

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST

BY-LAW NUMBER 41 – 2017

Being a by-law to adopt a Community Improvement Plan for the
Downtown Brussels Community Improvement Project Area

WHEREAS By-law No. 40 -2017 being "A by-law to designate locations in the Village of Brussels as a Community Improvement Project Area" was passed by the Council of the Corporation of the Municipality of Huron East on May 2nd, 2017, pursuant to its authority under Section 28(2) of the *Planning Act*, R.S.O. 1990, c.P.13, as amended;

AND WHEREAS the Council of the Corporation of the Municipality of Huron East has provided for the preparation of the Downtown Brussels Community Improvement Plan, pursuant to its authority under Section 28(4) of the *Planning Act*;

AND WHEREAS the Huron East Community Improvement Plan conforms to the Municipality of Huron East Official Plan;

AND WHEREAS the Council of the Corporation of the Municipality of Huron East held a Public Meeting with respect to the Brussels Community Improvement Plan on April 18, 2017, pursuant to its authority under Section 17 of the *Planning Act*;

NOW THEREFORE the Council of the Corporation of the Municipality of Huron East, pursuant to its authority under Sections 17 and 28 of the *Planning Act*, enacts as follows:

1. That the Brussels Community Improvement Plan consisting of the attached explanatory texts and maps is adopted and is attached hereto as Schedule 'A', The Appendices to the Brussels Community Improvement Plan do not form a part of the Plan.
2. That this by-law shall come into effect upon its passing.

READ A FIRST TIME ON THE 2nd DAY OF May 2017.

READ A SECOND TIME ON THE 2nd DAY OF May 2017.

READ A THIRD TIME AND PASSED THIS 2nd DAY OF May 2017.



Bernie MacLellan, Mayor



Brad Knight, Clerk/CAO



Downtown Brussels Community Improvement Plan



May 2017

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Section 1: Introduction

A Community Improvement Plan (CIP) is a tool which stimulates and leverages private investment to promote redevelopment by providing financial incentives to projects in geographically-specific areas of the Municipality. It is the goal of community improvement planning to encourage revitalization, redevelopment and enhancement of defined areas. Ontario's Planning Act, R.S.O. 1990, contains direction for the creation and delivery of CIPs. This CIP is a project of the Municipality of Huron East, and is intended to promote the long-term economic sustainability and quality of life in downtown Brussels, Ontario.

This report details the legislative authority for the program, provides information on the rationale and purpose, outlines the Community Improvement Project Area and provides further information on the grant program.

This document is intended to provide information for potential applicants to the program and to act as a guideline for all involved parties throughout the entire CIP process.

Section 2: Legislative Authority

a) The Planning Act and the Municipal Act

Section 28 of the Ontario Planning Act allows municipalities, where there are provisions in its Official Plan relating to community improvement, to designate by By-law a "Community Improvement Project Area", and prepare a "Community Improvement Plan".

Section 28(1) of the Planning Act defines community improvement as "the planning or replanning, design or redesign, re-subdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary".

Once a community improvement project area has been designated, a community improvement plan can be prepared for that area. A Municipality may use a community improvement plan to:

- acquire, hold, clear, grade or otherwise prepare land;
- construct, repair, rehabilitate or improve buildings on land acquired or held by the municipality;
- sell, lease or dispose of any land and buildings acquired or held by the municipality; and/or
- make grants or loans to owners and tenants of land and buildings within the community improvement project area to help them pay for the cost of rehabilitating their lands or buildings

b) Huron East Official Plan

The Huron East Official Plan permits Community Improvement Plans to be established within the Municipality. The following policies are found in Section 9.6 of the Huron East Official Plan:

Community Improvement

Community improvement activities are intended to improve the existing condition of the built form through municipally-driven or incentive-based programs. Tools are available to the Municipality of Huron East through the Planning Act and the Municipal Act to stimulate community improvement, rehabilitation and revitalization. This could be accomplished through the preparation of a Community Improvement Plan within a designated Project Area. Areas worthy of preservation and enhancement would benefit from a detailed plan which outlines a program for community improvements.

Definitions

Community Improvement: means the planning or re-planning, design or redesign, re-subdivision, clearance, development or redevelopment, reconstruction and rehabilitation, improvement of energy efficiency of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, community facility, religious, charitable or other uses, buildings, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary. Community improvement also includes the provision of affordable housing.

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

Section 3: Rationale and Purpose

a) Summary of the Needs

As part of the preparation of the Brussels CIP, the strengths, weaknesses, opportunities and threats (SWOT) of Brussels have been identified. These are documented in detail in the background report supporting the CIP. A number of common themes were identified through the SWOT analysis:

- Improve visual and structural state of historic buildings in the downtown core;
- Address the long-term viability of older buildings;
- Support the creation of a barrier-free pedestrian environment; and,
- Improve pedestrian safety and public realm aesthetics.
- Concentrate funds to support improvement of buildings in the downtown commercial core starting at the bridge located on the north end of downtown Brussels and extending south to the intersection of Turnberry Street & Flora Street.

b) Purpose of the CIP

The purpose of the Downtown Brussels CIP is to:

- a) Address community improvement within the downtown core of Brussels and specifically with respect to commercial area revitalization and heritage property/building redevelopment;
- b) Establish a set of goals for community improvement that will help address the identified needs of downtown Brussels;
- c) Designate a Community Improvement Project Area within downtown Brussels where community improvement funds will be directed;
- d) Identify grant programs available to eligible property owners in order to stimulate and leverage private sector investment;
- e) Provide administrative procedures for the CIP which will ensure that the program is a functioning, flexible and effective municipal tool.

Section 4: Community Improvement Project Area

The Huron East Official Plan (Section 9.6.3.2) outlines specific criteria for project area selection. The following policy is found in the Official Plan:

Project Area Selection Criteria

In determining the location of a Community Improvement Project Area and preparation of a Community Improvement Plan, one or more of the following conditions shall exist:

- a) Buildings (including façades), structures, and / or properties which are of heritage or architectural significance in need of preservation, restoration, repair, rehabilitation or redevelopment,
- b) Built or natural heritage resources in need of preservation or renewal,
- c) Areas where elements of the natural heritage or parks system present opportunities for municipal improvements that would encourage redevelopment and improved recreational facilities for the community,
- d) Non-conforming or incompatible land uses or activities,
- e) Deficiencies in physical infrastructure or community facilities and services,
- f) Lack of public and private parking facilities
- g) Areas susceptible to flooding and requiring protection,
- h) An inadequate mix of housing types,
- i) Known or perceived environmental contamination (i.e. brownfields),
- j) Poor visual quality, including streetscape and design,
- k) High industrial or commercial vacancy rates,
- l) Any other relevant social, economic, or environmental reason, and / or
- m) Demonstrated support by residents and taxpayers of the area.

Based on information received through the public consultation process, Huron East Council has chosen to implement a CIP framework that guides community improvement within the downtown Brussels.

A map showing the designated Community Improvement Project Area for the Brussels CIP is provided in **Schedule “A”**.

Section 5: Goals of the CIP

The goals of this CIP have been developed based on input from the public, staff and Council. Applications will be reviewed against the goals of the CIP and preference will be given to those projects which meet goals of the Plan.

The goals of the Brussels CIP are to:

1. Enhance the physical/built environment and visual appearance of communities by supporting and encouraging building maintenance, improvement, repair, and/or rehabilitation in downtown Brussels.
2. Contribute to the revitalization and enhancement of commercial core areas in Brussels.
3. Support the protection and/or enhancement of cultural heritage resources.
4. Encourage renovations to commercial buildings which promote accessibility.
5. Demonstrate municipal leadership and commitment to community improvement.

Section 6: Commercial Façade Improvement Grant Program

The Commercial Façade Improvement Grant supports the revitalization of commercial façades within the Downtown Brussels Community Improvement Project Area. The Commercial Façade Improvement Program offers grants to eligible building owners and tenants for front and exterior side façades, within the designated Community Improvement Project Area. This program will promote aesthetic and accessibility-related improvements to buildings that otherwise may not occur due to the cost premiums associated with these improvements.

Preference will be given to projects which clearly result in a distinct visual improvement.

Eligible buildings include commercial, mixed-use buildings, buildings used as community facility and existing residential buildings within the area identified as the CIP boundary shown on Schedule “A”. For the purposes of this program, a ‘mixed-use’ is a building with a commercial floor space in the front portion of the building with residential units to the rear and above the commercial use.

Properties must be zoned either Brussels Commercial (C4), Community Facility (CF) or an existing special residential zone within the CIP project area to be eligible to apply for this grant program. Properties must be in compliance with the Huron East Zoning By-law at the time of application.

Eligibility criteria for the Façade Improvement Grant Program are included in Appendix 1 to this Plan. The criteria listed in Appendix 1 may be modified and updated as needed. Staff will provide Council with a report and recommendations on any required modifications and updates for Council’s approval prior to changing eligibility criteria included in Appendix 1.

Section 7: Administration

The Municipality will be responsible for all administrative tasks related to the implementation of the CIP. There are separate processes for Application Administration and Program Administration; the next two sections correspond with these two items.

Section 7.1: Application Administration

a) General Eligibility Requirements

The following General Eligibility Requirements must be met in order for an application to participate in the Financial Incentive Program.

