	
Eligible Costs	
<ul style="list-style-type: none"> Costs associated with site preparation, servicing infrastructure installation and upgrades and the construction of new buildings. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner). 	
Credit	
<ul style="list-style-type: none"> First 50% of grant to be paid in upon successful completion of the project. Remaining 50% of grant to be paid upon demonstration of creation and fulfillment of new jobs. Grant to be paid in a lump sum based on eligible costs incurred. 	

5.0 Municipal Actions

5.1 Policy Updates

In order to expand the CIP across the entirety of the Township and all relevant industry sectors, updates to various existing Township plans and policies will be required. These updates are summarized by policy / plan below.

5.1.1 Township of Cavan Monaghan Official Plan

An Official Plan Amendment (OPA) will be required to be completed by Township Staff to reflect the intent to designate the entirety of the Township as a Community Improvement Area (Section 8.10.3). The OPA should also update the objectives listed in Section 8.10.1 to reflect the updated priorities for community improvement, including heritage preservation, affordable housing and agricultural and rural development.

5.1.2 Community Improvement Plan and By-law

The existing CIP for the Township is proposed for substantial revisions in order to expand, modify and add to the incentive programs available. Together with revisions regarding the specific incentive programs and applicable CIP area, the general eligibility criteria of the CIP will be updated to reflect the additional direction and applicability of the CIP, as informed by the background review and public feedback, discussed above. Updating of the CIP general criteria will be provided in the Draft CIP Document. In order to expand the CIP, an amendment to the existing CIP By-law will also be required.

5.1.3 Streetscape Design Guidelines

Detailed Streetscape and Design Guidelines (Guidelines) are currently in place for Downtown Millbrook, as prepared by Stempski Kelly Associates Inc. in 2017. These guidelines provide direction on respecting built and architectural form in the downtown Millbrook area by establishing design considerations for façade composition, accessibility, awnings and canopies, signage, shutters, lighting, building material, seasonal adornments, sidewalk retailing, public art and colour.

As identified in the Guidelines, Millbrook has a well-established character, owing to the predominance of 19th century architectural styles together with an abundance of designated historically significant properties. The architectural character of Millbrook is unique to the Township, and the Guidelines prepared reflect this unique character.

As the smaller hamlets throughout the Township do not maintain the same level of historical and architectural facades or commercial concentrations as downtown Millbrook, at this time it is not recommended that the complete set of Guidelines be applied across the Township. Certain guidelines as established may also not be appropriate for the industries established outside of the downtown area. For example, lighting and signage requirements as established though the Guidelines may not be appropriate or sufficient for industrial and highway commercial industries.

Notwithstanding, in order to foster integration of community character across the Township, it is recommended that the colour and building material criteria of the Guidelines be considered in applications subject to site plan control.

Further, the Township may support integration of community character across the Township by facilitating seasonal adornments and public art displays, such as seasonal or community banners, where appropriate in the hamlet areas and public facilities.

5.2 Township Initiatives

As provided herein, the purpose of the proposed CIP expansion is to direct existing and new incentive programs to a variety of sectors and geographies within the Township in an effort to promote economic opportunity. This Report has identified and examined the existing and potential new programs that could benefit local businesses throughout the Township, informed by feedback from members of the public and business community, as summarized in **Section 3.0**.

In an effort to support local businesses in addressing challenges to both establishment and expansion, outside of expansion of the CIP itself, the Township may consider undertaking the following long-term initiatives:

