

# Elgincentives

## County-Wide Vision and Implementation Document



Updated March 2019



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# Introduction and Vision

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# 1.0 Introduction and Vision

As part of its progressive approach to economic development, Elgin County has developed a leading-edge and strategic County-wide framework for community improvement planning, with the keystone of this framework being the 'Elgincentives Community Improvement Plan (CIP)'. The Elgincentives CIP is a planning document, legislated under the Ontario planning Act, which sets out tools and strategies for improving the County's economic, built, and social environment. It will serve as a long-term instrument for diversifying the economic base of Elgin's seven distinctive and unique municipalities, which consists of:

1. Town of Aylmer;
2. Municipality of Bayham;
3. Municipality of Central Elgin;
4. Municipality of Dutton/Dunwich;
5. Municipality of West Elgin;
6. Township of Malahide; and
7. Township of Southwold.

In developing the Elgincentives CIP, the intend has been to align community improvement tools with the County's economic goals and priorities. The CIP recognizes the

importance of the creative rural economy and aims to support private sector development in the following key areas:

- a) Downtowns/main street areas;
- b) The agricultural areas;
- c) The ports/lakeshore areas;
- d) Other key tourist and outdoor recreational areas; and
- e) Employment areas

Since the County is an upper-tier municipality with a coordinating role over the local municipalities, it has the ability to participate in CIP programs that are adopted locally. To ensure that community improvement efforts across Elgin are undertaken in a coordinated manner, the County has taken a leading role in the preparation of the Elgincentives CIP (with input from local municipal representatives as well as community stakeholders). In accordance with the Planning Act, each local Council would adopt the Elgincentives CIP and local municipal staff would assist the County with administration over the 10-year life of the plan.

In addition to preparing the Elgincentives CIP, Elgin County has also prepared this document (the 'Elgincentives Vision and Implementation Guidelines'), which establishes guidelines for administration of the CIP. This document is not a statutory component of the County-wide framework; however, it is an important companion document that conveys the County's overall Vision and intention for how the CIP will be implemented.

On the basis of the above, the County's overall Vision for the Elgincentives community improvement framework is as follows:

Through the Elgincentives CIP, Elgin County will provide leadership in community improvement planning by offering incentives to eligible owners and tenants of lands and buildings in key sectors/areas of economic activity, County-wide.

Over the next 10 years, the Elgincentives CIP will advance the County's economic goals and priorities; assist with improvement to the built and social environment; and support diversification of the local economic base.

With respect to the County's guidelines for implementation, this document sets out the following:

- 1) the County's intension for administering the Elgincentives CIP, in partnership with the local municipalities; and
- 2) The County's intensions for providing funding for the financial incentive programs outlined in the Elgincentives CIP.

A template for the Elgincentives CIP (i.e. the statutory document), which is to be adopted by each local municipal (with modifications based on the local context), is provided in Appendix A. Please note that this includes the original Elgincentives CIP created in 2015, as well as the amended CIP created in 2019.



# Background

## 2.0 Background

### 2.1 Development of Elgincentives

In October 2014, Elgin County initiated the process to develop the County-wide framework for community improvement planning. The goal of the project was to prepare a CIP that would be:

- a. Strongly aligned with the County's economic development goals;
- b. Endorsed by County Council and supported by Elgin's seven local municipalities; and
- c. Administered by senior staff at the County, in partnership with the local municipalities.

During Phase One of the work program, background research and additional analysis was completed in order to determine the needs, goals, and opportunities for a County-wide framework for community improvement planning. Specifically, the following tasks were undertaken:

- 1) A review of County and local municipal planning and economic development background materials;
- 2) Additional independent research with respect to the legislative framework for upper and lower-tier municipal community improvement planning and relevant best practices;

- 3) Consultation with the local municipalities and community stakeholders, including multiple needs assessment workshops, and a community survey;
- 4) On-going meetings with the Elgin Economic Development Advisory Group; and
- 5) Consultation with the Ministry of Municipal Affairs and Housing in order to obtain input on the County's overall approach to the CIP.

A full discussion of the findings of the background research and analysis was documented in a 'Community Improvement Background and Options Memo' dated December 2014 and revised in January 2015, which was circulated to each of the seven local municipalities for review and comment. This memo is an important basis for the Elgincentives CIP and is provided as Appendix B to this document, for reference.

### 2.2 Elgincentives Update – Industrial and Brownfield Lands

Due to the success of the Elgincentives CIP, in 2017 the County initiated a review and update of all seven lower tier CIP documents to determine where and how incentives could be made available to industrial and employment land uses to further support the economic goals and objectives for the County. The following tasks were undertaken as part of the CIP review and update:

- 1) A review of County and local municipal planning and economic development background materials, including plans and policies related to industrial and employment land uses;
- 2) A review of the 2015-2017 Elgincentives results;
- 3) Consultation with staff from the seven local municipalities, as well as local industrial business owners;
- 4) Additional research with respect to existing employment land uses throughout the County and completion of a needs assessment.
- 5) Identification of incentive program options; and
- 6) Consultation with the Ministry of Municipal Affairs and Housing.

A discussion of the background research, needs assessment, and consultation activities undertaken during the CIP review and update process is provided in the Background and Options Memo provided in Appendix D.



# The Framework

## 3.0 The Framework

The Elgincentives County-wide framework for community improvement planning consists of the following key documents:

- The ‘Elgincentives Vision and Implementation Guidelines’ (i.e., this document), which is a non-statutory component of the CIP that conveys the County’s overall Vision and intention for how the CIP will be implemented; and
- The ‘Elgincentives Community Improvement Plan’ which is the statutory planning document (legislated under the Ontario Planning Act) that enables municipalities to implement financial incentive programs in order to improve the economic, built, and social environment.

As shown in Figure 1 (below), the ‘Elgincentives Vision and Implementation Guidelines’ represents an overarching guidance document that will relate to the Elgincentives CIP, as adopted locally. This document has been prepared by Elgin County and establishes the County’s intentions for:

- 1) Administering the Elgincentives CIP, in partnership with the local municipalities; and

- 2) Providing funding for the financial incentive programs outlined in the Elgincentives CIP.

Figure 1 also shows that the ‘Elgincentives Community Improvement Plan’ is to be adopted by the Councils of Elgin’s seven local municipalities, in accordance with the Planning Act. A template for the Elgincentives CIP has also been prepared by Elgin County (in consultation with local municipalities and community stakeholders). This template meets the statutory requirements for a CIP and is provided in Appendix A, for reference. Specifically, the Elgincentives CIP establishes:

- Goals and objectives for community improvement;
- A Community Improvement Project Area for each of the local municipalities;
- A set of financial incentives that may be made available within each of the local Community Improvement Project Areas during the term; and
- A marketing plan and monitoring plan.

To demonstrate how the Elgincentives CIP applies throughout the County, a map showing the overall County-wide framework is also provided, in Figure 2 (below). In accordance with the Planning Act, this map is implemented through the designation of Community Improvement Project Areas by each locally adopted CIP. The Elgincentives CIP provides a discussion of Sub-Areas and Priority Areas, as identified on Figure 2.

Figure 1: Components of the Elgincentives County-wide Framework for Community Improvement Planning

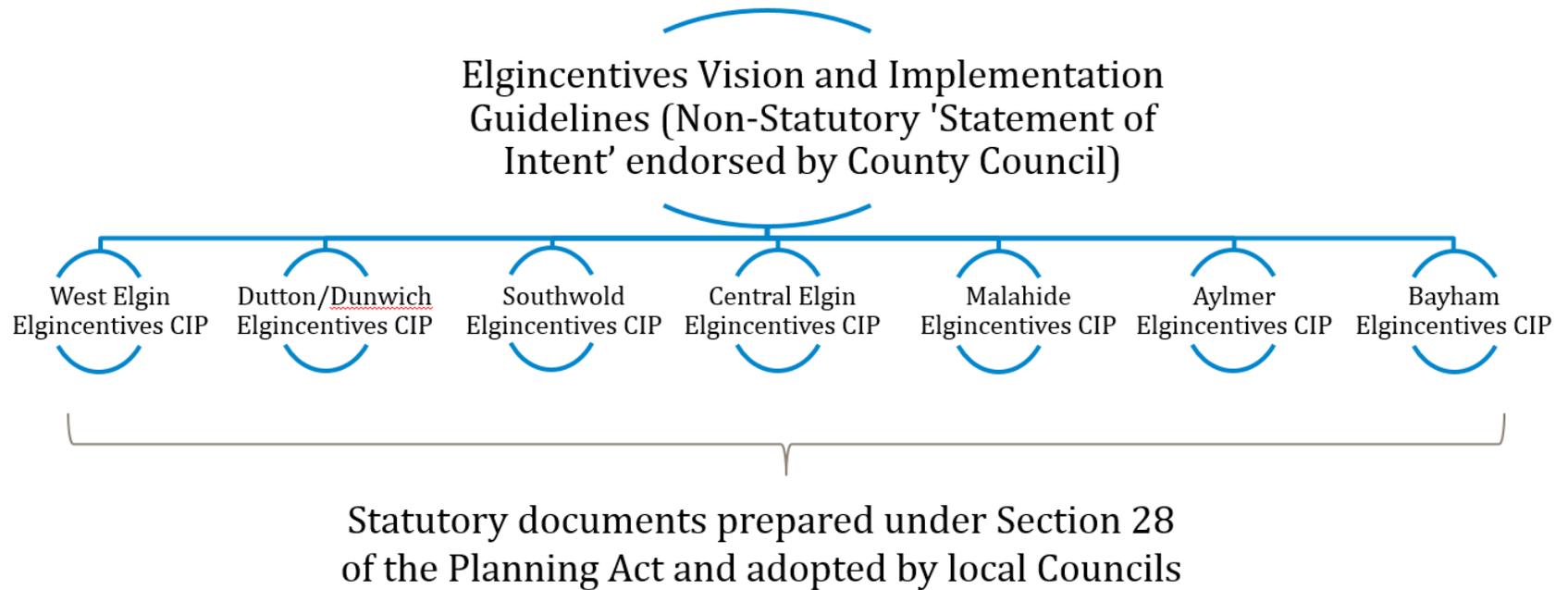
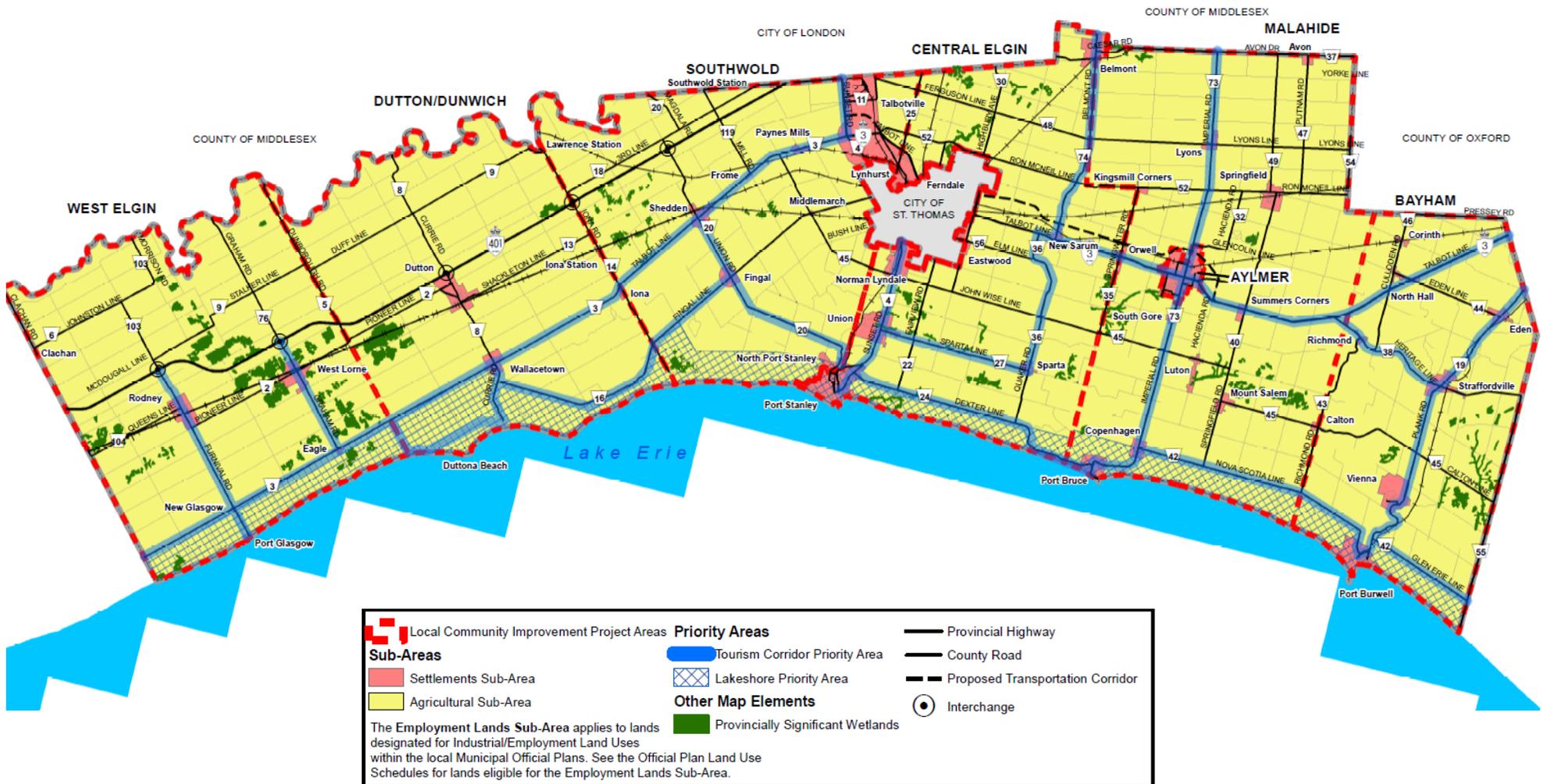