General eligibility requirements include:

1. A CIP application form must be submitted and approved prior to commencing any improvement works in addition to all required supporting information. Supporting information may include detailed work plans, cost estimates and contracts, applicable reports, and any additional information as required by the Municipality.
2. A building permit must be obtained as required. Planning approval, including site plan approval, must be obtained.
3. Eligible applicants must be either the owner of the property, an agent for the owner of the property, or the tenant of a property to whom the owner has provided written consent for the application. Should a property be sold between the time of approval and completion of the project, the approved grant will be forfeited unless the applicant provides a written request for the grant to be transferred to the new owner; these decisions will be at the sole discretion of Council.
4. While grants are not prohibited for the same property in subsequent years, preference will be given to projects on properties which have not previously benefited from the CIP program.
5. All proposed projects must be within the designated Community Improvement Project Area. As well, all proposed projects must be compatible with the goals and objectives of the Huron East Economic Development Plan.
6. The property owner must not have outstanding tax arrears or any other financial obligation and must be in good standing with regard to taxation at the time of application and throughout the duration of the project construction period as identified within the Community Improvement Plan.
7. Community improvement works associated with a grant program application must be in accordance with all Municipal by-laws, policies, procedures, standards, and guidelines in order to be approved. Existing and proposed land uses must be in conformity with the policies and standards provided by the Municipality's Official Plan, Zoning By-law, and all other planning documents.
8. Applications are made per property, not per building façade. While some properties may contain multiple building façades, grants are only issued on a per property basis.
9. Buildings must be structurally sound to be eligible for a CIP grant program. Should there be a question regarding the structural soundness of a building, the

Chief Building Official has sole discretion in requiring an engineer's report regarding the structure (the cost of which will not be an eligible cost under the program).

10. Community improvement works undertaken and completed that are associated with an approved incentive program application must be consistent with the project description contained in the application form and supporting materials, and with the program agreement. Should the undertaken or completed works not be consistent with the original project description, to the satisfaction of the Municipality, the Municipality may delay, reduce, or cancel the approved incentive program benefits, and may require repayment of any of the incentive program benefits, at the discretion of the Municipality.

b) Application Process

Step 1

- Contact Economic Development Officer & meet with the CIP Review Team

Step 2

- Submit complete application to the Municipal Office

Step 3

- Application will be reviewed by the CIP Review Team and if designated a Heritage Property, the Municipal Heritage Committee will also review

Step 4

- Council makes decision (cannot be appealed)

Step 5

- If approved, applicant has 18 months to complete the project as approved

- Step 1: Applicants are required to contact the Economic Development Officer to arrange a meeting with members of the CIP Review Team prior to the submission of their application. The purpose of this consultation meeting is to discuss and confirm application requirements, program eligibility, proposed scope of work, project timing, supporting documentation requirements, etc.
- Step 2: Submit a complete application form to the municipal office, which will include all of the required information and supporting documentation required by the CIP Review Team. Additional information required by the CIP Review Team may include but is not limited to:
- photographs of the existing building condition;
 - historical photographs and/or drawings, where available;
 - a site plan and/or professional drawings;
 - specifications of the proposed work including a work plan for the improvements and construction drawings;
 - two (2) cost estimates for eligible work provided by licensed contractors. The contractor's WSIB number must be listed on the cost estimates.
- Step 3: All applications will be subject to review by the CIP Review Team. Applications involving a property designated under the Ontario Heritage Act or adjacent to a property designated under Part IV of the Ontario Heritage Act will be reviewed by both the CIP Review Team as well as the Municipal Heritage Committee. The CIP Review Team will review the application against program criteria and make a recommendation to Council to approve or deny the application.
- Step 4: Council will consider the recommendation of the CIP Review Team and will make the final decision on applications. There is no appeal of Council's decision.
- Step 5: If approved, applicant has eighteen (18) months to complete project as approved. No variations from the approved project are permitted without written approval from Council and/or municipal staff. Successful applicants will be required to enter into an agreement with the Municipality which will outline the terms, duration, default, and any other provisions of the incentive program as well as obtain any necessary permits.
- Once complete, applicant provides Municipality with copies of paid receipts for the work involved in the approved project. Provided the project is completed as approved and to the satisfaction of the Chief Building Official, the Municipality's Treasurer will issue payment to the applicant.

c) Payment of Grant

Grant payment will be provided upon the successful completion of the project pending the submission of paid receipts and the approval of the Chief Building Official that the project was completed as approved. Should the actual costs be less than the quote provided at the time of application, the Municipality retains the right to lower the amount of the grant to fifty percent of the actual costs. Should the actual costs be greater than the quote provided at the time of the application, the Municipality is under no obligation to change the amount of the grant as approved by Council. Appendix 1 details the maximum dollar value the municipality will pay per grant application.

Applicants have eighteen (18) months to complete the project from the time of approval or will forfeit the grant. In the case of an unforeseen circumstance, the applicant may apply in writing to Huron East Council for consideration of an extension to this timeline; this decision will be at the sole discretion of Council. This request will be reviewed by the CIP Review Team.

In the event that any portion of the approved project remains incomplete, as determined by the Municipality, on the final completion date and an extension was not requested or granted, neither the funding nor any portion thereof shall be payable by the Municipality and the Municipality shall not be liable for any loss, costs or damages arising as a result of the applicant's failure to obtain funding due to the failure to complete the approved project within the project completion timeframe. No grant payment will be made at any time prior to the completion of the planned project in its entirety.

Section 7.3: Program Administration

a) Staff and Municipal Heritage Committee Involvement

- Council will designate a CIP Review Team comprised of a multi-disciplinary team of reviewers to ensure that a variety of interests are considered when evaluating applications. The CIP Review Team may include the Chief Building Official (CBO), the Economic Development Officer, the Planner, the Chief Administrative Officer (CAO) or designate and a member representing the Brussels Community Development Trust.
- The Economic Development Officer (EDO) will be the first point of contact for those interested in the CIP program. Following first contact, the CIP Review Team will respond to CIP applicants, conduct pre-consultation meetings prior to application submission, review and evaluate all CIP applications and supporting materials against program requirements, prioritize applications in the event funding is oversubscribed, and present recommendations to Council for consideration.
- The CIP Review Team may from time to time review related by-law that impact development and façade improvement in downtown Brussels including but not limited to:
 - Municipal Sign By-law
 - Urban Design Guidelines for Downtowns
 - Develop Standards to regulate Matters of Exterior design

- In addition to the review by the CIP Review Team, the Huron East Municipal Heritage Committee will review and provide recommendations on all CIP applications involving properties designated under the Ontario Heritage Act or adjacent to properties designated under Part IV of the Ontario Heritage Act.
- The Chief Building Official, in addition to participating as a member of the CIP Review Team, will be responsible for inspecting and verifying completion of projects to ensure no variances from the approved project have occurred during construction.
- The Clerk and Treasurer will be responsible for administering the financial agreements and payments to approved applicants.

b) Budget

Funding for the incentive program described in the Brussels CIP is determined on a year-to-year basis according to current budget priorities. Council shall have the sole discretion to determine whether or not an annual budget allocation will be made to the grant programs under the CIP. In addition, the Municipality reserves the right to limit the amount of assistance it will provide under any particular project. The budget for the CIP will be set in the preceding budget year so as to allow Council to approve projects before the current calendar year budget process is complete.

c) Marketing Plan

The Municipality will promote the CIP and its incentive programs as described below:

- The Marketing Plan will be targeted to landowners, potential developers, real estate agents, local businesses and organizations within and outside of the CIPA in order to inform eligible property and business owners and potential developers, about the opportunities available through the Brussels CIP.
- Program details, eligibility criteria, application forms, and other information related to the financial incentive programs will be provided to those targeted by the Marketing Plan.
- Additional information to market and support local businesses, products, services, and contractors (for example) may be provided in association with marketing material for the CIP.

d) Application Intake

Applications are accepted on a 'first-come, first-served' basis and will be presented to Council throughout the calendar year. Applicants should allow two to three months for review, recognizing that additional time will be needed if the application requires the involvement of the Municipal Heritage Committee. Once the budget is fully subscribed for the calendar year, applications will still be accepted with the understanding that they will be placed in the queue for the following calendar year's budget.

e) Monitoring Program

The Municipality will conduct periodic reviews of the Community Improvement Plan in order to determine its effectiveness. Specifically, the purpose of the monitoring program

is to determine if the funding program is achieving the goals and objectives set out by the CIP; and/or if program adjustments are required.

f) Data Collection

In order to successfully monitor the program, the CIP Review Team will be responsible for maintaining statistical data which will allow the municipality to determine if the program is meeting the goals and objectives set out by the CIP. Statistical data could include: number of successful and unsuccessful applications by type (façade (front/side), signage, accessibility improvement, heritage restoration, etc), total dollar amount of grant and total cost of project by type, and estimated increase in assessed value of participating program. Team will also be responsible for soliciting feedback from successful and unsuccessful applicants to determine where adjustments to the program are needed; this feedback is proposed to be collected in the form of a short survey completed by the applicant at the time of the completion of a successful project or through informal feedback following an unapproved project.

g) Reporting

Based on the information obtained through the monitoring of the grant program applications and from applicant feedback, the CIP Review Team will prepare a brief annual report for the purpose of providing feedback to Council, the business community and other interested community partners. This annual report will also include recommendations from staff should any adjustments to the CIP be required.

h) Program Adjustments

The CIP Review Team may periodically review and recommend an adjustment to the terms and requirements of the program contained in the Plan. An amendment to the CIP will not be required to discontinue the program contained in the Plan however any of the following changes will require a formal amendment to the Plan in accordance with Section 28 of the Planning Act:

- a change or expansion in the geographic area to which financial programs apply;
- a change in the eligibility criteria;
- the addition of new municipal CIP programs involving grants, loans, tax assistance, etc.; and/or
- an increase in a financial incentive to be offered within a municipal CIP program.

i) Interpretation

The Downtown Brussels Community Improvement Plan must be read and interpreted in its entirety, and in conjunction with the Planning Act, and all other municipal planning documents. In addition, the CIP will be interpreted at the sole discretion of Huron East Council in consultation with, and based on advice from the CIP Review Team and staff.

j) Schedules and Appendices



The schedules that form part of this Plan will be passed by By-law. The appendices are supporting documents that will not be passed by By-law, and can be amended as needed.