1. Document existing inventory of available and usable lands within the Township already designated and zoned for employment uses. While there appears to be a variety of employment lands within the Township with approximately 32% of these lands vacant, the suitability for development should be considered. The lands designated for rural employment uses are limited and primarily located on the north east side of the Township or central along County Road 10. These lands are highly constrained by natural heritage features, the airport or access as a result of MTO corridor setback and restrictions on entrance locations.
2. Further to the above, as part of the County of Peterborough's current Municipal Comprehensive Review (MCR), the Township should identify from the existing land inventory if and what lands would benefit from a conversion to another more suitable use and which lands should be considered for future employment. Re-evaluation and distribution of the location of employment lands as outlined in the GMS may assist in providing for development-ready lands and act as a catalyst for businesses development.
3. Identify serviced areas and where priorities lie for servicing within the urban fringe area contemplated for future development. This will assist to inform an update to the existing Water and Wastewater Master plan, which it turn will identify available and required services for business development.
4. Prepare a Transportation Master Plan that considers future employment needs, connectivity and efficient transport within the Township as well as areas for active transportation and pedestrian linkages. Preparation of a Transportation Master Plan with a focus on employment needs and a complete community concept can help to identify existing transportation constraints and opportunity for appropriate business / employment growth.
5. Maintain on-going efforts to secure additional utilities to meet the demand of growth in the Township.

Short-term opportunities for consideration by the Township to support local business development may also include the following:

1. Using directional signage to guide visitors to local shops and venues available within the Township. This is an opportunity to inform visitors or commuters through the Township of the local employment opportunities.
2. Consider streetscape and landscape improvements within the hamlets areas or along County Road 10 and 28 to draw attention to businesses and to improve the overall presentation and experience of working and living in the Township. For example, improvements surrounding local gas stations, small convenience and retail shops, auto repair and retail, storage units/outdoor storage and trade services may help to improve the character of the area and provide unity of character across the Township.

3. Develop and implement a marketing strategy for vacant lands or storefronts to help support development and occupation of such areas.

6.0 CIP Implementation

6.1 Implementation Options

The proposed new CIP programs are intended to last for up to 10 years with a potential to extend based on need and use. Historical uptake of the Millbrook CIP, demonstrates the success of the existing programs assisting local business owners in the downtown. Feedback from the local residents, business owners and in consultation with the TAC members who currently operate successful businesses in the Township but outside of the existing CIP area, identify a need to expand the CIP. However, the CIP Expansion Projects represents an opportunity to investigate the appropriate approach on how and when to administer the expanded CIP programs without limiting the need for uptake by those businesses within the Millbrook CIP.

As provided in the preceding sections of this Report, there are multiple opportunities available to the Township with respect to implementation, which may include administering the CIP by geography or by industry. An alternative option also available to the Township is to administer the CIP by funding program. The Township has the opportunity to tailor the implementation approach in each fiscal year.

The following sections identify these three CIP implementation options and provide an overview of the opportunities and constraints to each option. CIP implementation options have been developed based on background review of existing business composition including location and concentration of business by sector, existing CIP implementation, public and business feedback and information provided by the TAC. Utilizing this information, these CIP implementation options have been evaluated to arrive at a preferred option through use of an evaluation matrix, provided below.

The evaluation matrix includes a ranking system based on the availability of the programs to the businesses across the Township through each CIP implementation option as described above. The ranking system is as follows:

- Limited – only available to a small group or some businesses across the Township;
- Somewhat Limited – increased opportunity and availability, however still limited to a select group of businesses and / or geography within the Township;
- Unlimited – options are available to all businesses sectors throughout the various Township geographies.

The rankings have been applied to a set of criteria for each option to weigh the opportunity and constraint/risk of the implementation option.

Table 2 – Evaluation Matrix

Criteria	Option #1 – Geographic Area	Option #2 – Geographic Area and Sector Specific Programs	Option #3 – Program Based
Budget (municipal)	Somewhat Limited	Somewhat Limited	Limited
Program Availability	Limited	Limited	Unlimited
Program Type	Limited	Limited	Unlimited
Potential Business Sector Uptake	Limited	Limited	Somewhat Limited
Overall Rating	Limited	Limited	Somewhat Limited

The following sections summarize in detail the opportunity and constraint or risk to each program implementation option as ranked in the table above.

6.1.1 Option #1 – Geographic Area

Opportunities – Through this option, the CIP programs will only be available to certain CIP Areas in alternating years, at the direction of Council. This option can provide more funds and programs specific to the CIP Area in effect which means applicants can potentially receive more funding opportunities and combine needed programs. In addition, this option provides the benefit of all program availability with potentially less applicant competition for application approval. In the long term, as the market changes and varying development opportunities arise, there could be an increase in uptake of the available programs as this option contemplates transition and offers a variety of programs.