Figure 2: Lands Subject to the Elgincentives County-Wide Framework for Community Improvement Planning





# Incentive Programs

## 4.0 Incentive Programs

Normally, under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, having a CIP in place allows the municipality to assist financially with improvements to private properties. Specifically, grants or loans may be provided to eligible owners and tenants of land and buildings within the community improvement project area.

Therefore, Elgin has developed the following set of financial incentives programs that may be provided by the County, through the Elgincentives CIP, in order to stimulate private sector investment in land and buildings:

1. Tax Increment Equivalent Grant (for Major Projects and Brownfield Developments), which is intended to stimulate major investment by deferring part of the increase in property taxation as a result of a redevelopment or rehabilitation project.
2. A Façade, Signage, and Property Improvement Grant, which is intended to assist with improvements to a building's façade or signage, or other improvements to private property (i.e. parking and landscaping).
3. A Building Improvement/Restoration Grant, which is intended to assist with maintenance and physical improvement of existing buildings.
4. A Building Conversion/Expansion Grant, which is intended to assist in the small-scale conversion of existing vacant space into new commercial, mixed-use and other eligible uses.
5. An Energy Efficiency Retrofit Grant, which is intended to assist with retrofits that improve the overall energy efficiency of a building.
6. An Outdoor Art Grant, which is intended to assist with the permanent installation of outdoor artwork/sculptures.
7. A Feasibility, Design, and Study Grant, which is intended to assist with the completion of studies and plans that will investigate the potential of or support a new business or development project.
8. An Application and Permit Fees Grant, which is intended to reduce costs for planning applications or building permits in relation to an improvement project.
9. A Multiple Property Owners Supplemental Grant, which provides a supplemental grant where multiple owners or tenants implement a coordinated approach to projects.
10. A Savour Elgin/Elgin Arts Trail Supplemental Grant, provides a supplemental grant where the establishment of a new eligible use that will also meet the criteria of the 'Savour Elgin' and 'Elgin Arts Trail' programs.

11. Environmental Study Grant, which is intended to assist owners of brownfield sites in undertaking environmental studies to generate more and better information with respect to the type of contamination, environmental risks, and potential remediation requirements and costs.
12. Brownfield Financial Tax Assistance Program supports the remediation and redevelopment of brownfield (contaminated) sites by providing tax assistance during the clean up (remediation) and redevelopment stage. The program will provide a cancellation of all or part of the municipal and/or County portion of the taxes on a site during the rehabilitation and development period. There is also the opportunity to apply to the Minister of Finance to match property tax assistance through the cancellation of the education portion of taxes (requires application to the Minister).

The Elgincentives CIP provides detailed information about each of the financial incentive programs listed above, including:

- a. Where and when the programs may be made available;
- b. General eligibility criteria that must be met in order for owners and tenants of land and buildings to be eligible for any financial programs;
- c. A description of the types of properties and uses that may be eligible for incentive programs;

- d. A detailed description of the financial programs, including the value of grants;
- e. A set of program-specific eligibility criteria that must also be met (in addition to the general criteria noted above); and
- f. Financial incentive application requirements.

With respect to the financial management of incentive programs, Elgin County has determined that the following guidelines will apply:

1. Any number of the financial incentives identified above may be put into effect during the term of the CIP, subject to the availability of funds and other resources.

Annually, an implementation committee that is responsible for the administration of the CIP will make recommendations to local and County Councils with respect to financial Incentives that will be in effect and offered to owners and tenants within the Community Improvement Project Area for that year.

2. It is anticipated that Elgin County will provide all funding for grants that are put into effect in effect in any given year.

The only exception to this is in regard to the Tax Increment Equivalent Grant (for Major Projects and Brownfield Developments), the Brownfield Tax Assistance Program, and the Application and Permit Fees Grant, both of which specifically identify a 'municipal portion' of the grant value, which will not be funded by the County.

Where it has been determined by local Council that these programs will be put into effect in any given year, the local municipality will provide funding for the 'municipal portion'.

3. Notwithstanding the County's intention to fund 100% of the grants offered in any given year, the Elgincentives CIP includes provisions for the local municipalities to provide a portion of the funding for grants, should it be determined that there are resources available to do so in any given year.

In this case, a local Council will identify the extent to which it will participate in financial Incentive programs that have been put into effect during the annual budgeting exercise.

4. As part of the annual budgeting exercise, County Council will identify a budget for the County-funded portion of financial incentives that have been put into effect for that year, if any.

The provision of funding for any incentives shall be to the limit of the available funding for that year. The annual budget for Financial Incentives will not fund the County portion of tax assistance programs, since these are not "out of pocket" expenses. Funding for these incentives will be provided as reimbursements in the year following payment to Elgin County and therefore do not require funding.

Additional information about the administration of incentive programs is provided in Section 5.0 of this document and in Section 6.0 of the Elgincentives CIP.



# Administration

## 5.0 Administration

The Elgincentives CIP will be administered by Elgin County in partnership with the local municipalities in accordance with the following guidelines (as shown in Figure 3):

- a) An 'Elgincentives Implementation Committee' will be appointed by County Council and will be given the responsibility of administering the CIP, including financial incentive programs.
- b) Specifically, the Committee will:
  - a. Receive/review all applications for incentives; and
  - b. Make a decision on whether an application should be approved or refused.
- c) The 'Elgincentives Implementation Committee' will consist of senior staff from Elgin County who will have primary responsibility for all administrative tasks.
- d) In addition, staff from the local municipalities will have representation on the Committee and will be responsible for reviewing incentive applications from owners' tenants of land/buildings from their respective municipality. Local representatives will be required to sit on the committee on a case-by-case basis, only in response to applications from their respective municipalities.
- e) Applications must be submitted to Elgin County (i.e., the 'Elgincentives Implementation Committee') in accordance with the requirements outlined in the CIP.
- f) Applications will be evaluated based on criteria set out by the 'Elgincentives Implementation Committee'.
- g) Actual payment of tax assistance and grants (both the local and County funded portions) to an approved applicant will be the responsibility of the local municipality. Funding from Elgin County will be provided to the local municipality and not directly to an approved applicant.
- h) The 'Elgincentives Implementation Committee' will also be responsible for:
  - a. Marketing the Elgincentives CIP in accordance with the Marketing Strategy outlined in the CIP (with County's Economic Development Department playing a leading role); and
  - b. Monitoring the results of the Elgincentives CIP, and specifically the financial incentive programs, in accordance with the Monitoring Strategy outlined in the CIP.

Figure 3: Process Summary of the Review, Approval, and Payment of Incentives offered through the Elgincentives CIP





# Next Steps/Implementation 6

# 6.0 Next Steps/ Implementation

## 6.1 Initial Implementation of the Elgincentives Community Improvement Plan

In order to implement the Elgincentives County-wide framework for community improvement planning, Elgin County has identified the following key undertakings as 'next steps':

- 1) Council Endorsement: The 'Elgincentives Vision and Implementation Guidelines' (i.e., this document) and the 'Elgincentives Community Improvement Plan' (i.e., the template provided in Appendix A) will be brought forward to County Council for endorsement.
- 2) Local Implementation: Following endorsement by County Council the County-wide framework would be adopted at the local level.

With respect to the specific tasks required as part of the local implementation phase, the following will be required:

- A. The Elgincentives CIP template, which is provided as Appendix A to this document, will be

modified/developed into seven individual CIPs – one for each local municipality.

- B. Local official plan amendments will be required (in most cases) in order to allow for the identification of community improvement project areas, as identified in the Elgincentives CIP template. This is because, as discussed in the background memo provided in Appendix B to this document, while most municipal local official plans include criteria for designating a community improvement project area within a downtown or commercial area, most do not have criteria that would allow for designating one within an agricultural area. Also, in most case, the local municipal official plan policies do not have goals and objectives relating to community improvement activities that would broadly address local economic development issues.