Schedule "A"
Brussels Community Improvement Plan Project Area

Brussels CIP Boundary - Schedule "A" to By-law -2017



Legend

-  Community Improvement Project Area
-  Parcel Fabric

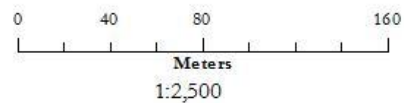
Bernie MacLellan, Mayor

Brad Knight, CAO/Clerk



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March, 2017

Date: 3/29/2017



Appendix 1 - Façade Improvement Grant Eligibility Criteria

Building owners or tenants within the CIP Project area are eligible for a grant of up to 50% (unless noted) of the eligible improvement costs up to a maximum grant of \$5,000.

The following types of front or exterior sidewall façade improvements are eligible:

- ☐ Repair/replacement of storefront, including repair or replacement of doors and windows;
 - Preference will be given to projects which:
 - retain and restore original elements such as windows, doors, chimneys, masonry or other architectural details;
 - maintain the location, size and shape of all original windows facing, or visible from the street;
 - enhance the accessibility of the storefront entrance; and
 - locate meters, vents, and service connections (wires) away from street façade.
- ☐ Repair/replacement of façade masonry and brickwork in accordance with approved methods recommended by a heritage professional and/or architect. Sandblasting and other methods which have the potential to damage the brick will not be funded;
- ☐ Façade painting and cleaning treatments;
 - Funding is available to repaint existing painted masonry. New painting of masonry will not be eligible.
- ☐ Repair/replacement of architectural details;
- ☐ Repair/replacement of retractable awnings, canopies and fixed fabric awnings;
 - Wood, aluminum and metal fixed awnings are not eligible.
- ☐ Restoration to or replacement of building signage in accordance with the municipal sign by-law to a maximum of 50% of the total grant amount.
 - Signage should be contained within the signboard above the main floor display windows or perpendicular to the façade. Free standing signs are not eligible.
 - Signage should be compatible with the character of the building and should not detract from or obscure any important features. Signage should be subordinate in terms of the overall visual impact of the property.
 - Digital, internally lit or plastic signage is not eligible.
 - Signage lighting should be achieved with light fixtures attached to building façade.
- ☐ Addition of new lighting or upgrading of existing fixtures on exterior façade;
 - Lighting will be directed downwards to avoid light pollution.
- ☐ Architectural/design fees required for eligible works to a maximum of 30% of the grant amount provided the design is prepared by a licensed Architect, a member of the Canadian Association of Heritage Professionals, or a similarly qualified person.
- ☐ Other similar repairs/improvements may be approved at the discretion of Council.

Ineligible costs include but are not limited to:

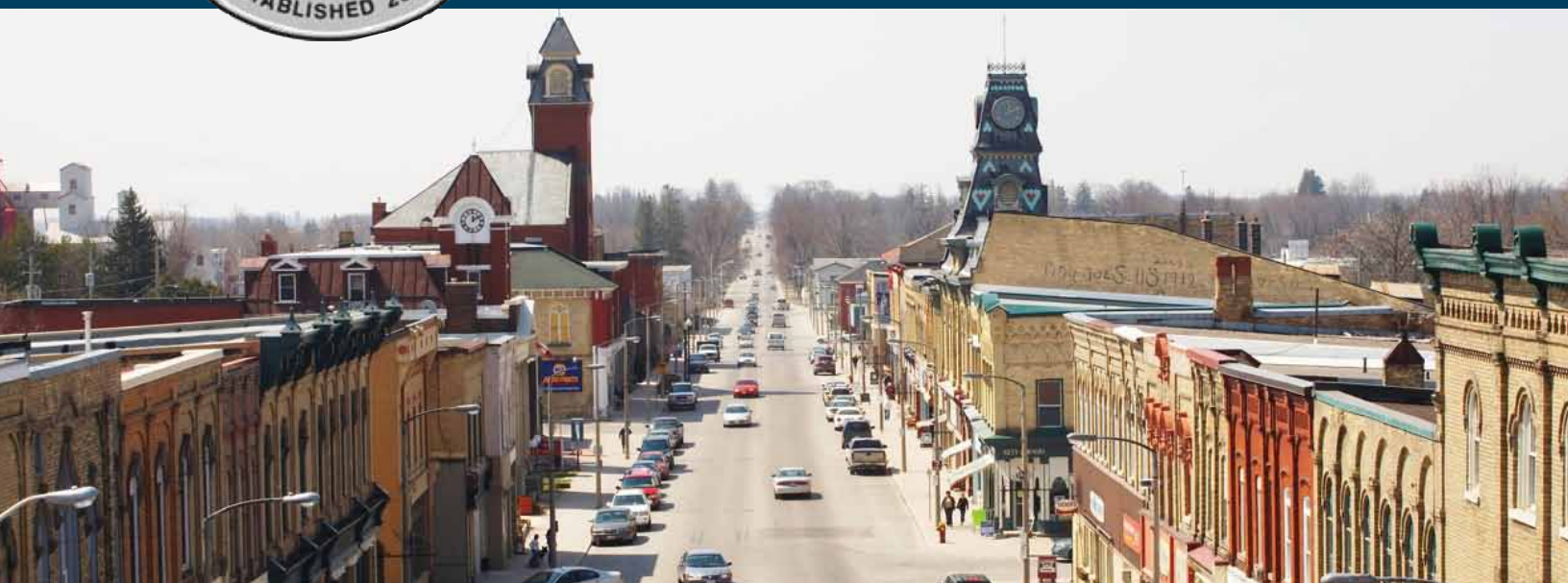
- labour provided by the applicant;
- expenses occurred prior to the approval of the application for funding;
- general maintenance costs (e.g. repair/replacement of roof, eavestroughs, etc.); and
- fees associated with any planning applications and/or building permits required.

Appendix 2: Huron East Economic Development Strategic Plan 2016-2019



Municipality of Huron East

*Economic Development Strategic Plan
2016 - 2019*



December 22, 2015

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1.0 Executive Summary:

This strategic plan is the result of several months of effort by nearly 60 community members, municipal councillors and municipal staff. It arose from a combined effort of staff from the Ontario Ministry of Agriculture, Food and Rural Affairs and the County of Huron. All municipalities in Huron County participated in a training exercise through five (5) member Core teams that took place over three months and four different sessions. The Core teams then held focus sessions in their individual municipalities.

The Rural Economic Development Plan that arose from these activities is unique to Huron East, but recognizes that joint activities with other municipalities and the County of Huron may well prove to be a significant part of the economic development of Huron East.

The plan itself focuses on five key areas or goals identified during the training, focus groups and strategic planning sessions. Although many possible areas and needed activities were discussed, the reality of the current economic situation and the limited reach of the municipal mandate were recognized. The plans, therefore, acknowledged these limitations and worked to ensure that the activities included, were within the political scope and economic realities of the municipality. With the exception of the Community Improvement Plan (CIP), this strategy will be accomplished within the Huron East Economic Development budget. The five goals are:

1. Support for current business and industry, with an emphasis on the promotion of vibrant downtowns through downtown revitalization.
2. Develop and begin to implement a “*Way Finding*” strategy identifying Huron East attractions.
3. Develop a tourism strategy to promote various events & attractions in Huron East with a view to also adding destination businesses and attractions.
4. Examine the possibility of, and if possible, implement a local Brownfield Strategy to develop unused commercial and industrial space.
5. Support local value added agricultural activities.

Each of these five areas were provided with descriptions of how the goal was to be accomplished, who was to lead the activity, a timeline for the activity, where the resources were to be accessed and what performance measures were to be used to assess the level of success.

The plan was evaluated and approved by the Economic Development Committee of Huron East Council, and then presented to Huron East Municipal Council for final approval.

The Core Team would like to express its appreciation to Vicki Lass and Helen Scutt of OMAFRA, Natasha Fritzley of the County of Huron, and Greg Schnurr of the Huron Business Development Corporation for their efforts in this process.

2.0 Introduction:

What is Community Economic Development (CED)?

"In small towns, community development is economic development."

"If community development - compared with economic development - is generally considered to include a broader set of activities aimed at building the capacity of a community, then ... capacity-building and other strategies typically associated with community development are analogous with actions designed to produce economic outcomes."

"... in small towns people are always the most important resource ... A committed group of local residents who are willing to work hard for their community's interests can change the fate of a ... community."
(Small Towns Big Ideas, Will Lambe et al.)

Rural CED is a process whereby a community increases its capacity to attract capital and increase physical, commercial, and business development and job opportunities for its residents. The goal of a rural CED is to improve the economic well-being of a community through;

- Improved Quality of Life
- Business Retention
- Business Attraction
- Population Growth
- Increased Tax Base

2.2 What is a Strategic Plan?

An important component of CED is strategic planning, a process that helps a community work towards a desired future by focusing energy and resources on shared goals. It helps a community and its leaders to assess and adjust strategic direction in response to changing environments.

An economic development strategic plan is a formally written document that guides a community's decision-making process toward achieving desired goals that align with their mission and vision statements. This plan also helps in allocating resources (political, staff, volunteer, monetary, infrastructure, etc.) and determining priorities. A strategic plan is referred to for operational decisions and is updated regularly.

2.3 Huron County-Wide "Train the Trainer" Background & Process Overview

On June 17th, 2015, County Council agreed to partner with OMAFRA in a process that would allow Huron's ten municipal partners to learn the skills required to facilitate a strategic planning process leading to economic development strategic plans. Core Teams of five individuals, from each municipal partner, attended four sessions where they participated in a strategic planning process and training to facilitate this process in their municipalities. After each of the four sessions the core teams returned to their municipalities where they engaged local business and community leaders in a grass-roots economic strategic planning initiative designed to provide the basis for a Community Economic

Development Strategy. A smaller strategic planning group emerged from these wider community conversations, which assisted the Core team in putting together a local economic development strategic plan.