Constraint/Risk – Each CIP area is generally characterized by a specific typology of business. Therefore, in the short term only certain programs will be of interest or used by the businesses in the CIP area in effect. As a result, some programs will remain underutilized during that year where businesses in other CIP areas may have benefitted. In addition, this could also lead to underutilized budget set aside by Council and further decisions on where and how the additional budget could be used to support local businesses. Each CIP area will need to wait for funding availability as the programs would only be available in alternating years as the CIP will rotate between the Downtown Area, the Urban Fringe Area and the Rural Area and limiting the potential of applicants who can apply for immediate funding needs.

6.1.2 Option #2 – Geographic Area and Sector Specific Programs

Opportunities – The opportunities under Option #2 are similar to those in Option #1 above. The CIP programs will only be available to certain geographic areas and industries in alternating years which may provide more funding opportunities and with programs specific to business composition in the CIP area in effect. Again, this may result in applicants potentially receiving more funding opportunities and combining needed programs. In the long term, as the market changes and development

opportunities arise, this option allows for revisions to the available programs that meet the needs of the CIP area. This option contemplates change in funding and program options as the market and development transition over time.

Constraint/Risk – As with Option #1, the constraints and risk to the second implementation option area similar. Each CIP area is generally comprised of sector specific businesses and therefore, only certain programs will be of use or interest to the businesses where the CIP is in effect. As a result, some programs will remain underutilized where businesses in other CIP areas could use that year. In addition, this could also lead to underutilized budget set aside by Council. Further, as this option considers limiting the type of available programs based on the type of businesses in the CIP area, there could be missed opportunity for program funding needs. Additionally, each CIP area will need to wait for funding availability as the programs will only be available in alternating years as the CIP will rotate between the Downtown Area, the Urban Fringe Area and the Rural Area, limiting the potential of applicants who can apply for immediate funding needs. This option also assumes in the short term that the market needs and development opportunities will not change.

6.1.3 Option #3 – Program Based

Opportunities – A leading opportunity of the third implementation option is that there is no limitation on program availability to each CIP area or industry. This offers equal opportunity for access to programs for all geographies and sectors across the Township. This option will also decrease the chance of underutilized programs and budget as the expectation will be to offer all programs to any business sector that requires the funding support in any given year. This will aid in increase CIP program uptake. Assumptions on which businesses and the type of programs needed are removed and consideration of short and long term needs do not require program shifting to meet market or development transition/demands. Additionally, wait time for participation will be reduced as all applications will be considered and evaluated for funding. If an application is rejected, there is an opportunity to re-apply the following year.

Constraints/Risk – This option may result in increased demand for similar programs across the Township in which demand exceeds available funding. Overall, this option may lead to limited opportunity based on the number of approved applications and the amount of funding received by each individual application. It is not intended that the CIP budget would be increased through this option, but rather that the needs of the community will be identified from one year to the next and incorporated into the application evaluation criteria. The application evaluation criteria will play a key role in identifying which applications should be approved or rejected in this scenario. It is also important to document which businesses have received past funding against those who have yet to participate in the program to ensure equitable distribution of funding.

6.2 Preferred Implementation Option

Based on the evaluation matrix results, the preferred option recommended by the Project Team is **Option #3 – Program Based**. This option has the least amount of limiting factors and allows the programs to be driven by the business sectors based on needs

across the Township. This option also avoids excluding industries or geographies from funding opportunities where there could have otherwise been a lack of uptake. While there is the potential for demand to exceed availability of funding, the application evaluation criteria will guide the decisions of where funding should be directed within the Township. In addition, this will likely avoid gaps in programs needs, underutilization of the sector specific programs and ensure equitable funding through annual budgeting set by Council from one year to the next. This option will also be helpful in monitoring the type and number of programs being applied for which will set the baseline conditions for future evaluation of program use, applicability and need. Finally, this option will continuously offer a variety of programs based on industry needs every year.