In order to assist the local municipalities with this task, some preliminary recommendations with respect to local official plan amendments have been identified for each local municipality and are provided as Appendix C to this document.

- C. Once the local municipal CIP and proposed official plan amendments (where required) are finalized, each local municipality will have to initiate the local adoption process in accordance with Section 17 of the Planning Act, which will specifically involve:

Section

6

- i. Circulating background material and the proposed Elgincentives Community Improvement Plan to the Ministry of Municipal Affairs and Housing for consultation;
- ii. Providing notice of a statutory public meeting;
- iii. Making background material as well as the proposed official plan amendment and Elgincentives Community Improvement Plan available for public review and comment 20 days prior to the public meeting;
- iv. Holding a statutory public meeting for the proposed official plan amendment and proposed community improvement plan;
- v. Bringing forward the following to local Council;
  - A by-law to adopt the proposed official plan amendment;
  - A by-law to adopt the community improvement project area; and
  - A bylaw to adopt the community improvement plan.
- vi. Providing written notice of adoption to the Ministry of Municipal Affairs and Housing.

A flow-chart illustrating these key implementation requirements/next steps is provided on Figure 4 on the following page.

## 6.2 Amendment to the Elgincentives CIP - 2019

An amendment to the Elgincentives CIP was initiated in 2017, which proposed the application of incentive programs to industrial and employment land uses, as well as the addition of financial incentive programs for the development of Brownfield lands. Adoption of the amended CIP will generally follow the same process as the initial adoption, and includes the following:

- 1) Council Endorsement: The updated 'Elgincentives Vision and Implementation Guidelines' (i.e., this document) and the amended 'Elgincentives Community Improvement Plan' (i.e., the template provided in Appendix A) will be brought forward to County Council for endorsement.
- 2) Local Implementation: Following endorsement by County Council the amended CIPs will be adopted by local Council by following the local adoption process as provided by Section 17 of the Planning Act.

The amended CIP was circulated to the Ministry of Municipal Affairs for review and comment in October 2018. With respect to local adoption of the amended CIP, it should be noted that no local official plan amendments are required in order to implement the amended CIP incentives. Each lower tier official

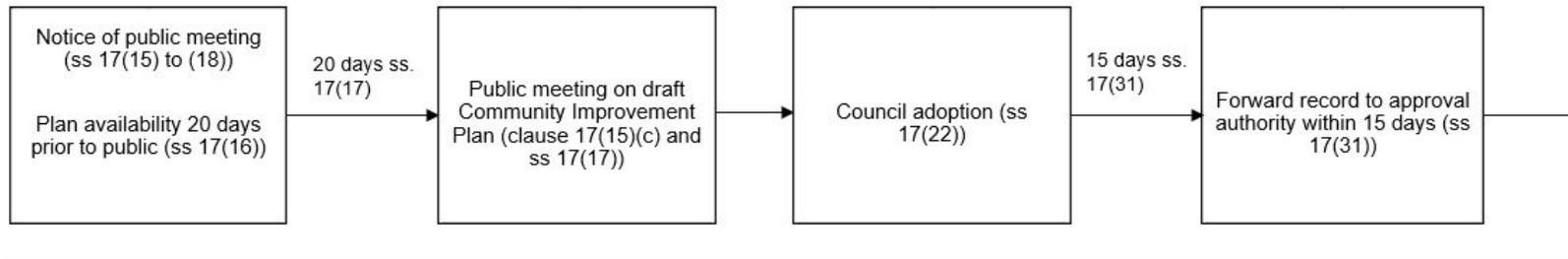
plan contained the appropriate policies to allow for the proposed CIP amendments.

Lower tier municipalities are required to follow the following process in accordance with Section 17 of the Planning Act:

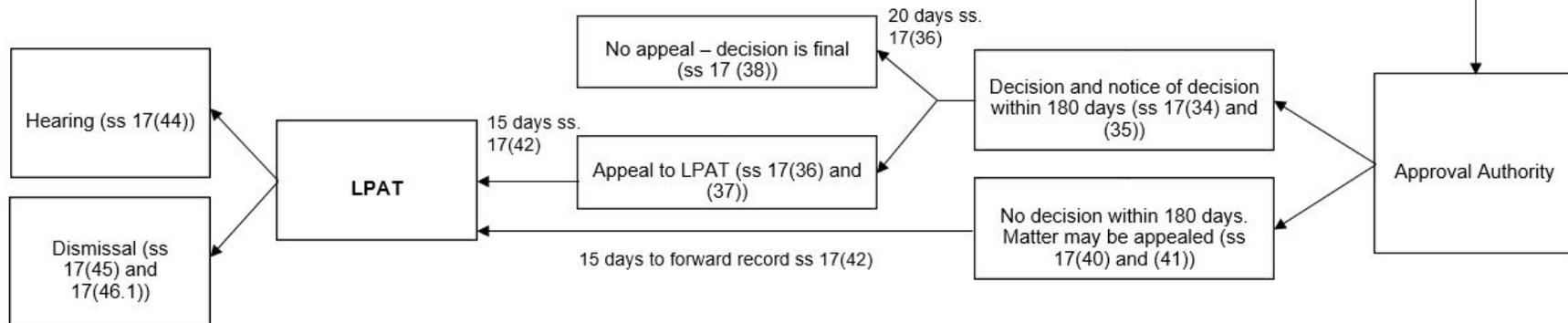
- i. Issue a notice of a statutory public meeting (at least 20 days prior to the public meeting);
- ii. Make the background information and amended Elgincentives CIP document available for public review 20 days prior to the public meeting;
- iii. Hold a statutory public meeting for the proposed Community Improvement Plan amendment;
- iv. Bringing forward a bylaw to adopt the amended Community Improvement Plan;
- v. Provide written notice of adoption to the Ministry of Municipal Affairs and Housing.

A flow-chart illustrating these key implementation requirements/next steps is provided on Figure 4 on the following page.

**MUNICIPAL PROCESS**



**LOCAL PLANNING APPEAL TRIBUNAL PROCESS**





Appendix A:  
**The Elgincentives Community  
Improvement Plan Template**



# Elgincentives



[TO BE INSERTED]

## Elgincentives Community Improvement Plan



September 2015  
Updated March 2019



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# Introduction to the CIP

# 1.0 Introduction to the CIP

The following is an introduction to the [TO BE INSERTED] Elgincentives CIP. This CIP is part of a larger framework for community improvement that is being implemented by local municipalities across Elgin County.

## 1.1 Purpose

The Municipality of [TO BE INSERTED] has adopted this Community Improvement Plan (CIP) as a component of a progressive and strategic County-wide framework for community improvement planning that is to be administered and funded in partnership with Elgin County. The County-wide Vision and Implementation Document can be found online at [www.Elgincentives.ca](http://www.Elgincentives.ca).

Since Elgin County is an Upper-tier Municipality with a coordinating role over its seven distinctive and unique lower-tier municipalities, the intent of a County-wide framework for community improvement is to advance local economic goals and priorities in key areas of economic activity, where the local municipalities and the County have determined the need is the greatest, and where there will be significant County-wide benefits. As discussed further in Section 2.0 of this CIP, this includes the following key areas (where they occur in each local Municipality):

- a) Downtowns/main street areas;
- b) The agricultural areas;
- c) The ports/lakeshore areas;
- d) Other key tourist and outdoor recreational areas; and
- e) Employment areas

To assist in supporting economic growth in these key areas, each of the seven CIPs, which make up the County-wide framework, contain a set of financial incentive programs that may be implemented during the life of this CIP. The Municipality of [TO BE INSERTED] will work with the County (as described in Section 6.0 of this CIP) to determine which programs will be put into effect annually based on local priorities. Elgin County will participate in the financial incentive program in accordance with the Planning Act and Section F6.2 of the Elgin Official Plan.

## 1.2 What is a Community Improvement Plan?

A CIP is a municipal planning tool established by the Ontario Planning Act. Many municipalities across Ontario have prepared CIPs in order to achieve important community goals, such as:

- Facilitating and coordinating the transition of neighbourhoods and areas;
- Stimulating economic growth and development;
- Assisting businesses/ property owners with repair, rehabilitation, and redevelopment projects; and,
- Raising awareness of local needs and priorities.

Simply put, a CIP is a planning document that sets out tools and strategies for improving the built, economic, and social environment in designated areas of a municipality.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, having a CIP in place allows the municipality to assist financially with improvements to private properties. Therefore, this CIP identifies a set of twelve financial incentive programs that may be available to owners and tenants of lands and buildings within the Municipality of [TO BE INSERTED].

## 1.3 Authority

The Planning Act is the primary piece of legislation that provides for the preparation of CIPs. Specifically, Section 28 of the Planning Act sets out the following:

1. **Types of projects/activities/works that are considered ‘community improvement’**, which can include the redevelopment, rehabilitation, or other improvements to residential, commercial, industrial, and public buildings, structures, or facilities.
2. **A community improvement planning process** whereby a municipality must first identify and adopt by by-law a designated ‘community improvement project area’, after which a ‘community improvement plan’ may be prepared and adopted by a municipal Council. However, this may only be done where there are community improvement policies in the municipality’s Official Plan (which is the case in the Municipality of [TO BE INSERTED], as discussed in Section 2.0 of this CIP).
3. **Tools that can be implemented** once a ‘community improvement plan’ is adopted by a municipal Council, which include grants or loans to owners and tenants (with consent of the owner) of land and buildings within the community improvement project area.
4. **Eligible costs** for which a municipality can provide such grants or loans, which may include costs related

to development/ redevelopment or construction/ reconstruction projects *for rehabilitation purposes* or for the provision of energy efficient improvements.

In addition to the above, the Planning Act states that upper-tier municipalities in Ontario (including Elgin County) have the ability to participate in (i.e., contribute financially) CIP programs adopted by local municipalities. This is permitted only where there are Official Plan policies in place relating to the making of grants or loans. As discussed in Section 2.2 of this CIP, since there are such policies in place in the upper-tier Official Plan, Elgin County may participate in the programs established by this CIP.

## 1.1 Contents

The contents of this CIP are as follows:

- A brief overview of the background and basis for this CIP is provided in Section 2.0;
- Goals and Objectives for County-wide Community Improvement are provided in Section 3.0;
- The Community Improvement Project Area is identified in Section 4.0 (with maps provided as schedules to this CIP);
- Information about financial incentive programs (or 'Elgincentives') is provided in Section 5.0;
- Administrative details about how this CIP will be implemented, marketed, and monitored are set out in Sections 6.0, 7.0, and 8.0; and

- A Glossary is intended to assist in the interpretation of this CIP.



# Basis for the CIP

## 2.0 Basis for the CIP

The [TO BE INSERTED] Elgincentives CIP has been prepared based on a number of County and local Municipal planning documents and information sources, as summarized in this Section.