By working together in this joint planning process, a county-wide cooperative environment was created where municipal partners supported each other, networked, and built a stronger county-wide effort to support economic development activities.

Ultimately, this project encouraged the municipal partners to produce economic development strategic plans in a consistent and coordinated manner. The inclusive county-wide approach allowed for conversations to take place, which lead to streamlining economic development amongst the partners to maximize inputs and minimize duplication.

Moving forward, the conversations that were initiated as part of the “Train the Trainer” project will continue to insure that implementation and measurement of economic development priorities, goals and activities happen in a consistent and coordinated manner.

2.4 Local Process Overview:

Huron East is composed of three widely separated urban areas of various sizes surrounded by large areas of productive agricultural land. The Core team wished to capture community input from all areas, and held focus groups in Brussels, Seaforth and Vanastra, which were attended by approximately 50 people. During these community conversations, the participants were given information about Huron East's economy that had been provided to the Core team during its training. In addition, 107 individuals responded to a survey soliciting their opinions about what was important to the economic development of Huron East. Slightly more than 25% of the survey and focus group participants did not live in the three urban settlements. (*Reference Appendices: Survey Results*) After each community conversation, the core team met to analyse what the groups had told us about what they believed to be most significant in developing the area's economy, and just as importantly, why they believed these things to be important.

The Core team was assisted in its analysis by the work of Greg Schnurr (HBDC), who provided a compilation and analysis of the economic development reports (*Reference Appendices: BR&Es, Heritage Reports, Streetscape Studies, etc.*) that had been done for various areas of Huron East in previous years.

After the last of the community meetings, the Core team met as part of a group of 14 people to participate in a strategic planning committee to produce this plan. This group met three times to help refine the strategic plan before it was sent to the Economic Development Committee of the Municipality of Huron East for review and acceptance. The information provided by the above activities and individuals was then analyzed to determine what were considered to be the Municipality of Huron East's strengths, and what activities would enhance economic development.

A Community Economic Development Plan for the Municipality of Huron East

3.0 Vision: A vibrant community where economic development better the lives of our residents - economically, culturally, socially and environmentally.

4.0 Mission: To recognize and develop community assets in support of business, industry, and agriculture.

5.0 Values: Work collaboratively, reward leadership, promote and support risk taking.

6.0 Goals: The goals identified in this Community Economic Development Plan were arrived through the consultation activities that were identified in the section on process (Section 2.4). Broadly speaking, they can be directly tied to the areas identified in the mission statement. While many possible goals were identified, only those where Huron East could have a significant and measureable impact have been included.

6.0 Goals con't:

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
6.1. Support for current business and industry, with an emphasis on the promotion of vibrant downtowns through downtown revitalization.	Assist current and new businesses with promotion and business plans.	EDO	Ongoing	Access the assistance of HBDC, SBEC and Provincial & Federal programs where available.	Number of contacts with actual and potential businesses. Maintain downtown business occupancy rate at or above current level.
	Continue to develop and maintain an inventory of available commercial, industrial space, and or land.	EDO	Ongoing	Liaison with local building and land owners. Contacts with real estate agents.	Listings are up to date and accessible.
	Develop a WIN THIS SPACE style program aimed at promoting industrial development in Vanastra.	EDO, Vanastra Revitalization Team	2016	Huron East, Local Vanastra Resources, SBEC HBDC	A minimum of one new business locates in Vanastra.
	Create a cohesive marketing strategy for Huron East as a place to do business.	Economic Development Committee, EDO Council	By 2018	Local Experts County Staff Outside Professionals	A Marketing Strategy is presented to Huron East Council for its approval during this term of office and implementation has begun.
	Create, market and implement a Community Improvement Plan for Brussels.	EDO Huron East	2016-2017	EDO Huron East Brussels Trust Brussels Build	The CIP is created, marketed and starting to be used. Improved building stock in the designated area.
	Promote housing development opportunities in Seaforth.	EDO Huron East	2016-2018	EDO Huron East Private Resources	More housing and an increase in population.

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
6.2. Develop and begin to implement a Way Finding and Communication Strategy identifying Huron East attractions	Create and install a sign beside Hwy 4 to identify Vanastra industries and amenities.	EDO, Vanastra Industries and Vanastra Revitalization Committee	2016	Huron East Private Resources	Sign is installed
	Develop and implement a signage plan to promote our local assets.	Brussels Build, EDO, Seaforth BIA	By 2017	Huron East Brussels Trust Seaforth Trust	Installation of at least five (5) signs identifying local assets.
	Design/launch of municipal website accessible by all users.	EDO Huron East Staff (all levels)	By 2019	Huron East Huron County Accessibility Committee	Website is compliant with the Accessibility for Ontarians with Disabilities Act (AODA) by the end of 2020.
6.3. Develop a Tourism Strategy to promote various events & attractions in Huron East with a view to adding businesses and attractions	Work with the destination businesses and events that are currently available. Assist community groups developing attractions with an emphasis on the IPM in 2017.	EDO, Economic Development Committee, Events Coordinators & businesses.	Ongoing	Huron East Local businesses Service groups, Economic Development Committee, Technical help from EDO & Cty Economic Development Dept. Regional Tourism Organization RT04 HTA	Develop benchmark to determine attendance increases at current functions and businesses. At least one new destination business or event is created.
6.4. Examine the possibility of, and if possible, implement a local Brownfields Strategy to develop unused commercial & industrial space.	Seek assistance from upper tier governments to access expertise.	EDO Economic Development Committee, Huron East	2017-2019	Upper Tier Governments, Hired Expertise, Federation of Canadian Municipalities	If it is found to be feasible, a strategy is implemented by 2019.
6.5. Support local value added agricultural activities	Support local farm markets	Farm Markets, EDO, Brussels Farmers' Market	Ongoing	Economic Development Department, local market operators, HBDC	Markets maintain their current success (number of booths, sales etc.)
	Develop and promote a listing of local value added farm market operators	Economic Development Committee, Huron Food Network	Ongoing	Student hired by EDO, HTA, HMA, Brussels Farmers' Market Manager, Food & Drink Steering Committee, HFAN	List is created and promotion is ongoing

Strategic Direction (What)	Action (How)	Responsibilities (Who)	Timeline (When)	Resources (with what)	Performance Measures (Indicators)
6.5 (Con't)	Promote Huron East as part of a Huron County Artisanal Food Destination	EDO, Economic Development Committee of Council, HBDC, Huron County. Huron East Council	By 2019	Huron Food Network, Huron County Economic Development Department, Cty & Regional Tourism Associations	Destinations Road map is created and promoted

7.0 Reporting Mechanism:

The EDO and the Economic Development Committee report to the municipal council of Huron East twice a year, or more often if needed. After the adoption of this plan, its progress will be part of those reports. Reporting to the residents will be done through the communication plan.

8.0 Communication Plan:

The EDO posts regularly on social media. Furthermore, reports and subsequent outcomes will be part of the Economic Development section of the municipal website to ensure that the work of economic development is transparent and widely distributed to Huron East residents.

Activities will also be communicated directly to the Seaforth BIA, Brussels Build, and the Vanastra Revitalization Team by the EDO or the Chair of the Huron East Economic Development Committee.

Appendices:

Huron East Economic Development Core Team

Huron East Councillor David Blaney (Lead)
Huron East Deputy Mayor Joe Steffler
Huron East EDO Jan Hawley
Huron County Economic Development Services Carol Leeming
Kathy Nichol, Business Owner & Marketing Consultant

Strategic Team Committee Members

Huron East Deputy Mayor Joe Steffler
Huron East Councillor David Blaney
Huron East Councillor Ray Chartrand
Huron East EDO Jan Hawley
Huron East Recreation Manager Lissa Berard
Huron County Economic Development Services Carol Leeming
Kathy Nichol, Business & Property Owner, & Marketing Consultant
Maureen Agar, Huron East Resident
Cathy Elliott, Huron East Resident
Chris Lee, Huron East Resident
Jeff Miller, Huron East Business Owner & Resident
Glen Orth, Business & Property Owner
Jason Oud, Business Owner
Greg Schnurr

Focus groups were held in 3 different communities on 3 different dates, as follow:

Seaforth	September 14 th , 2015
Brussels	October 1 st , 2015
Vanastra	October 15 th , 2015

2015 Economic Development Report to Huron East Council

(Ref: Attached Report – “What is Economic Development?”)

What is Economic Development?

"In small towns, community development is economic development."

"If community development - compared with economic development - is generally considered to include a broader set of activities aimed at building the capacity of a community, then ... capacity-building and other strategies typically associated with community development are analogous with actions designed to produce economic outcomes."

"... in small towns people are always the most important resource ... A committed group of local residents who are willing to work hard for their community's interests can change the fate of an otherwise hopeless community."
(Small Towns Big Ideas, Will Lambe et al.)

Brussels Build

In 2008, the EDO attended a meeting of Brussels business owners, downtown property owners and interested citizens to discuss the community revitalization of the main street. From that first meeting flowed a number of initiatives that have significantly changed the look and feel of the downtown. The group's first activity was a village wide BBQ beside the main street where volunteers, mentored by the EDO, conducted a survey of ratepayers views on the town and raised some money to jumpstart its organization.

From this beginning a series of reports flowed, which were only possible through the help of the Huron East Economic Development Department, the contacts and experience of the EDO, and the enthusiastic assistance of the Brussels Build group. It should be noted that if these studies were acquired through the 'consultant route' the cost would have easily exceeded \$60,000, rather than the less than \$9,000 that Huron East actually spent. Elements of the streetscape study have already been incorporated into the County's major infrastructure renewal project where the Brussels Line passes through the village's downtown and more are on the way.