To clarify, the preferred option does not recommend an increase to the annual budget in order to support the proposed additional programs. The budget as set by Council will apply to all CIP areas from one year to the next. It will however increase competition and encourage quality applications from business owners to be successful.

6.2.1 Alternative CIP Implementation – Year One

It is recognized that the Downtown Area has exclusively benefitted from the CIP over the past three years. In order to support equitable funding opportunities across the Township in the immediate future, Council may consider offering the CIP programs to the UFA and Rural Area only in the first year of implementation.

In addition to supporting those businesses outside of the Downtown Area, this will also help to collect important data on the programs that are most demanded and effective in the UFA and Rural Area.

6.3 CIP Monitoring

As herein noted, on-going monitoring of the CIP will be important to track the success of the CIP programs and to identify future amendments for better use and uptake, monitoring the CIP is required.

Based on the recommended programs, the following key areas should be monitored to evaluate the success of the CIP:

1. Job creation and retention;
2. Number and type of application uptake;
3. Financial investment;
4. Sector uptake; and
5. Location of applications (i.e. hamlet area vs. rural areas).

As many of the recommended programs will be new to the Township and outside of the Millbrook area, the following monitoring techniques are proposed to track the success of the key areas above:

1. Existing Conditions – It is suggested that the Township document existing conditions as they pertain to commercial vacancies, employment lands and employment levels in the Township, which will provide the baseline for further evaluation. Current designation and zoned employment areas, vacancy rates, employee numbers should be documented. Once the existing conditions are set, new program applications will show the impact to existing conditions.
2. Database – It is further recommended that in implementing the proposed expanded CIP, the Township create a database to track the success of the CIP and document uptake of the CIP programs. The database should include the following:
 - a. Type and number of CIP applications (uptake of each program);
 - b. Location of application;
 - c. Type and number of applications approved;
 - d. Type and number of applications rejected and reason;
 - e. Number of applications that led to additional employees;
 - f. Resulting Private, Township and Total Investment.
3. Site Visits – Where applicable, it is suggested that Township Staff conduct site visits to the locations of approved applications after implementation of the program to document “on the ground” success.
4. Reporting – Township staff should report annually to Council to demonstrate the success of the CIP. Evaluating the CIP uptake against the baseline conditions and using the information documented in the database, annual reports can be informed and identify and trends of the CIP. These reports should include any proposed changes or amendments to the CIP programs for more effective use in the future.

6.4 Review and Amendment

The on-going monitoring of the expanded CIP will provide a basis for any required review and / or amendment of the included programs. Should amendments be required, it is recommended that such amendments be documented in a way that is user-friendly for ease of reference and clarity. A historical table of amendments to the CIP is suggested to be prepared, if at such time any amendments are determined to be required. Any amendments or modifications to the CIP recommended by Township Staff based on program evaluation and reporting should be presented to Council for further review and direction.

6.5 Marketing

In order to ensure optimal uptake of CIP programs and community investment, marketing of the CIP will be crucial to ensure all business sectors across the Township are aware of the potential supports available. Information on the CIP, including application forms, should be available to all potential applicants via digital and hard copy files. The applications should be available to the public via the following:

1. Township Website
2. Township Office
3. Chamber of Commerce
4. Community Centre
5. Community Library

Effective community outreach on the CIP program and how to apply will help initiate and maintain application uptake and the overall success of implementation. To ensure existing and new residents and business owners are aware of and understand the purpose of the CIP, the following strategies can be used for marketing:

1. Township Website
2. Newspaper Advertisements
3. Advertisement in tax bill of local businesses
4. Preparation and Distribution of CIP Brochure
5. Interactive mapping on GIS – mapping existing and completed projects.
6. Seminars or workshops to educate community about CIPs

Further detail on proposed marketing strategies will be provided in the Draft CIP Document.