### 2.1 County-wide Economic Development Goals/Priorities

As stated in the introduction to this CIP, the intent of a County-wide framework for community improvement is to implement Planning Act tools consistently in each of Elgin's seven local municipalities as a part of a coordinated strategy to advance local economic goals and priorities. Prior to the development of this CIP, a review of the County's Economic Development Strategy and Official Plan was completed to identify key goals and priorities that can be supported in order to provide an overall public benefit to the Municipality of [TO BE INSERTED]

and Elgin County as a whole. The following is a summary of the findings.

#### **Elgin County Economic Development Strategy**

In 2011, the County implemented an Economic Development Strategy (EDS) (updated in 2015), with the primary objective being to foster or create an environment that supports the growth of the economy and prosperity for local residents. The EDS emphasizes the importance of the creative rural economy in order to create an enabling environment for the following key areas:

- Agriculture;
- Tourism;
- Downtowns/Mainstreets; and
- Employment lands and the manufacturing sector.

In reviewing the goals of the County's Economic Development Strategy, it has been determined that this CIP has the potential to:

- Assist businesses and property owners with repair, rehabilitation, and development, redevelopment projects, in order to help enhance civic pride and ownership throughout the County.
- Promote secondary uses on agricultural land, which are now permitted through the County's Official Plan.
- Support enterprise development through the use of financial incentive programs.

- Send a clear message to the business and development community on behalf of the Municipality of [TO BE INSERTED] and Elgin County that there is a commitment by both levels of government to stimulating economic growth and attracting/retaining businesses.
- Create positive stories about revitalization and business development within the community.

## Elgin County Official Plan

The 2012 County Official Plan has a clearly articulated set of long-term goals for Elgin, which emphasize the importance of agriculture, downtown areas, and the 'ports'. For example, the following Official Plan goals are set out for Elgin's economic prosperity, which will be supported by this CIP:

- *To reinforce the function of the downtown areas in settlement areas as cultural, administrative, entertainment, retail and social focal points of the community.*
- *To support the role of the 'ports' in the County as the primary locations for tourism and related economic activity.*
- *To provide opportunities for a wide range of appropriately scaled agriculture-related and secondary uses in the Agricultural Area.*
- *To support the growth of new industry sectors, and the transition of existing industry sectors, toward practices, products and services that increase environmental performance, human health and social responsibility.*

In addition, the County's Official Plan establishes policies that will support the goals, actions and strategies of the Economic Development Strategy. For example, the Official Plan states that it is a policy of the County to:

- *Support the full utilization of the existing employment lands in the County for a range of employment uses;*
- *Support the efforts of existing Business Improvement Areas and Chambers of Commerce to promote retail and façade improvements of buildings.*
- *Support the creation of interesting and accessible public places to generate activity and vitality and attract people and business to Elgin County communities.*
- *Promote the growth of tourism throughout the County with particular emphasis in areas where there is an existing tourism base including the ports/waterfront areas, downtown/main street areas, recreational areas and agricultural/rural areas.*
- *Enhance the profile of the County, its communities, ports and tourism attractions and destinations.*
- *Maintain agriculture as the principal economic activity in the rural areas of the County.*
- *Support opportunities for farmers to protect, diversify and expand their operations.*

This CIP is in support of these County-wide policies, where they apply in the Municipality of [TO BE INSERTED].

## 2.2 County-Wide Policies for Community Improvement

Section F6 of Elgin County's 2012 Official Plan sets out policies related to community improvement planning by an upper-tier municipality, as required by the Planning Act. Section F6.1 provides a number of objectives for community improvement in the County, which are broad and address a wide range of needs and opportunities.

Specifically, the following objectives from the County's Official Plan will be supported by this CIP, which is intended to diversify the economic base and improve the built environment of [TO BE INSERTED], with a focus on agricultural areas, downtown areas, and the 'ports':

- *Foster development, reuse, and/or maintenance of existing brownfield sites and/or current industrial sites;*
- *Enhance retail and downtown commercial areas within the municipalities;*
- *Promote energy efficiency and sound environmental design;*
- *Foster economic growth within designated areas;*
- *Enhance the visual characteristics of neighbourhoods; and,*
- *Encourage local participation in funding programs.*

It is also important to note that there are policies in the County's Official Plan dealing with upper-tier participation in a lower-tier CIP. As mentioned earlier, the Planning Act states

that an upper-tier municipality may participate in the financial incentive programs contained in a lower-tier CIP, or make grants to the lower-tier related to the implementation of these programs, provided the appropriate policies are included in the Upper-tier Official Plan. Accordingly, Section F6.2 of the County's Official Plan states:

County Council may make grants or loans to the council of a lower tier municipality for the purpose of carrying out a community improvement plan that has come into effect, on such terms as to security and otherwise as the council considers appropriate.

On the basis of the above, Elgin County may participate in the financial incentive programs contained in this CIP.

## 2.3 [TO BE INSERTED] Policies for Community Improvement

### Enabling Official Plan Policies

As required by the Planning Act, Section 7 of the Official Plan of the Municipality of [TO BE INSERTED] contains provisions for the development of a CIP. Specifically, the policies set out community improvement goals, objectives, and implementation policies. The following is a discussion of the key policies that generally address local economic development and beautification relating to recreational, commercial, and light industrial land uses, and are therefore in support of this CIP:

## Community Improvement Goals:

- Section 7.1.1.1 states that a goal for community improvement in [TO BE INSERTED] is: *To utilize community improvement initiatives as an incentive to attract new commercial to the hamlets.*
- Section 7.1.1.2 states that another goal of the CIP is to *utilize community improvement initiatives as an incentive to attract new commercial and light industrial establishments to the hamlets, with particular emphasis on the expansion of the industrial base in the Villages of Straffordville, Vienna, and Port Burwell.*
- Section 7.1.1.4 states that another goal is to more broadly address economic development: *To protect and improve the economic well being of the Municipality and its residents by encouraging and/or participating in programs that will promote new jobs, new capital investment and increases in the economic base and municipal tax base, having regard for the cost/benefit relationship of such programs.*

## Community Improvement Objectives:

- Sections 7.1.3 and 7.1.4 identify a range of objectives for community improvement, including the following, which are supported by this CIP:
  - *To encourage the rehabilitation of existing commercial and institutional developments in the Hamlets and Villages;*
  - *To improve the overall attractiveness of the commercial areas in terms of aesthetics and public amenities;*

- *To diversify and expand the economic base of the Hamlets and Villages and to expand the range of services and shopping opportunities available in the Hamlets and Villages;*
- *To generally foster local economic growth;*
- *To promote the establishment, expansion and rehabilitation of tourism and tourist destination-oriented uses within existing buildings; and*
- *To encourage the establishment, expansion and rehabilitation of agriculture-related and secondary uses within existing buildings in the agricultural area.*

## Policies for Identifying Community Improvement Project Areas:

- Sections 7.2 and 7.3 deal with the identification of Community Improvement Project Areas in the Municipality of [TO BE INSERTED], as required by the Planning Act.
- Specifically, Section 7.2.2 identifies the following relevant criteria for commercial areas:
  - *Areas of predominately commercial land use which are potentially stable and viable;*
  - *A need for aesthetic improvements or beautification which may enhance the commercial viability of businesses in the area; and*
  - *An observed decline in the commercial assessment in the area and/or a decline in the number or variety of commercial establishments in the area.*
- Section 7.2.3 identifies the following 'other' relevant criteria:

- *Condition and appearance of buildings, landscaping and other site features in relation to a Maintenance and Occupancy Standards By-law;*
- *Condition and adequacy of municipal recreational services and facilities such as parks, play equipment, trails, beaches, sports fields, camping facilities and water access points;*
- *Size, location and type of signage, adequacy, location and condition of off-street parking, commercial vacancy rate, pedestrian accessibility to businesses, appearance of street, including front and rear building facades and potential for expansion (inventory of serviced and zoned lands) in the Commercial designation;*
- *The area or site constitutes a vacant, underutilized, or vacant property that was previously developed and may be contaminated; and*
- *Any other environmental, social, or community economic development reasons, in conformity with the policies of the County of Elgin Official Plan and this Plan.*
- Based on the criteria identified in Section 7.2, Section 7.3 of the Official Plan states:
  - *Municipal Council may designate by by-law, “Community Improvement Project Areas”, the boundaries of which may be the entire Municipality or part of the Municipality of [TO BE INSERTED]. These areas will be eligible for “community Improvement” as defined in the Planning Act.*

On the basis of the criteria identified above, and as discussed further in Section 4.0 of this CIP, the entire Municipality of [TO

BE INSERTED] has been designated a Community Improvement Project Area for the purpose of the [TO BE INSERTED] Elgincntives Community Improvement Plan. The intent in doing so is to apply community improvement tools in all of the key areas of economic activity.

### **Other Relevant Official Plan Policies**

In addition to the community improvement policies discussed above, there are number of general goals, objectives, and policies in the Municipality of [TO BE INSERTED] Official Plan, which broadly aim to foster economic growth and revitalization in the downtown/main street areas, agricultural areas, ports/lakeshore areas, and other key tourist and outdoor recreational areas, and are therefore in support of and consistent with the goals and objectives of this CIP.

Section 1.2 of the Official Plan sets out a number of objectives that the Official Plan intends to achieve. The following are in support of this CIP:

- a) *To encourage and support the agricultural industry as the primary economic activity in the Municipality of [TO BE INSERTED];*
- d) *To provide a policy framework for the development and expansion of other economic sectors such as tourism, the harbourfront, transportation, petroleum exploration;*
- f) *To provide community improvement goals, objectives and implementation policies which will contribute to the stabilization, preservation and improvement of*

*existing and viable residential, commercial, industrial, harbourfront, and recreational areas in the Municipality of [TO BE INSERTED]; and*

- m) To promote and facilitate the expansion and diversification of the economy and tax base in the Municipality.*

In addition, Section 1.4 outlines the following goals, which are also in support of this CIP:

- c) To place a high priority on maintaining and initiating agricultural production on high quality agricultural lands; and*
- m) To facilitate the future development of Lake Erie shoreline and land adjacent to Big Otter Creek within Port Burwell and Vienna for public and private recreation and commercial uses, while preserving the scenic character of these lands, and preventing incompatible permanent development on lands subject to natural hazards.*

review and comment. This memo is an important basis for the [TO BE INSERTED] Elgincentives CIP and can be reviewed for additional background information. This CIP has been updated in 2018 to incorporate employment lands and uses, and an updated *Recommendations Memo* was circulated to each of the seven local municipalities for review and comment in June, 2018. These memos can be obtained from [www.elgincentives.ca](http://www.elgincentives.ca).