One indirect result of the studies and surveys was the Brussels Farmers' Market now in its fourth year. This May to October event draws people to the downtown, and several other businesses have reported that on farm market day, their sales are better than before the market was established. This initiative was only possible through a grant the EDO obtained from the Trillium Foundation.

There is limited "ready to rent" commercial space left, and building owners are being encouraged to develop their properties to a "ready to rent" condition.

Brussels Studies obtained through the work of the EDO;

1. 2009-2010 - Business Retention and Expansion Study - OMAFRA

2. 2012 - Cultural Heritage Landscape Study - Walking Trail Study - School of Planning, University of Waterloo

3. 2013 - Streetscape Study - School of Environmental Design and Rural Development - University of Guelph

Seaforth BIA

The town of Seaforth presented different challenges. The Seaforth retail economy was more robust and diverse than either Vanastra or Brussels, and its main street reflected this with a formally organized Business Improvement Area (BIA). The fact that there was a designated Heritage Area meant that some of the studies developed in other areas were not applicable. Here, the EDO concentrated on several other strategies, both large and small. These included developing and maintaining a register of commercial properties, which often included floor plans so that inquiries about available space could be dealt with swiftly, working with the BIA to develop the 'Seaforth \$mart Money' program to encourage local shopping, facilitating 'Doors Open' events, and recently bringing the Shunpiker Mystery tour to Seaforth, thereby introducing nearly 4,000 people to the Seaforth and Egmonville area. These events were only possible through the close co-operation of the BIA and its volunteers. The tourist information booth, which was located in the downtown also helped to divert traffic from Hwy 8 to the Seaforth commercial district.

Perhaps one of the most important activities supported and mentored by the EDO was the Seaforth Country Classic. Although the golf tournament is no longer as large as the first three years due to the loss of the lead sponsor it still draws crowds from outside the area and in its initial form brought significant exposure to the area on the Golf Channel. This exposure, which the municipality could not have afforded to purchase otherwise, was facilitated by the EDO.

Currently, the EDO is concentrating on assisting the BIA in updating and implementing its strategic plan as well as working to develop and implement a visual Banner Marketing program on the Hwy 8 corridor to help drive traffic into the downtown core.

Seaforth and Brussels

There are two projects of significance that effect both Seaforth and Brussels. Although both have been completed, they are still providing returns.

Rediscovering Canada Television - Short heritage themed internet productions were produced featuring the built heritage of both communities. Collectively, these videos have had over two million hits, and an advertising potential in the range of \$100,000, if the municipality was to attempt to achieve this coverage through conventional means. This opportunity arrived through the work of the EDO and at a greatly reduced cost.

"Win This Space" - Some ideas work and some ideas really work. This one really, really works. This proactive business recruitment program for the area featured free rent for a year in a local space if your idea was deemed by a panel of judges to be the best new business idea from among the entrants.

Rather than the fifteen prospective businesses that would have made the project a success, twenty eight (28) potential entrepreneurs came forward. Of these, two contestants decided to rent spaces that had been the potential rent-free spaces to ensure they got the location they wanted. Two other spaces were sold and will feature new businesses in the future. The score so far is nine new businesses of which seven can be directly traced to Win This Space, renovated stores on the main street and two buildings sold. The contest has officially ended, but the province wide buzz has not subsided. The most significant feature, however, may be much longer term. The contest participants took part in a concentrated course to help prepare business plans and teach the basics of successful business ownership. The area has 20+ entrepreneurs better prepared when they take the plunge. As a side benefit, most of the financial resources required for the project came from outside the economic development budget.

Vanastra

The Village of Vanastra has been the poor relative of Huron East for several years. Now however, through the efforts of the council, the EDO and most importantly the people of Vanastra this is changing. The EDO has developed a dedicated group, who believe in their community and are prepared to work to promote it. The recreation centre has been significantly upgraded through funds from Huron East council and local fundraising and the Daycare program provides economic benefits both to the recreation centre and to industries that can use it as a 'hook' for workers.

The EDO is compiling a community directory of industrial, commercial and community organizations within the village. This is added to the complete listing of available land and buildings in what is currently Huron East's only significant and available body of industrial land.

The Vanastra BR&E, *Honouring the Past and Shaping the Future* set the stage for the development of the Vanastra Revival Team to begin work under the EDO's direction. A Community Revitalization Project (School of Environmental Design and Rural Development - University of Guelph) has been completed, which combines community planning and design for the revitalization of the community and the Vanastra volunteers are continuing to raise funds for community betterment. It is hoped that time will see significant upgrades in highway and internal signage. The EDO is currently the Chair of the Vanastra Revival Team.

A marketing strategy centred on Vanastra's history has been put in place featuring visuals detailing the area's military past and was unveiled at the London airport where it was seen by thousands of people. In the future, a walking trail with interpretive signage celebrating the former RCAF base will be created. All of these will be assisted by an aggressive social market campaign.

"Create a Culture of Success"

Sometimes attaining goals is not enough; creating awards events, applying for awards, and celebrating successes all help to create an enjoyable working climate and attract more enthusiasm and ideas. (Prospering With a Stable or Declining Population, Wayne Caldwell et al.)

"... (successful) small towns tend to communicate and celebrate success. ... The idea is to replace rumours and coffee shop chatter with accurate information about what the community is trying to do." (Small Towns Big Ideas, Will Lambe et al.)

The Huron East EDO has brought several awards to the community for programs that she developed and implemented. Significantly, they celebrated successes in all three of our urban areas.

- (a) National 2010 OBIAA Marketing & Communication (Seaforth) - co-winner with Toronto
- (b) National 2012 OBIAA BRE "Dressing for Success" (Seaforth) - Presented at conference in Thunder Bay
- (c) National 2013 OBIAA BRE "Brussels Build" (Brussels) - Presented at conference in Toronto
- (d) Huron Manufacturing Association - 2014 Associate Member - Vanastra Revival - "Putting Vanastra on the Map"

In addition, the EDO prepared several successful applications, which allowed local firms to win Huron Manufacturing Awards and thus gain recognition for their business.

During the last two years, the EDO has been asked to speak at five different national and provincial conferences on the topic of 'Community Revitalization'. Huron East is recognized as a community on the move and others want to find out how it is done.

Speaking to this wider audience creates a buzz among outsiders, but our own residents have not been forgotten. The EDO currently manages 10 Facebook pages and is mentoring recreation staff to allow them to get the most out of their Facebook pages. The Huron East Blog celebrating successes and providing information has over a 1000 subscribers. Traditional media gets its share of attention through constant contact with editors and reporters at all local and regional newspapers, radio stations and television station. The Huron East website, one of the initial projects undertaken by the EDO, has recently been upgraded to become more intuitive and mobile device friendly under her direction. The EDO acts as a municipal liaison or resource on the Vanastra Revival Team (Chair), Seaforth BIA, Brussels Build and the Huron East Heritage Committee as well as working with the Economic Development Committee.

Being a good neighbour can pay!

Regionalism or identifying opportunities and partnerships beyond boundaries is another emerging theme in successful cases (of small town economic development). Cross-jurisdictional partnerships can help small towns to pool resources towards shared objectives. (Small Towns Big Ideas, Will Lambe et al.)

The EDO keeps a finger on the pulse of business in Huron as a Board member of the Huron Manufacturing Association and the Huron Business Development Corporation where she is also the Treasurer. The EDO has worked cooperatively with both these organizations to leverage funds and promote Huron East through their programs. She is also a member of the Huron County Employment

Lands Strategy Steering Committee, which will hopefully see industrial/employment lands identified and brought on line.

One new attempt to promote cross-jurisdictional cooperation is the Huron Agricultural and Business Alliance a project, which the EDO has been very active in helping to establish and is currently helping develop the terms of reference. This is seen as a group for hands-on producers and business owners to get together and work together to better their own endeavours and also the economic climate of the County.

The Way Forward

"... there is no silver bullet. Successful development in small towns is always multifaceted." (Small Towns Big Ideas, Will Lambe et al.)

The old style economic development is a thing of the past. Small communities don't get Toyota plants and given that the planning for those types of investments are global in scale and usually have head offices out of country, single industry towns are always at the mercy of owners and management that are not invested in our community. In small towns, small business creates economic action. We advance one entrepreneur at a time, one store at a time, one innovative idea at a time.

Business does not thrive in a climate of uncertainty.

Council must decide if it is going to support economic development once and for all. Yearly calls to dump the economic development department, which many small business look to for help, do not promote confidence in the municipality's intention to promote a business friendly environment. Newspaper reports that some counsellors don't see the use of economic development activities are not useful publicity for the municipality. The removal of the Economic Development Department budget would not begin to compensate for the damage caused by the absence of the current successful economic development programs.

You get what you pay for.

Actually in Huron East's case, we are getting about three times what we are paying for but there is a limit to how far a dollar and an individual can be stretched. The successes that are documented in this report were only possible because we had an EDO to develop the programs and do the constant work that is the hallmark of success. It is vitally important to have an individual dedicated to the administration of economic development activities if they are to be successful. Our Economic Development Department punches above its weight, winning awards while in competition with Toronto and other cities 10, 30 and 50 times the size of Huron East. However, if we are going to be serious about economic development in the long term more resources will be needed.