7.0 CIP Expansion Recommendations

This Report includes several proposed CIP directions as they pertain to implementation, monitoring, review, and marketing, together with the actual proposed expanded and new funding programs which may be offered. These directions have been informed by the Background Report, the feedback received through public consultation efforts to date and in consultation with the TAC. The recommended directions as outlined in this Report are subject to review and further discussion with Township Staff and project stakeholders in order to refine such to ensure the best approach is identified for the Township. While the final decision of these directions will be implemented by Township Council, it is important to note and consider the impacts of these decisions on existing and future economic conditions within the Township, and how residents and business owners visualize the future of their community.

To summarize, the following key recommendations have been provided through this Report:

1. Addition of two (2) CIP Areas, specifically the Urban Fringe Area and the Rural Area, to be established in addition to the Millbrook Downtown CIP area.
2. Expansion of existing CIP programs as appropriate to the newly proposed additional CIP Areas.
3. Introduction of new CIP programs to reach a variety of existing business sectors throughout the Township and achieve the goals supported by community feedback.
4. Implementation of the CIP through a program-based approach to provide the greatest level of opportunity and impact across the Township.
5. Option to implement the expanded CIP to the UFA and Rural areas only in year one.

In addition to the recommendation above, it is also important to note that the structure of the proposed CIP expansion allows for flexibility in its implementation through the creation of three separate CIP areas and a variety of programs available to a wide range of industries. This will help the CIP committee and Council select the appropriate implementation strategy for the CIP as the market and needs of the community change.

Application of the above key recommendations will help to ensure that the CIP expansion creates the greatest positive impact on the community, by providing equitable opportunity for all businesses to access programs and stimulating private investment. The identified programs have been designed based on public and business feedback to not stimulate development, but encourage development that aligns with the goals and vision of the community.

Appendix A

Public Survey Questions





Community Improvement Plan Expansion: Public Survey

Required fields are marked with asterisks (*)

This survey is intended to obtain feedback from residents and visitors of the Township of Cavan Monaghan on the vision for economic and community development. The results of this survey will be used to inform the Community Improvement Plan (CIP) Expansion Project, currently in process for the Township. For further information on the Project, visit the Township website: **www.cavanmonaghan.net/communityimprovementplan** (**<http://www.cavanmonaghan.net/communityimprovementplan>**)

If you also own or operate a business in the Township of Cavan Monaghan, you are encouraged to complete the Business Owner / Operator Survey, also available on the Project website.

If you have additional comments, you can contact the Project Planners at the emails provided below:

Emma Drake, M.Sc.
Intermediate Land Use Planner
edrake@dmwills.com (<mailto:edrake@dmwills.com>)
(<mailto:dikey@dmwills.com>)

Diana Keay, MCIP, RPP
Project Manager

dikey@dmwills.com

In one or two words, describe the Township of Cavan Monaghan:

In one or two words, describe your vision for the Township of Cavan Monaghan:

Agree or Disagree: I am able to access all of the daily services I require within the Township of Cavan Monaghan:

- ☐ Strongly Agree
- ☐ Somewhat Agree
- ☐ Neutral
- ☐ Somewhat Disagree
- ☐ Strongly Disagree

Agree or Disagree: I am able to access a variety of amenities and experiences within the Township of Cavan Monaghan:

- ☐ Strongly Agree
- ☐ Somewhat Agree
- ☐ Neutral
- ☐ Somewhat Disagree
- ☐ Strongly Disagree

What additional services, amenities or experiences would benefit you as a resident or visitor to the Township of Cavan Monaghan?

Rank the importance of the following as a focus of economic and community development in the Township (1 = most important, 10 = least important):

Affordable Housing

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Job Creation

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Business Attraction, Retention & Expansion

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Infrastructure Upgrades

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Heritage Conservation

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Downtown Revitalization & Streetscaping

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Arts & Culture

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Local Food

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Accessibility

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Other please specify:

What is your favourite thing about living in / visiting the Township?

What is one thing that could improve your living / visiting experience in the Township?