## 2.4 Community Improvement Background and Options Memo

A full discussion of the findings of the background work undertaken in support of the development of this CIP (i.e., the review of County economic development priorities/policies, a local policy review, and consultation events) was documented in a 'Community Improvement Background and Options Memo' dated December 2014 (and revised in January 2015), which was circulated to each of the seven local municipalities for



# Goals and Objectives



## 3.0 Goals and Objectives

This Section introduces the goals and objectives of the [TO BE INSERTED] Elgincentives CIP and articulates the intended outcomes of the community improvement programs.

### 3.1 Purpose of the Goals and Objectives

A series of goals have been developed based on the findings of the background work and consultation activities described in Section 2.0 of this Plan. The goals are established for the purpose of articulating how the Elgincentives CIP is intended to provide an overall public benefit to the Municipality of [TO BE INSERTED]. The goals represent the overall intended result of this Plan.

Objectives have also been identified, which represent the tangible actions and outcomes that the Municipality of [TO BE INSERTED], in cooperation with Elgin County, aim to achieve through the implementation of this Plan.

Importantly, as set out in Section 5.2, in order to be eligible for any of the financial incentives programs offered through this CIP, a proposed project must contribute to the goals and objectives set out below.

For each of the goals and objectives, a set of targets has also been established for the purpose of monitoring the effectiveness of this CIP. The targets are presented as part of a monitoring strategy in Section 8.0 of this Plan.

### 3.2 Goals

The goals of the Elgincentives CIP are shown in Figure 1 below, which also demonstrates how each of the goals will support and reinforce each other.

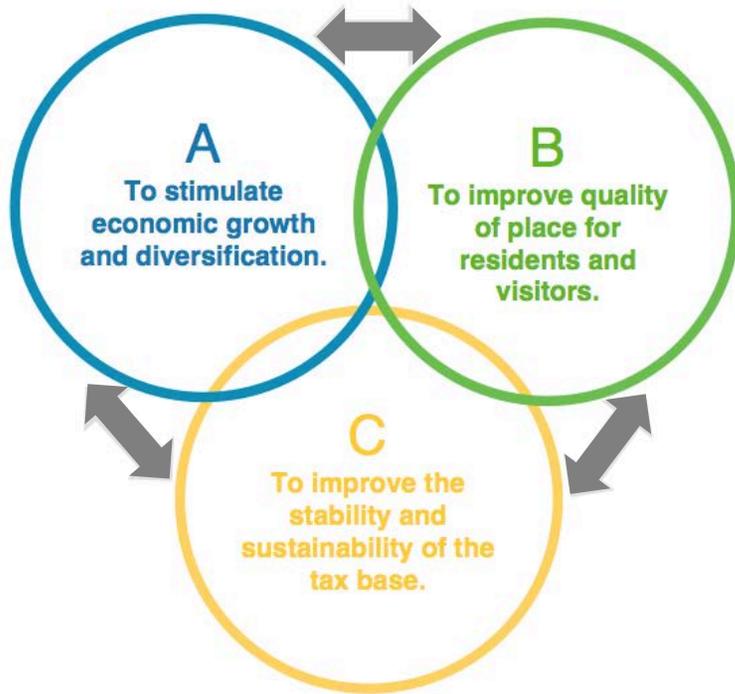


Figure 1: Goals of the Elgincentives CIP

### 3.3 Objectives

For each of the goals shown in Figure 1, a number of specific and measurable objectives have also been identified, as shown in the tables below.

Goal	Objectives
<b>A</b> To stimulate economic growth and diversification.	<ol style="list-style-type: none"> <li>1. To encourage the expansion of the agribusiness sector through new and expanded value-added/agricultural related enterprises.</li> <li>2. To encourage the expansion of business activity for existing commercial businesses in the downtown areas/mainstreets of settlement areas.</li> <li>3. To encourage the expansion of business activity within the manufacturing/industrial sector.</li> <li>4. To increase the number of business start-ups.</li> <li>5. To increase tourism.</li> <li>6. To increase the number of tourist accommodation establishments.</li> <li>7. To increase the number of creative economy businesses.</li> <li>8. To increase employment opportunities for local residents.</li> </ol>

Goal	Objectives
<b>B</b> To improve the quality of place for residents and visitors.	<ol style="list-style-type: none"><li>1. To improve the appearance of major entry points and tourism corridors.</li><li>2. To improve the appearance and utilization of the lakeshore.</li><li>3. To improve the appearance of the Municipality of [TO BE INSERTED] and foster civic pride through improvements to private properties.</li></ol>

Goal	Objectives
<b>C</b> To improve the stability and sustainability of the tax base.	<ol style="list-style-type: none"><li>1. To reduce the number of vacant commercial building spaces in the downtown areas/mainstreets of settlement areas.</li><li>2. To reduce the number of vacant industrial/employment building spaces throughout the Municipality.</li><li>3. To encourage the infill and redevelopment of vacant employment lands throughout the Municipality.</li><li>4. To increase the assessment base of properties in the downtown areas/mainstreets of settlement areas, and the agricultural area.</li></ol>



# Community Improvement Project Area

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# 4.0 Community Improvement Project Area

In accordance with the Planning Act, the following Section identifies the Community Improvement Project Area that has been designated for the purpose of this Plan.

## 4.1 Community Improvement Project Area

In order to achieve the broad, economic development-focused goals and objectives of this CIP, all lands located within the Municipal boundary of [TO BE INSERTED] are included within the Community Improvement Project Area (CIPA). These

lands have been designated (by by-law) as such by Council, and are shown on Schedule A of this CIP.

To demonstrate how this CIP will work with other local Elgincentives CIPs adopted throughout Elgin County, a map showing the overall County-wide Framework is also provided as Appendix 1. However, since this CIP applies to the geographic boundaries of the Municipality of [TO BE INSERTED] only, the map of the County-wide framework is provided as context and does not constitute a part of this CIP.

Financial Incentive Programs may be available to registered owners, assessed owners, and tenants (with consent of the owner) of lands and buildings located within the CIPA, subject to a number of eligibility criteria, as described in Section 5.0 of this CIP.

In addition, the type of improvement projects that may be funded by incentive programs is subject to the Community Improvement 'Sub-Area' in which lands/buildings are located. These 'Sub-Areas' are introduced in Section 4.2.

## 4.2 'Sub-Areas'

Prior to the development of the County-wide framework for community improvement, it was determined that there are a number of key areas of local economic activity in Elgin County as a whole where the need for improvement is the greatest and where investment will result in significant economic development benefits. The local Council of [TO BE

Section

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INSERTED] has supported the identification of these areas, which include:

- a) Downtowns/main street areas;
- b) The agricultural areas;
- c) The ports/lakeshore areas;
- d) Other key tourist and private outdoor recreational areas; and
- e) Employment areas.

Therefore, in addition to designating the entire Municipality as a CIPA, the following ‘Sub-Areas’ have also been identified throughout the County, which are shown on Schedule A of this CIP:

1. **The Settlements Sub-Area** (which includes the downtowns/main street areas and ports of [TO BE INSERTED] as identified in the local Official Plan); and
2. **The Agricultural Sub-Area** (which generally include lands that are designated Agriculture by the County Official Plan).
3. **The Employment Lands Sub-Area** (which generally includes lands designated as Industrial, or Employment within the Municipal Official Plan).

Collectively, these three “Sub-Areas’ make up the entire geographic area of the Municipality of [TO BE INSERTED], which is why the Municipality as a whole has been designated as a CIPA. However, the ‘Sub-Areas’ are important to the overall implementation of this CIP since it is recognized that

there are different types of properties and uses in each of the areas of economic activity that should be eligible for incentive programs. Therefore, Section 5.2 provides a description of the types of properties and uses within each of the ‘Sub-Areas’ and indicates whether or not they are eligible for the incentive programs contained in this CIP.

### 4.3 ‘Priority Areas’

In addition to designating a CIPA and ‘Sub-Areas’, it has also been determined that there are certain key areas within [TO BE INSERTED] (and other parts of the County) where local investment will have the greatest economic benefit/impact. Therefore, these areas have been identified as ‘Priority Areas’ recognizing that they should be prioritized with respect to improvement projects and the provision of financial incentives. ‘Priority Areas’ in the [TO BE INSERTED] include the following:

1. **Tourism Corridors** (which include corridors as identified on Schedule B of the County’s Official Plan, in addition to other locally identified corridors); and
2. **The Lakeshore Area** (which is identified as having exceptional scenic vistas, aesthetic settings and recreational opportunities in Section 1.4 of the [TO BE INSERTED] Official Plan. The Official Plan also states that future development of the lakeshore should be facilitated, especially for recreation and commercial uses).

As discussed in Section 5.0 of this CIP, for some of the incentive programs in this CIP, the value of financial incentives will be greater for registered owners, assessed owners, and tenants (with consent of the owner) of lands and buildings that are located in 'Priority Areas'.



# Financial Incentive Programs 57

# 5.0 Financial Incentive Programs

A set of financial incentive programs is introduced in this Section, which may be available to eligible owners/tenants in the CIPA. The programs are intended to stimulate private sector investment in land and buildings.

## 5.1 The Programs

The Municipality of [TO BE INSERTED] may provide funding for, and Elgin County may participate in, any of the following incentive programs during the term of this CIP, subject to the availability of Municipal and County resources:

1. **A Tax Increment Equivalent Grant for Major Projects and Brownfield Redevelopment Projects;**
2. **A Façade, Signage, and Property Improvement Grant;**
3. **A Building Improvement/Restoration Grant;**
4. **A Building Conversion/Expansion Grant;**
5. **An Energy Efficiency Retrofit Grant;**
6. **An Outdoor Art Grant;**
7. **A Feasibility, Design, and Study Grant;**
8. **An Application and Permit Fees Grant;**
9. **A Multiple Property Owners Supplemental Grant;**
10. **A Savour Elgin/Elgin Arts Trail Supplemental Grant;**
11. **Environmental Study Grant; and**
12. **Brownfield Tax Assistance Program.**

Section 5.2 of this CIP identifies a set of criteria that must be met in order to be eligible for any of these programs. Detailed information about how each of the incentive programs works is provided in Section 5.3 to 5.14.