Links to all Economic Reports on the Huron East website

Brussels Cultural Heritage Landscape Plan University of Waterloo

http://www.huroneast.com/he_gov/documents/Brussels_Cultural_Heritage_Landscape_Plan_U_of_W.pdf

Brussels Walking Trail Study University of Waterloo

http://www.huroneast.com/he_gov/documents/Walking_Trail_Study_Brussels.pdf

Brussels BR+E Final Report – Brussels Build – Honouring the past....Shaping the Future

http://www.huroneast.com/he_gov/documents/Brussels%20BR%20E%20project%20Final%20reduced%20.pdf

Brussels Trade Area Analysis

http://www.huroneast.com/he_gov/documents/Brussels_Trade_Area_Analysis.pdf

Brussels Streetscape Master Plan prepared by the University of Guelph

http://www.huroneast.com/he_gov/documents/Brussels_Streetscape_Master_Plan.pdf

Putting Vanastra on the Map Final Report – Guidelines & Policies prepared by the University of Guelph

http://www.huroneast.com/he_gov/documents/Putting_Vanastra_on_the_Map-Final%20Report.pdf

Vanastra BR+E Final Report – Vanastra Revival – Honouring the Past – Shaping the Future

http://www.huroneast.com/he_gov/documents/Vanastra_Final_BRE_Report.pdf

Seaforth BIA Strategic Plan 2012-2017

http://www.huroneast.com/he_gov/documents/Seaforth_BIA_Strat_Plan_2012-2017.pdf

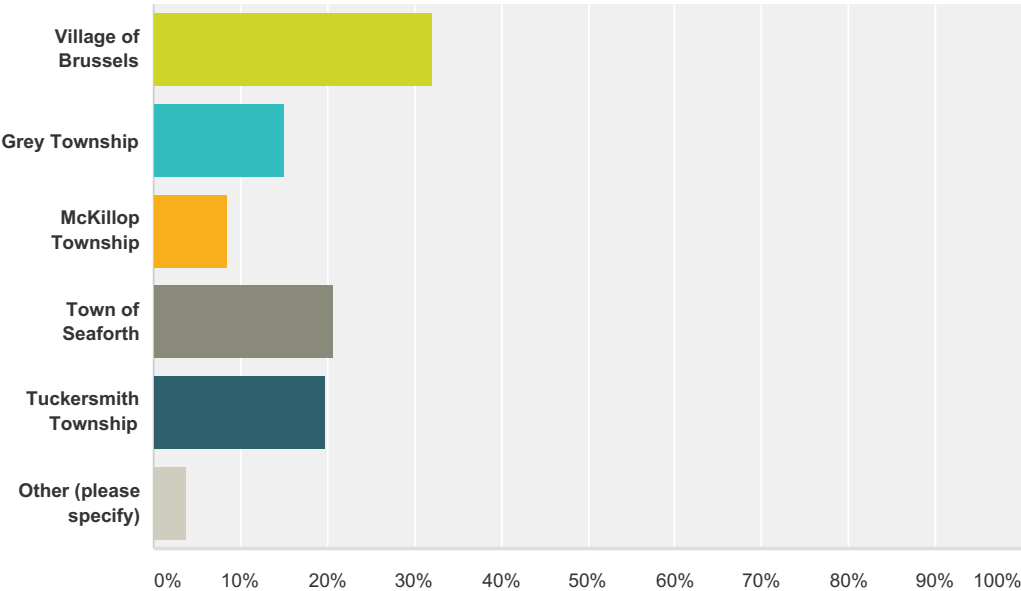
Huron East Age Friendly Communities Action Plan prepared by the University of Waterloo

http://www.huroneast.com/he_gov/documents/Huron_East_Action_Plan-2015.pdf

Survey Results (Ref: Attached Survey Monkey Results)

Q1 Within the Municipality of Huron East, which ward do you live in? If you do not live in Huron East, although own property and/or operate a business please select from the list below.

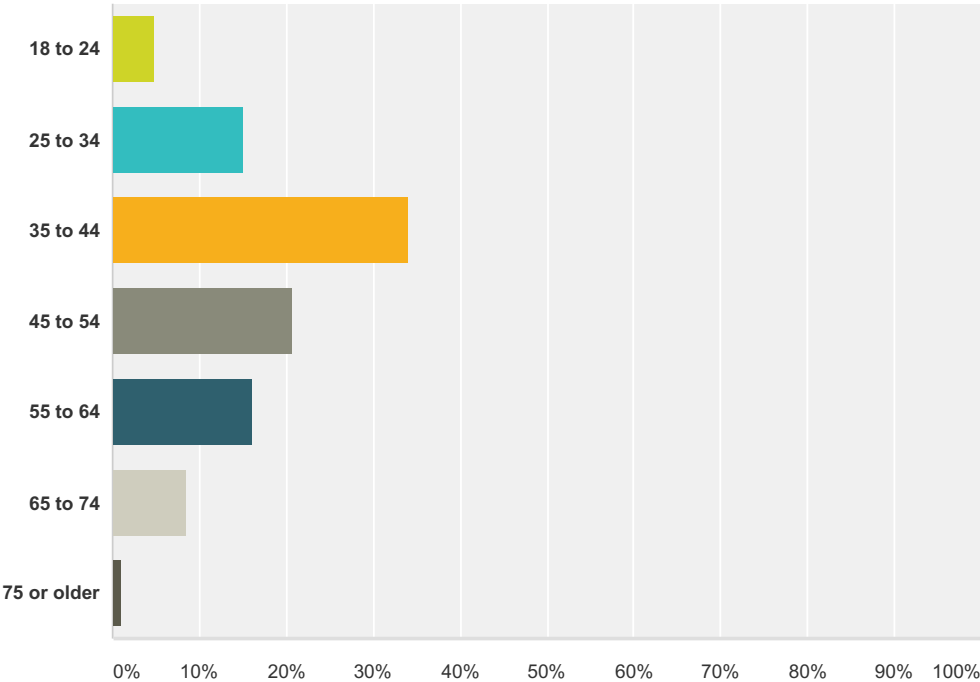
Answered: 106 Skipped: 1



Answer Choices	Responses	
Village of Brussels	32.08%	34
Grey Township	15.09%	16
McKillop Township	8.49%	9
Town of Seaforth	20.75%	22
Tuckersmith Township	19.81%	21
Other (please specify)	3.77%	4
Total		106

Q2 What is your age?

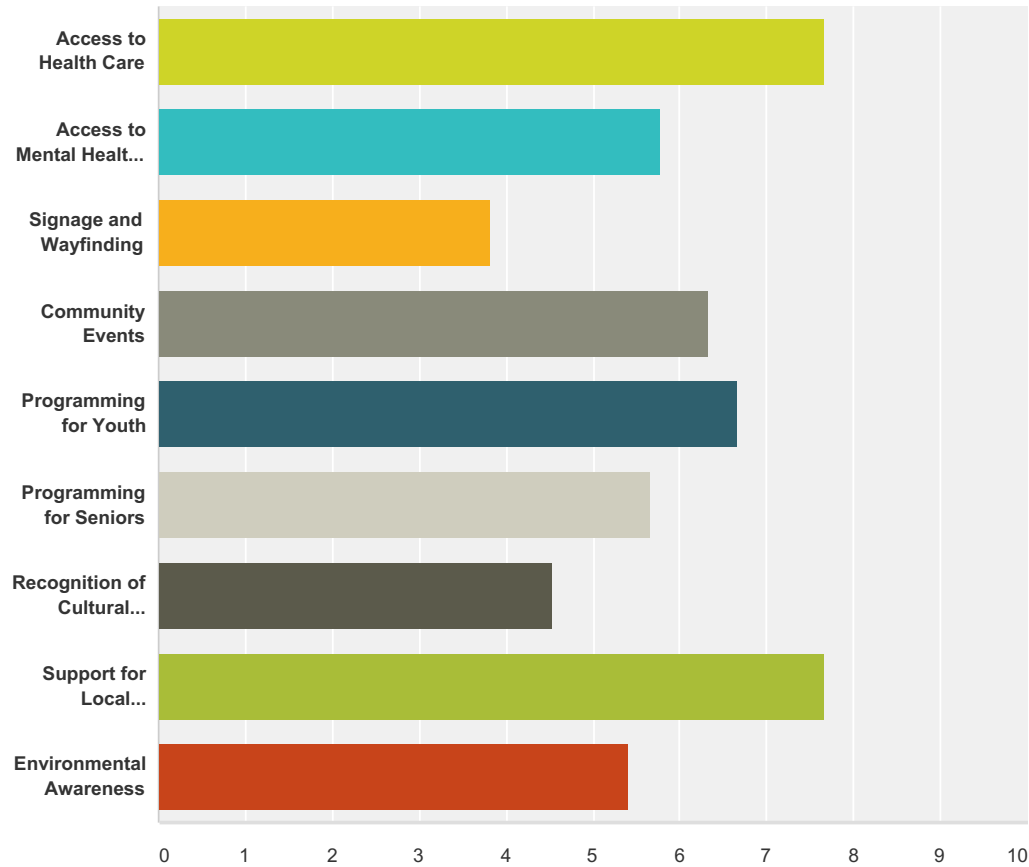
Answered: 106 Skipped: 1



Answer Choices	Responses
18 to 24	4.72%5
25 to 34	15.09%16
35 to 44	33.96%36
45 to 54	20.75%22
55 to 64	16.04%17
65 to 74	8.49%9
75 or older	0.94%1
Total	106

Q3 Of the following, which would be of primary importance to include in our community within the next five years. Please rank the top 5 items from 1=Most Important to 5=Least Important.