Please provide any additional comments:

If you would like to be added to a mailing list for this Project, please include your email below:

Submit

© 2020 Cavan Monaghan, Cavan Monaghan Municipal Office, 988 County Rd 10 Millbrook ON L0A 1G0, Phone: [705-932-2929](tel:705-932-2929) Toll Free: [1-877-906-5556](tel:1-877-906-5556) Fax: [705-932-3458](tel:705-932-3458)

Municipal Office hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. (excluding holidays)

Designed by [eSolutionsGroup](https://www.esolutionsgroup.ca) (<https://www.esolutionsgroup.ca>)

Appendix B

Business Owner Survey Questions





Community Improvement Plan Expansion: Business Survey

Required fields are marked with asterisks (*)

This survey is intended to obtain feedback from past, current and prospective business owners and operators located in the Township of Cavan Monaghan. The results of this survey will be used to inform the Community Improvement Plan (CIP) Expansion Project, currently in process for the Township. For further information on the Project, visit the Township website: **www.cavanmonaghan.net/communityimprovementplan** (**<http://www.cavanmonaghan.net/communityimprovementplan>**)

If you are not a business owner or operator in the Township of Cavan Monaghan but would like to provide feedback on the Project, you are encouraged to complete the Public Survey, available on the Project website.

If you have additional comments, you can contact the Project Planners at the emails provided below:

Emma Drake, M.Sc.	Diana Keay, MCIP, RPP
Intermediate Land Use Planner	Project Manager
edrake@dmwills.com (mailto:edrake@dmwills.com)	dikeay@dmwills.com
mailto:dikeay@dmwills.com)	

Please indicate if you are a past, current or prospective business owner / operator in the Township of Cavan Monaghan:

- ☐ Past business owner/operator
- ☐ Current business owner/operator
- ☐ Prospective business owner/operator
- ☐ I do not own/operate a business in the Township

What type of business do you own?

How long have you owned / operated your business within the Township?

- ☐ 0-5 years
- ☐ 5-10 years
- ☐ 10-20 years
- ☐ 20+ years

In one or two words, describe your vision for the Township of Cavan Monaghan:

Why did you choose to locate your business in Cavan Monaghan? What are some of the strengths and / or benefits of having your business here?

What challenges do you feel business owners / operators are facing generally?

What challenges do you feel business owners / operators are facing specific to your industry?

What improvements / changes would you like to make to your business and /or business location, if any? Are there challenges stopping you from pursuing these improvements / changes?

Rank the importance of the following as a focus of economic and community development in the Township (1 = most important, 10 = least important):

Affordable Housing

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Job Creation

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Business Attraction, Retention & Expansion

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Infrastructure Upgrades

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Heritage Conservation

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Downtown Revitalization & Streetscaping

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Arts & Culture

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Local Food

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Accessibility

- ☐ 1 (most important)
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10 (least important)

Other, please specify:**Have you previously applied for funding under the Millbrook CIP?**

- ☐ Yes
- ☐ No

If you have applied for funding under the Millbrook CIP, please indicate which program(s) (Select all that apply):

- ☐ Façade and Signage Improvement Grant
- ☐ Building and Site Improvement Grant
- ☐ Commercial Conversion and Expansion Grant
- ☐ Downtown Rental Housing Grant
- ☐ POPS and Public Art Grant
- ☐ Sidewalk Café Grant
- ☐ Design and Study Grant
- ☐ Planning Application and Building Permit Fee Rebate Grant
- ☐ Redevelopment and Adaptive Reuse Grant
- ☐ Province of Ontario Brownfield Financial Tax Incentive Grant

If you have not applied for funding under the Millbrook CIP, what stopped you from applying to the CIP?

Please provide any additional comments:

If you would like to be added to a mailing list for this Project, please include your email below:

Submit

© 2020 Cavan Monaghan, Cavan Monaghan Municipal Office, 988 County Rd 10 Millbrook ON L0A 1G0, Phone: 705-932-2929 Toll Free: 1-877-906-5556 Fax: 705-932-3458

Municipal Office hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. (excluding holidays)

Designed by eSolutionsGroup (<https://www.esolutionsgroup.ca>)