## 5.2 Eligibility

### General Eligibility Criteria

In order to be eligible for any of the financial incentive programs that may be offered under this CIP, the following general eligibility criteria must be met:

1. The lands and buildings subject to an application must be located in the CIPA designated by by-law for the purpose of this CIP.
  2. The type of property or use subject to an application must be identified as eligible within the applicable 'Sub-Area', (as identified on the table on the following page).
  3. All proposed projects must result in some level of improvement or rehabilitation over the existing conditions and will not simply represent a life cycle replacement.
  4. All projects must contribute to achieving one or more community improvement goals (as identified Section 3.0 of this CIP).
  5. Unless otherwise specified, registered owners, assessed owners, and tenants (with consent of the owner) of private land or buildings may be eligible for financial incentives.
  6. The total value of all grants, loans, and tax assistance provided to an owner/tenant shall not exceed the total value of eligible costs for a project.
  7. A property is eligible for the Tax Increment Equivalent Grant for Major Projects once during the term of this CIP.
  8. For all other incentive programs, a property may be eligible for multiple grants and may submit multiple applications during the term of this CIP; however, the total combined value of grants approved in any given year shall not exceed \$15,000 per property or the total value of eligible costs, whichever is less.
  9. Financial incentives will not be applied retroactively to works started prior to approval of applications and any application for costs incurred prior to the adoption of this CIP will not be considered eligible.
  10. The property owner must have no outstanding property tax arrears, or any other outstanding Municipal/County accounts receivable on the subject property at the time of application.
  11. Applicants will be required to disclose all other funding sources, including governmental, private, or not-for-profit funding to support the project. These shall be taken into consideration in the review of applications and the value of incentives may be reduced as a result. Applicants who receive funding for projects via the [TO BE INSERTED] Elgincntives CIP may not be eligible for funding for the same project under any other CIP that has been adopted by Municipal Council.
  12. The proposed works will conform with all Municipal policies, standards, and procedures, including the Official Plan, Zoning By-law, Design Guidelines (if applicable) and heritage matters, in addition to being subject to a review and the issuance of necessary planning and development approvals and building permits pursuant to the Ontario Building Code.
- In addition to these general eligibility criteria, a set of program-specific eligibility criteria must also be met, which are outlined in the description of financial incentives (Sections 5.3 to 5.14 of this CIP). A summary table that provides an overview of the

Section

5

details for each of the financial incentive programs is also provided in Section 5.15.

**Eligible Properties and Uses**

As noted, not all properties and uses located in the ‘Sub-Areas’ will be eligible for financial incentive programs offered in this

CIP. The table below generally describes the types of privately-owned properties and uses within each of the ‘Sub-Areas’ that are the focus of this CIP and therefore eligible for incentive programs.

Sub-Area	Eligible Properties	Eligible Uses
<b>Settlements Sub-Area</b>	<ul style="list-style-type: none"> <li>Properties designated Commercial by the Municipality of [TO BE INSERTED] Official Plan, which are located within or in proximity to an established downtown or mainstreet area.</li> </ul>	<ul style="list-style-type: none"> <li>Commercial and mixed-uses.</li> <li>Higher density residential uses (desired intensification projects where approved through the local Municipal Official Plan) may be eligible for TIEG, and Brownfield Programs (see project specific eligibility).</li> </ul>
<b>Agricultural Sub-Area</b>	<ul style="list-style-type: none"> <li>Properties designated by the Municipality of [TO BE INSERTED] Official Plan to permit tourism and tourist designation-oriented uses and private recreational uses.</li> <li>Known or perceived brownfield sites.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism and tourist destination-oriented uses and private recreation uses.</li> <li>Employment land uses (including Industrial, Service Commercial, etc.)</li> </ul>
<b>Employment Lands Sub-Area</b>	<ul style="list-style-type: none"> <li>Properties designated Agricultural Area by the County Official Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Secondary and agriculture-related uses related to existing farm operations.</li> <li>Tourism and tourist destination-oriented uses and private recreation uses (where permitted by the local Official Plan).</li> </ul>
<b>Employment Lands Sub-Area</b>	<ul style="list-style-type: none"> <li>Properties designated Employment or Industrial by the Municipality of [TO BE INSERTED] Official Plan.</li> <li>Known or perceived brownfield sites.</li> </ul>	<ul style="list-style-type: none"> <li>Industrial and employment uses (as designated by the Municipality of [TO BE INSERTED] Official Plan).</li> </ul>

## 5.3 Tax Increment Equivalent Grant for Major Projects and Brownfield Development

### Purpose and Anticipated Benefits

The Tax Increment Equivalent Grant for Major Projects is intended to stimulate investment by effectively deferring part of the increase in property taxation as a result of the major development, redevelopment, reconstruction, or rehabilitation of lands or buildings. Grants that are equivalent to a percentage of the resulting **Municipal and/or County portion** of the property tax increment are provided to a property owner following the reassessment of the property. This incentive program applies to larger-scale redevelopment projects, including Brownfield developments. Please be sure to speak with Economic Development staff at Elgin County to discuss project eligibility.

### Value of Grant

*Applicants should refer to the definition for Tax Increment provided in the Glossary of this CIP, or contact Economic Development staff at Elgin County, in order to further understand how grant values will be calculated.*

Where a proposed project satisfies the eligibility requirements, a Tax Increment Equivalent Grant for Major Projects may be provided on approved applications as follows:

- Following reassessment, a grant that is equivalent to 100% of the **Municipal and/or County portion of the tax increment** will be provided to a property owner. Grants will be provided for a period of 5 years. Following year one, and for each year thereafter, the value of the grant will decrease as follows:
  - In year two, the grant will be equivalent to 90% of the Municipal and/or County portion of the tax increase;
  - In year three, the grant will be equivalent to 80% of the Municipal and/or County portion of the tax increase;
  - In year four, the grant will be equivalent to 70% of the Municipal and/or County portion of the tax increment; and
  - In year five, the grant will be equivalent to 60% of the Municipal and/or County portion of the tax increase.
- The maximum value of an annual grant will increase where the property is located within a 'Priority Area' (as discussed in Section 4.3 of this CIP), or for an identified Brownfield site. In this case, a grant that is to equivalent to 100% of the **Municipal and/or County portion of the tax increase** will be provided to a property owner for a period of five years.

- At the County's sole discretion, where a property is not located within a 'Priority Area', annual rebates of up to 100% of the County's portion of the property tax increase may be negotiated between the applicant and the County where:
  - it is demonstrated that the incentive is integral to the financial success of the initiative, or
  - the development incorporates exemplary design standards.
- Upon reassessment of the property by MPAC following the completion of the project, should the total value of the grant be significantly less than the estimated value, the applicant may then have the opportunity to withdraw their application for the Tax Increment Equivalent Grant for Major Projects, and apply for one or more of the additional programs offered through this Plan – which may result in a more significant grant value.
- In no case will the value of the grant exceed the eligible costs.

#### **Program-specific Eligibility Criteria**

To be eligible for the Tax Increment Equivalent Grant for Major Projects, the following criteria must be met (in addition to the general eligibility criteria set out in Section 5.2 of this CIP):

- a) The applicant must be a registered owner/assessed owner of private property located within a 'Sub-Area'. Tenants are not eligible for this program.

- b) Properties and uses must be eligible in accordance with the Table on page 5-3 of this CIP. While mixed-use projects are encouraged, multi use residential, where it represents a desired intensification project, and is approved through the local Official Plan, may be eligible for the TIEG program.
- c) The proposed project must be 'major', meaning that only those projects that are anticipated to generate a tax increment as a result of property reassessment will be eligible to apply..
- d) A property is eligible for the Tax Increment Equivalent Grant for Major Projects once during the term of this CIP.
- e) The property owner is responsible for the entire cost of the major project.

#### **Eligible Projects and Costs**

The Tax Increment Equivalent Grant for Major Projects may be provided for the following types of major projects on eligible properties:

- a) The development, redevelopment of a property for the purpose of a new eligible uses;
- b) The restoration or improvement of an existing building to accommodate an eligible use;
- c) The conversion of an existing building to accommodate an eligible use;
- d) The expansion of a building that results in an increase to the gross floor area of an eligible use;

- e) Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewer); and
- f) The services of a professional engineer, architect or planner to design and implement the project.
- g) Any remaining costs associated with Brownfield remediation and redevelopment that were not provided through the Brownfield Tax Assistance Program (see Section 5.14).

Other types of projects may also be considered eligible, at the

### Examples of Projects that may be eligible for the Tax Increment Equivalent Grant for Major Projects:

- Development of a new 2 storey mixed-use building on a commercial property in a downtown area.
- Major conversion of the upper floor of an existing commercial building to new residential units.
- Major redevelopment of an existing commercial property in a Settlement Area for a commercial use.
- Major conversion of an existing agricultural building to accommodate a bed and breakfast establishment with up to 6 rooms.
- Major expansion of an existing manufacturing operation.

discretion of Council.

### Payment

The total value of grants shall not exceed the total eligible costs of an approved project as invested by the applicant, or shall not be paid to the applicant for a period more than five years, whichever is the lesser amount.

Grants may require a financial pro-forma (at the expense of the applicant), an independent third party financial review (at the expense of the applicant), and a signed agreement (specifying terms, conditions, performance expectation and duration of the grant).

If a participating property is sold, in whole or in part, before the grant period elapses, the applicant and/or the subsequent landowner is not entitled to outstanding grant payments (on either the portion sold or retained by the applicant.). The Municipality may, entirely at its own discretion, enter into a new agreement with any subsequent owners of the property to receive outstanding grant payments under this program.

Applicants receiving the Tax Increment Equivalent Grant for Major Projects will not be eligible for any additional incentive programs offered through this Plan in any given year during the term of the CIP. The Tax Increment Equivalent Grant for Major Projects may not be combined with any other financial incentive programs offered by this CIP.

## 5.4 Façade, Signage, and Property Improvement Grant

### Purpose and Anticipated Benefits

The Façade, Signage, and Property Improvement Grant may be available to eligible property owners and tenants (with consent of the owner) to assist with the financing of improvements to a building's façade or signage, or to assist with other eligible improvements to private property (i.e., parking, landscaping, screening, etc.), which may otherwise be considered cost prohibitive.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, a Façade, Signage, and Property Improvement Grant may be provided on approved applications as follows:

- For a **Façade Improvement** project, a grant may cover 50% of the eligible cost of the façade improvement to a maximum of \$5,000 (or the total value of eligible costs related to the project, whichever is less).
  - The maximum value of the grant may increase to \$7,500 (or the total value of eligible costs related to the project, whichever is less) if the building has more than one street address and/or storefront, or if the building has more than one wall that is visible from a public street, or fronts onto a laneway or parking lot.

- The maximum value of the grant may increase to \$10,000 (or the total value of eligible costs related to the project, whichever is less) where the property is located within a 'Priority Area' (as discussed in Section 4.3 of this CIP).
- For a **Signage improvement** project, a grant may cover 50% of the eligible cost of the signage improvement to a maximum of \$2,500 (or the total value of eligible costs related to the project, whichever is less).
  - The maximum value of the grant may increase to \$5,000 (or the total value of eligible costs related to the project, whichever is less) if the building has more than one street address and/or storefront, or if the building has more than one wall that is visible from a public street, or fronts onto a laneway or parking lot.
  - The maximum value of the grant may increase to \$7,500 (or the total value of eligible costs related to the project, whichever is less) where the property is located within a 'Priority Area' (as discussed in Section 4.3 of this CIP).
- For a **Property Improvement** project, a grant may cover 50% of the eligible cost of the property improvement to a maximum of \$2,500 (or the total value of eligible costs related to the project, whichever is less).
  - The maximum value of the grant may increase to \$5,000 (or the total value of eligible costs related to the project, whichever is less) where the property is

located within a 'Priority Area' (as discussed in Section 4.3 of this CIP).