Answered: 106 Skipped: 1

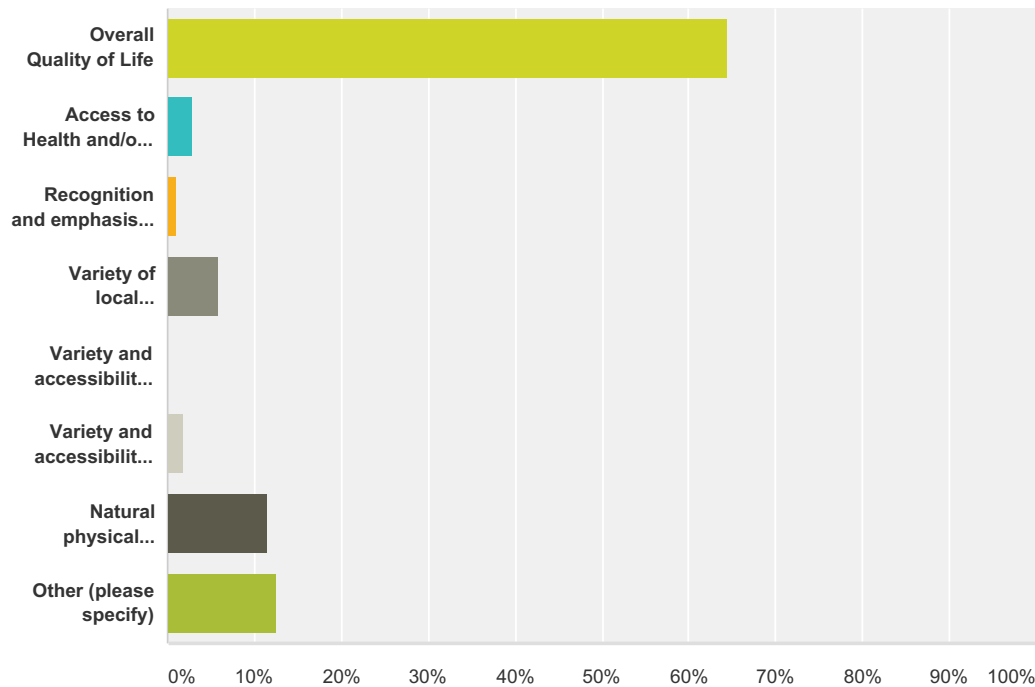


	1	2	3	4	5	6	7	8	9	Total	Score
Access to Health Care	43.18% 38	21.59% 19	11.36% 10	10.23% 9	11.36% 10	0.00% 0	2.27% 2	0.00% 0	0.00% 0	88	7.66
Access to Mental Health Services	5.45% 3	12.73% 7	21.82% 12	14.55% 8	27.27% 15	7.27% 4	1.82% 1	7.27% 4	1.82% 1	55	5.78
Signage and Wayfinding	2.44% 1	9.76% 4	4.88% 2	7.32% 3	17.07% 7	7.32% 3	9.76% 4	19.51% 8	21.95% 9	41	3.83
Community Events	4.88% 4	17.07% 14	23.17% 19	31.71% 26	15.85% 13	2.44% 2	2.44% 2	1.22% 1	1.22% 1	82	6.33
Programming for Youth	16.05% 13	17.28% 14	20.99% 17	20.99% 17	16.05% 13	4.94% 4	2.47% 2	1.23% 1	0.00% 0	81	6.65
Programming for Seniors	7.02% 4	10.53% 6	17.54% 10	15.79% 9	24.56% 14	7.02% 4	14.04% 8	3.51% 2	0.00% 0	57	5.65
Recognition of Cultural Heritage	0.00% 0	4.44% 2	20.00% 9	24.44% 11	6.67% 3	6.67% 3	8.89% 4	15.56% 7	13.33% 6	45	4.53

Support for Local Businesses	36.73% 36	31.63% 31	13.27% 13	7.14% 7	8.16% 8	0.00% 0	2.04% 2	0.00% 0	1.02% 1	98	7.67
Environmental Awareness	10.34% 6	5.17% 3	15.52% 9	17.24% 10	25.86% 15	12.07% 7	0.00% 0	3.45% 2	10.34% 6	58	5.41

Q4 Please choose one feature from the following list, which best describes why you enjoy living in Huron East:

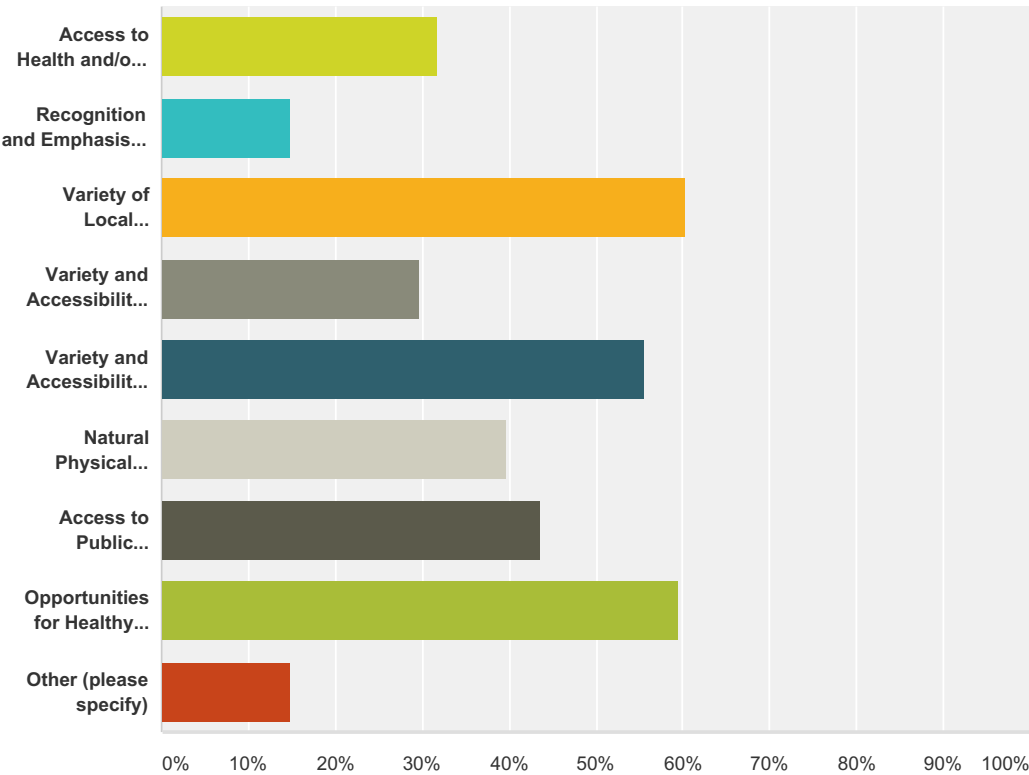
Answered: 104 Skipped: 3



Answer Choices	Responses	
Overall Quality of Life	64.42%	67
Access to Health and/or Nursing Care	2.88%	3
Recognition and emphasis on Cultural Heritage	0.96%	1
Variety of local businesses and shopping opportunities	5.77%	6
Variety and accessibility of programming for seniors	0.00%	0
Variety and accessibility of programming for youth	1.92%	2
Natural physical attributes (walking trails, parks, etc)	11.54%	12
Other (please specify)	12.50%	13
Total		104

Q5 What things in Huron East do you feel are inadequate, or wish could be changed? Choose as many as you feel are relevant.

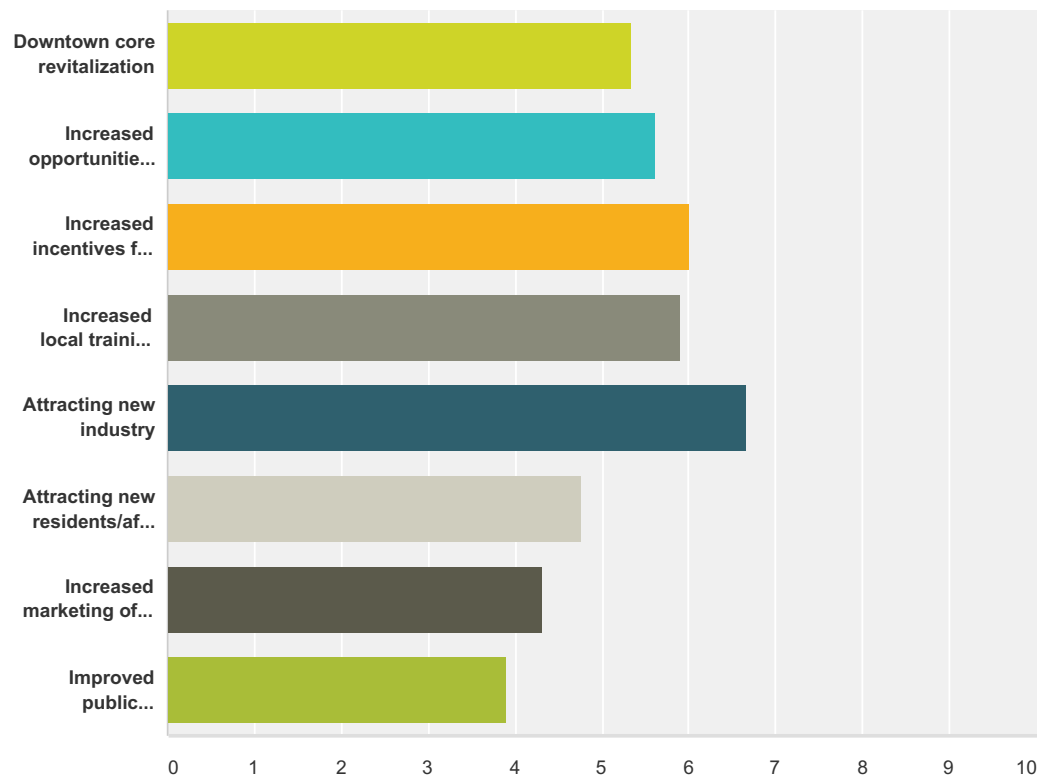
Answered: 101 Skipped: 6



Answer Choices	Responses	
Access to Health and/or Nursing care	31.68%	32
Recognition and Emphasis on Cultural Heritage	14.85%	15
Variety of Local Businesses and Shopping Opportunities	60.40%	61
Variety and Accessibility of Seniors Programming	29.70%	30
Variety and Accessibility of Youth Programming	55.45%	56
Natural Physical Attributes (Walking trails, parks etc.)	39.60%	40
Access to Public Transportation	43.56%	44
Opportunities for Healthy Activities (ie, Bike trails)	59.41%	60
Other (please specify)	14.85%	15
Total Respondents: 101		

Q6 The following is a list of opportunities for growth that the municipality could focus on in the next five years. Rank the top 5 items according to what you feel is most important (1=most important 5=least important).