- For an application that involves a combination of one or more of the above improvement projects, applicants will be eligible to apply for multiple Façade, Signage, and Property Improvement Grants

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### Eligible Projects and Costs

The Façade, Signage, and Property Improvement Grant may be provided for the following costs related to projects on eligible properties and uses:

- For a **Façade Improvement** project, improvements to the main façade of buildings are eligible. Where a side and/or rear wall is visible from a public street or public space, or fronts onto a laneway or parking lot, improvements to these walls may also be eligible. Eligible costs include the following:
  - a) Restoration or replacement of exterior building treatments, such as brickwork/cladding/siding;
  - b) Restoration or replacement of cornices, eaves, and parapets;

- c) Restoration or replacement of windows, doors and awnings;
- d) Restoration or replacement of exterior lighting;
- e) Exterior painting;
- f) Chemical or other façade cleaning;
- g) Redesign of storefront or entrance modifications, including provisions to improve accessibility for the disabled; and
- h) Such other similar improvements and repairs that may be necessary to improve the appearance of a building façade exterior.

- For a **Signage Improvement** project, improvements to the main storefront sign of buildings are eligible. Where a side and/or rear wall sign is visible from a public street or public space, or fronts onto a laneway or parking lot, improvements to these signs may also be eligible.
- For a **Property Improvement** project, improvements to the front yard of properties are eligible. Eligible costs include the following:
  - a) Addition of landscaping features (plants/green space, including sod, trees, vegetation, etc.);
  - b) Addition of permanent landscaping elements such as fencing, benches, planters, and lighting;
  - c) Addition of new parking/existing parking area upgrades for cars, motorcycles, and bicycles;

- d) Improvements to rear building entrances and rear parking areas;
- e) Addition of walkways; and
- f) Such other similar improvements and repairs that may be necessary to improve the aesthetics of a property, or otherwise improve the compatibility of the building with neighbouring land uses (i.e. screening).

For all types of improvement projects, the services of a professional engineer, architect or planner to design and implement the project will also be considered eligible costs.

#### **Payment**

The grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Façade, Signage, and Property Improvement Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not exceed \$15,000 per property or the total value of eligible costs related to the project, whichever is less.

#### **Examples of Projects that may be eligible for the Façade, Signage, and Property Improvement Grant:**

- Removal of cladding/restoration of original brick and stone on a building in the downtown area.
- Installation of new signage on a Marina in the Lakeshore Recreation area.
- Improvements to the parking area of an estate winery, including the addition of bicycle and motorcycle parking.
- Replacement of windows, doors and awnings on a café and bakery located on the mainstreet of a Settlement Area.
- Installation of improved landscaping areas to screen the loading docks of a manufacturing operation from neighbouring residences.

## 5.5 Building Improvement/ Restoration Grant

### **Purpose and Anticipated Benefits**

The Building Improvement/Restoration Grant may be available to eligible property owners and tenants (with consent of the owner) to assist with maintenance and physical improvement of existing buildings that may otherwise be considered cost prohibitive. Projects may be undertaken in order to meet the current Building Code, improve aesthetic quality, and to provide for safe and usable eligible uses. This grant is not intended to assist with lifecycle replacements, but should result in an overall benefit over existing conditions.

### **Value of Grant**

Where a proposed project satisfies the eligibility requirements, a Building Improvement/Restoration Grant may be provided on approved applications that covers 50% of the eligible cost of the improvements to a maximum of \$8,000, or the total value of eligible costs related to the project, whichever is less.

The maximum value of the grant may increase to \$10,000, or the total value of eligible costs related to the project, whichever is less. where the property is located within a 'Priority Area' (as discussed in Section 4.3 of this CIP).

### **Eligibility Criteria**

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### **Eligible Projects and Costs**

The Building Improvement/Restoration Grant may be provided for the following costs related to projects on eligible properties and uses:

- a) Structural repairs to walls, ceilings, floors, and foundations;
- b) Interior restoration and design;
- c) Repair/replacement/installation of building infrastructure, such as roofing, windows, and doors;
- d) Repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems;
- e) Weatherproofing;
- f) Improvements to accessibility for people with disabilities;
- g) Any other improvements that may bring a building up to code, or address health, safety, or risk management issues; and
- h) The services of a professional engineer, architect or planner to design and implement the project.

### **Payment**

The grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Building Improvement/Restoration Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not exceed \$15,000 per property, or the total value of eligible costs related to the project, whichever is less.

### Examples of Projects that may be eligible for the Building Improvement/Maintenance Grant:

- Entrance modifications to a downtown restaurant to provide barrier-free accessibility.
- Interior restoration and design of 2 upper-floor rental housing units that were previously unoccupied on a Settlement Area mainstreet.
- Structural repairs and improvements to an agricultural outbuilding that is currently being used commercially to sell cheese that was processed on-site.
- Installation of improved HVAC system within a window manufacturing operation that will improve working conditions and productivity.

## 5.6 Building Conversion/Expansion Grant

### Purpose and Anticipated Benefits

The Building Conversion/Expansion Grant may be available to eligible property owners and tenants (with consent of the owner) to assist in the small-scale conversion of existing vacant space into new commercial, mixed-use, industrial and other eligible uses. Additionally, this program will assist with the expansion of existing eligible uses to support growing businesses thereby increasing non-residential assessments.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, a Building Conversion/Expansion Grant may be provided on approved applications that on the basis of \$15 per square foot of converted or expanded floor space, to a maximum of \$8,000, or the total value of eligible costs related to the project, whichever is less.

The maximum value of the grant may increase to \$10,000, (or the total value of eligible costs related to the project, whichever is less) where the property is located within a 'Priority Area' (as discussed in Section 4.3 of this CIP).

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### Eligible Projects and Costs

The Building Conversion/Expansion Grant may be provided for the construction and renovation costs related to the following types of projects on eligible properties and uses:

Conversion of non-commercial or vacant building space into new commercial, mixed-use, secondary uses, and agriculture-related uses, and other eligible uses;

- a) Conversion of upper storey space (whether vacant, office, commercial or other non-residential use) into new residential units;
- b) Conversion of a building or a unit in a building into a hotel, inn or bed and breakfast;
- c) Conversion of existing ground floor commercial space to better suit a new commercial use (e.g., retail to restaurant); and
- d) Expansion of existing eligible uses to increase the gross floor area.

For all types of improvement projects, the services of a professional engineer, architect or planner to design and implement the project will also be considered eligible costs.

### Examples of Projects that may be eligible for the Building Conversion/Expansion Grant:

- Conversion of existing vacant upper-floor space in a downtown commercial building into an upper-floor rental housing unit.
- Conversion of an existing unused barn on an agricultural property into a petting zoo and rental space for children's events.
- Expansion of an existing farm vacation home to include new accommodation space.
- Construction of an addition to accommodate office space within an existing pipe manufacturing operation.

### Payment

The grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, up to 100% of the grant values identified above may be funded by Elgin County.

Applicants receiving the Building Conversion/Expansion Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increase Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not exceed \$15,000 per property.

## 5.7 Energy Efficiency Retrofit Grant

### Purpose and Anticipated Benefits

The Energy Efficiency Retrofit Grant Program maybe available to eligible property owners and tenants (with consent of the owner) for retrofits that improve the overall energy efficiency of buildings. The program will improve the energy efficiency of buildings on eligible properties and uses as well as support the community's overall environmental sustainability.

### Value of Grant

For an Energy Efficiency Retrofit project, a grant may cover up to 25% of the retrofit costs to a maximum of \$7,500, or the total value of eligible costs related to the project, whichever is less.

The maximum amount of a grant for renovations that result in third-party certification or compliance with third party energy efficiency standards shall be \$10,000, or the total value of eligible costs related to the project, whichever is less.

The maximum amount of a grant for the services of a professional architect or engineer shall not exceed 15% of the grant that is calculated for eligible costs.

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP. In addition, the applicant may be required to have a professional energy audit completed in order to determine and demonstrate the need for energy efficiency upgrades.

### Eligible Projects and Costs

For an Energy Efficiency Retrofit project, eligible costs include the following:

#### Examples of Projects that may be eligible for the Energy Efficiency Retrofit Grant:

- Addition of a green roof to an existing downtown commercial building.
- Installation of ENERGY STAR certified doors and windows on an existing restaurant on the mainstreet of a Port area.
- Installation of energy efficient lighting controls in an on-farm boutique selling hand-crafted products made on and off the farm.
- Installation of an ENERGY STAR certified high-efficiency furnace within an existing building

a) Interior or exterior renovations that result in a third party certification or meet a third party energy efficiency standard which exceeds the requirements of the Ontario Building Code and demonstrably increases energy efficiency including:

- i. Interior or exterior renovations that result in any level of LEED certification as determined by the Canada Green Building Council inclusive of certification through LEED for Commercial Interiors LEED for New Construction as it related to major renovations LEED for Core and Shell Renovations and LEED for Existing Buildings.
- ii. Interior or exterior renovations that result in compliance with ASHRAE SNAE Standard 90.1.1999 or newer energy performance standards for buildings except low rise residential buildings as certified by a professional engineer or professional architect.

b) Addition of a green roof to an existing building;

c) Installation of appropriate on site thermal renewable energy projects such as solar hot water geothermal air source heat pumps or solar wall;

d) Installation of energy STAR certified heating cooling ventilation products and features including:

- i. Central Air Conditioner
- ii. Heat pumps
- iii. Gas furnaces and gas boilers
- iv. Ventilation fans and
- v. Doors and Windows

But not including home appliances and small appliances such as refrigerators clothes washers dryers televisions ceiling fans, etc.;

- e) Installation of energy efficient lighting controls such as automatic timers, photocells or motion sensors;
- f) Fees of a professional architect or engineer for the design of services related to the above noted eligible projects; and
- g) Any combination of the above.

### Payment

The grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Energy Efficiency Retrofit Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not exceed \$15,000 per property.

## 5.8 Outdoor Art Grant

### Purpose and Anticipated Benefits

The Outdoor Artwork Grant program may be available to eligible property owners and tenants (with consent of the owner) for the permanent installation of outdoor artwork/sculptures on eligible properties within the CIP 'sub-areas'. The program will help to promote local art and improve the visual aesthetics of the lakeshore and tourist corridors.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, An Outdoor Art Grant may be provided on approved applications for 50% of the eligible cost of the improvements to a maximum of \$3,000, or the total value of eligible costs related to the project, whichever is less.

### Program-specific Eligibility Criteria

To be eligible, the following criteria must be met (in addition to the general eligibility criteria set out in Section 5.2 of this CIP):

- a) The eligible property must be located within a 'Priority Area' (as discussed in Section 4.3 of this CIP);
- b) Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP; and,
- c) Eligible projects must be visible from a public street or sidewalk.