Answered: 105 Skipped: 2



	1	2	3	4	5	6	7	8	Total	Score
Downtown core revitalization	16.67% 11	12.12% 8	21.21% 14	15.15% 10	19.70% 13	6.06% 4	7.58% 5	1.52% 1	66	5.35
Increased opportunities for existing businesses/linking business owners	16.25% 13	17.50% 14	16.25% 13	22.50% 18	22.50% 18	1.25% 1	1.25% 1	2.50% 2	80	5.61
Increased incentives for new businesses	19.75% 16	25.93% 21	20.99% 17	12.35% 10	16.05% 13	2.47% 2	0.00% 0	2.47% 2	81	6.01
Increased local training and employment opportunities	13.75% 11	23.75% 19	23.75% 19	21.25% 17	12.50% 10	5.00% 4	0.00% 0	0.00% 0	80	5.90
Attracting new industry	40.86% 38	22.58% 21	11.83% 11	12.90% 12	10.75% 10	1.08% 1	0.00% 0	0.00% 0	93	6.67
Attracting new residents/affordable housing	9.23% 6	13.85% 9	20.00% 13	16.92% 11	12.31% 8	7.69% 5	7.69% 5	12.31% 8	65	4.75
Increased marketing of area	5.00% 3	6.67% 4	13.33% 8	21.67% 13	21.67% 13	13.33% 8	11.67% 7	6.67% 4	60	4.32

Improved public transportation	12.77% 6	4.26% 2	6.38% 3	10.64% 5	25.53% 12	4.26% 2	17.02% 8	19.15% 9	47	3.91
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Q7: Are there any other areas you would like to see the municipality focus on that weren't mentioned above?

Showing 37 responses

Age friendly. Support agriculture and related (I.e.food hub, niche food products, commercial kitchen

Support for heritage groups and heritage sites.

Recreation

Recreational activities and youth programs.

Sidewalks & roads, inside and outside of towns

TAXES

Population growth must be a focus

Attracting young families and not cater so much to the Bridges

Bringing young productive families to the area

People need to support local business or we won't have jobs for our youth or ourselves. We need to support each other so everyone can make a living.

Residential services garbage collection and sewers

Garbage pick up

Nope

High speed internet for rural businesses - imperative.

Activity use of community center

Helping existing businesses with renovations!

Recreation facility- arena

Access to post secondary schooling, programs like are offered at the reach centre in clinton, digital divide internet access for all residents

Make downtown building owners keep building in condition that future business could use them

Brussels arena revitalization

Renovations to the BMG community centre

A better prepared fire service

Cleaning up some of these old homes, demolish clean up

Improving the BMG Arena

More lights on side streets Brussels is unsafe at night too see.

Brussels Arena community center

Safety -low income has brought in undesirable behavior

We have lots of pork and apples. Let's have a pork apple festival and do it up BIG!

Facelift to arena

Attracting young adults to live and work here- need programs to do so business, social etc

Arts

Offer urban farming to draw new/ keep residents

Overall up-keep of our community/roads, parks, and old buildings

Very negative attitudes toward new developments - too much red tape and too many obstacles. There's no clear vision for future growth or development beyond the 2-block downtown core.

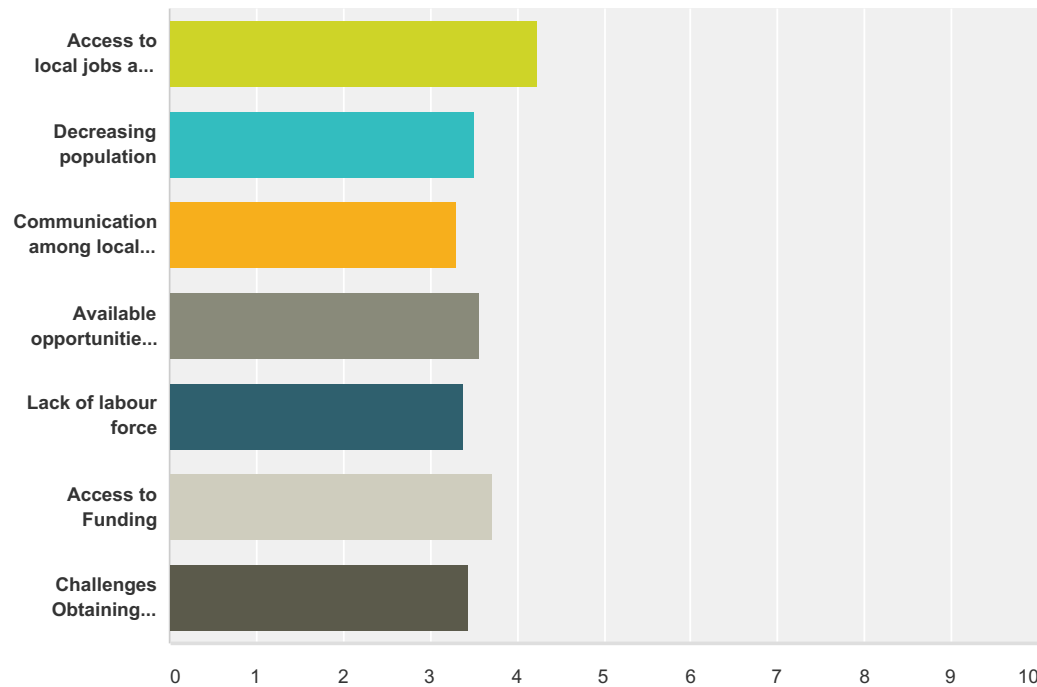
We need to have overnight accommodation and places for visitors to eat.

Affordable housing for all ages; clean up drugs in the community

Proactive thinking

Q8 Please rank the following according to their significance as barriers to growth in Huron East.

Answered: 103 Skipped: 4



	Not Significant	(no label)	Moderately Significant	(no label)	Very Significant	Total	Weighted Average
Access to local jobs and industry	2.94% 3	4.90% 5	15.69% 16	19.61% 20	56.86% 58	102	4.23
Decreasing population	5.88% 6	13.73% 14	34.31% 35	15.69% 16	30.39% 31	102	3.51
Communication among local business owners	7.92% 8	17.82% 18	34.65% 35	16.83% 17	22.77% 23	101	3.29
Available opportunities for local training	4.95% 5	10.89% 11	28.71% 29	33.66% 34	21.78% 22	101	3.56
Lack of labour force	14.85% 15	12.87% 13	20.79% 21	21.78% 22	29.70% 30	101	3.39
Access to Funding	5.05% 5	9.09% 9	28.28% 28	24.24% 24	33.33% 33	99	3.72
Challenges Obtaining Approvals	8.00% 8	17.00% 17	27.00% 27	18.00% 18	30.00% 30	100	3.45

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST

BY-LAW NUMBER 40 – 2017

Being a by-law to designate locations in the Village of Brussels
as a Community Improvement Project Area

WHEREAS under Section 28(2) of the *Planning Act*, R.S.O. 1990, c.P.13 as amended, where there is an Official Plan in effect in a local municipality that contains provisions relating to community improvement in the municipality, Council may by by-law designate the whole or any part of the municipality covered by such as official plan as a community improvement project area, and

WHEREAS the Council of the Corporation of the Municipality of Huron East has adopted an Official Plan which covers all of the land within its boundaries and which contains provisions relating to community improvement; and

WHEREAS Section 28(1) of the *Planning Act*, defines a “community improvement project area” as a municipality or area within a municipality, the community improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”; and

WHEREAS the Council of the Corporation of the Municipality of Huron East deems it desirable to designate lands illustrated in Schedule “A” as a Community Improvement Project Area;

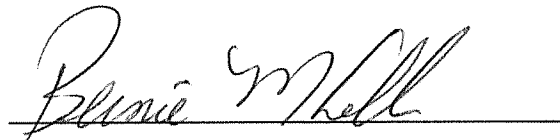
NOW THEREFORE the Council of the Corporation of the Municipality of Huron East enacts as follows:

1. That under Section 28(2) of the *Planning Act*, the lands illustrated on Schedule “A” to this By-law is hereby designated as Community Improvement Project Area.
2. That Schedule “A” is attached hereto and forms part of this By-law.
3. That this by-law shall come into effect on its passing.

READ A FIRST TIME ON THE 2nd DAY OF May 2017.

READ A SECOND TIME ON THE 2nd DAY OF May 2017.

READ A THIRD TIME AND PASSED THIS 2nd DAY OF May 2017.



Bernie MacLellan, Mayor



Brad Knight, Clerk/CAO



THE CORPORATION OF THE MUNICIPALITY OF HURON EAST

BY-LAW NUMBER 40 – 2017

Brussels CIP Boundary - Schedule "A" to By-law -2017



Legend

-  Community Improvement Project Area
 Parcel Fabric

Bernie MacLellan, Mayor

Brad Knight, CAO/Clerk



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READ A FIRST TIME ON THE 2nd DAY OF May 2017.

READ A SECOND TIME ON THE 2nd DAY OF May 2017.

READ A THIRD TIME AND PASSED THIS 2nd DAY OF May 2017.

A handwritten signature of Bernie MacLellan in black ink.

Bernie MacLellan, Mayor

A handwritten signature of Brad Knight in black ink.

Brad Knight, Clerk/CAO