### Eligible Projects and Costs

For an Outdoor Art Work Grant, the following types of **permanent** art are considered eligible:

- a) Murals;
- b) Sculptures;
- c) Paintings;
- d) Local heritage based art pieces and displays;
- e) Interactive art pieces and displays; and,
- f) Any other art piece or display as approved Council.

The following types of costs are considered eligible:

- a) Materials;
- b) Fees for the services of an artist;
- c) Installation; and,
- d) Lighting and landscaping that highlights the public art.

### Payment

The grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Outdoor Art Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total value of all grants will not exceed the total eligible costs of an approved project as invested by the applicant, or \$15,000, whichever is the lesser amount, or the total value of eligible costs related to the project, whichever is less.

### Examples of Projects that may be eligible for the Outdoor Art Grant:

- Installation of a tile mosaic on a cement walkway to a commercial building in a Settlement Area.
- Installation of outdoor sculptures surrounding the parking area of an art gallery in the downtown area.
- Creation of barn murals at a pick-your-own facility in the agricultural area.

## 5.9 Feasibility, Design, and Study Grant

### Purpose and Anticipated Benefits

The Feasibility, Design, and Study Grant may be available to eligible property owners and tenants (with consent of the owner) for the completion of a range of studies and plans that will investigate the potential of or support a new business or development project. This program may help with the establishment of new and innovative development projects and businesses ventures on eligible properties.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, a Feasibility, Design, and Study Grant may be provided on approved applications for 50% of the eligible cost of the improvements to a maximum of \$2,000, or the total value of eligible costs related to the project, whichever is less.

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### Eligible Projects and Costs

The following types of plans or studies will be eligible for the feasibility, design and study grant:

- Concept plans;
- Site plan drawings;
- Feasibility studies;
- Environmental studies;
- Structural analyses;
- Evaluation of existing and proposed mechanical, electrical and other building systems;
- Traffic Impact Assessments;
- Market analyses;
- Business plans; and
- Any other study or plan as approved.

The plan or study must provide new information about the feasibility and costing of an eligible use, or provide details in support of a new business or development.

### Payment

The grant will be provided upon successful completion of the approved project, study, or design.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Feasibility, Design and Study Grant may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not exceed \$15,000 per property, or the total value of eligible costs related to the project, whichever is less.

## 5.10 Planning Application and Building Permit Fee Grant

### Purpose and Anticipated Benefits

The Planning Application and Building Permit Fee Grant may be available to eligible property areas and tenants (with consent from the owner) to provide a grant equal to a portion of the fees required for planning applications or building permits in relation to an improvement project. This program is intended to reduce the costs of making improvements to properties by assisting with the planning and building permit fees that may be incurred in association with an improvement.

### Value of Rebate

Where a proposed project satisfies the eligibility requirements, a Planning Application and Building Permit Fee Grant may be provided on approved applications that covers 50% of the Municipal and/or County portion of the eligible cost to a maximum of \$2,000, or the total value of eligible costs related to the project, whichever is less.

### **Program-specific Eligibility Criteria**

To be eligible for the Planning Application and Building Permit Fee Grant, the following criteria must be met (in addition to the general eligibility criteria set out in Section 5.2 of this CIP):

- a) A property owner or tenant of an eligible property or a property owner or tenant of a residential property that is proposed to be rezoned for eligible uses; and
- b) Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### **Eligible Projects and Costs**

Eligible costs include the following:

- a) Municipal and County planning application fees, including minor variances, site plans, zoning by-law amendments or official plan amendments; and/or
- b) Municipal building permit fees or change of use permits.

### **Payment**

The grant will be provided upon successful completion of the approved project.

Applicants receiving the Planning Application and Building Permit Fee Rebate may be eligible for additional incentive programs offered through this Plan (with the exception of the Tax Increment Equivalent Grant for Major Projects); however, the total combined value of grants in any given year shall not

exceed \$15,000 per property, or the total value of eligible costs related to the project, whichever is less.

## **5.11 Multiple Properties Supplemental Grant**

### **Purpose and Anticipated Benefits**

The Multiple Properties Supplemental Grant is designed to encourage a 'community' approach to improvement projects. Where multiple owners or tenants (with consent of the owner) of eligible properties and uses implement a coordinated approach to improvement projects and capital investments that are eligible under the financial incentive programs of this CIP, each owner or tenant will be eligible for a 'Supplemental Grant'. The 'Supplemental Grant' is offered in addition to the grant(s) that have been approved for a project.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, a Multiple Properties Supplemental Grant may be provided on approved applications to each owner or tenant involved in an eligible improvement project, ***in addition to the sum of the grant applied for.*** The value of the Supplemental Grant will be equal to 15% of the total value of the grant provided to each owner or tenant, to a maximum of \$1,000 per owner or tenant.

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply, as well as any Program-specific Eligibility Criteria that apply to the incentives programs for which the applicant is applying. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### Program-specific Eligibility Criteria

To be eligible, the following criteria must be met:

- a) Owners or tenants (with consent of the owner) of properties that are located in proximity to each other must prepare and submit applications for financial incentives at the same time, indicating that the proposed projects are being coordinated.
- b) Applicants who are approved for at least one of the following financial incentives programs will be eligible for the Supplemental Grant:

- Façade, Signage, and Property Improvement Grant;
- Building Improvement/Restoration Grant;
- Building Conversion/Expansion Grant;
- Energy Efficiency Retrofit Grant; and
- Outdoor Art Grant.

### Eligible Projects and Costs

Eligible costs include those costs identified under the specific incentive program for which owners and tenants are applying.

### Payment

The supplemental grant will be provided upon successful completion of the approved project.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial

### Examples of Projects that may be eligible for the Supplemental Grant:

- Neighbouring property owners coordinate improvements to shared landscaping/parking areas. In addition to the \$2,500 that each owner is granted through the Façade, Signage, and Property Improvement Grant, a supplemental grant is also provided to each owner.

incentives identified by this CIP for this program.

This 'Supplemental Grant' may not be combined with the Tax Increment Equivalent Grant for Major Projects.

## 5.12 Savour Elgin/Elgin Arts Trail Supplemental Grant

### Purpose and Anticipated Benefits

The Savour Elgin/Elgin Arts Trail Supplemental Grant is designed to support the growth of the 'Savour Elgin' and 'Elgin Arts Trail' programs, which promote and enhance culinary tourism and visual arts attractions in Elgin County. Where owners or tenants (with consent of the owner) of eligible properties undertake an improvement project that involves an eligible use that will also meet the criteria of the 'Savour Elgin' and 'Elgin Arts Trail' programs, the owner or tenant will be eligible for a Supplemental Grant. The Supplemental Grant is offered in addition to any of the grant(s) that have been approved for a project.

### Value of Grant

Where a proposed project satisfies the eligibility requirements, a Savour Elgin/Elgin Arts Trail Supplemental Grant may be provided ***in addition to the sum of the grant applied for***. The value of the Supplemental Grant will be equal to 15% of the total value of the grant provided, to a maximum of \$2,000.

### Eligibility Criteria

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply, as well as any Program-specific Eligibility Criteria that apply to the incentives programs for which the applicant is applying. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

### Program-specific Eligibility Criteria

To be eligible for the Savour Elgin/Elgin Arts Trail Supplemental Grant, the following criteria must be met:

- a) Owners or tenants (with consent of the owner) must prepare and submit an applications, indicating that the proposed improvement projects involves the establishment of a new eligible use that will also meet the criteria of the 'Savour Elgin' and 'Elgin Arts Trail' programs.
- b) Owners or tenants (with consent of the owner) must also meet the criteria of the 'Savour Elgin' and 'Elgin Arts Trail' programs and be confirmed as a member to these programs.

### Eligible Projects and Costs

Eligible costs include those costs identified under the specific incentive program for which owners and tenants are applying.

### Payment

The supplemental grant will be provided upon successful completion of the approved project and upon successfully becoming 'Savour Elgin' and 'Elgin Arts Trail' programs partners/members.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

This 'Supplemental Grant' may not be combined with the Tax Increment Equivalent Grant for Major Projects.

### Examples of Projects that may be eligible for the Savour Elgin Grant:

- A building tenant converts existing space into a gastro pub. The building is located in a downtown area, along a Tourism Corridor Priority Area. Following project completion, the tenant meets the criteria of the Savour Elgin program and becomes a member. In addition to the \$10,000 that is granted through the Building Conversion/ Expansion Grant, a supplemental grant is provided.

## 5.13 Environmental Study Grant

### **Purpose and Anticipated Benefits**

The Environmental Study Grant is intended to assist owners of brownfield sites in undertaking environmental studies to generate more and better information with respect to the type of contamination, environmental risks, and potential remediation requirements and costs. While the ultimate goal of the Environmental Study Grant is to stimulate development of a brownfield site, there is significant value in completing contamination assessments to inform existing and potential redevelopment. A Phase 1 Environmental Site Assessment (ESA) is required to show evidence of contamination, and grants will not be provided for the completion of Phase I ESAs.

### **Value of Grant**

Where a proposed project satisfies the eligibility requirements, an Environmental Study Grant may be provided on approved applications for 50% of the eligible cost of the improvements to a maximum of \$8,000, or the total value of eligible costs related to the project, whichever is less.

### **Program Specific Eligibility Criteria**

To be eligible, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP.

Evidence of property contamination through a Phase I ESA is required to be eligible for this grant.

### **Eligible Costs**

The following types of plans or studies will be eligible for the Environmental Study Grant:

- Phase II ESA;
- Remedial Action Plan;
- Risk Assessments

### **Payment**

The grant will be provided upon successful completion of the approved study. A copy of the completed study must be provided to the Municipality.

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

Applicants receiving the Environmental Study Grant may be eligible for additional incentive programs offered through this Plan including the Tax Increment Equivalent Grant for Major Projects; however, the total combined value of grants in any given year shall not exceed \$15,000 per property (excluding funds associated with the Tax Increment Equivalent Grant or Brownfield Tax Assistance Program), or the total value of eligible costs related to the project, whichever is less.

## 5.14 Brownfield Financial Tax Assistance Program

### **Purpose and Anticipated Benefits**

The Brownfield Tax Assistance Program provides tax assistance to eligible applicants whose properties require environmental remediation and/or risk assessment/management prior to development, in accordance with the Municipal Act, 2001. The purpose of the program is to encourage the remediation and rehabilitation of brownfield sites (where actual contamination has been demonstrated) by providing tax assistance at the beginning of the clean-up process and during the redevelopment stage. This program will also promote improvement of the physical environmental condition of private property. This program also provides the opportunity for education tax assistance through the Brownfield Financial Tax Assistance Program administered by the Province, which requires a separate application and is subject to approval by the Minister of Finance on a case-by-case basis.

### **Value of Program**

The Brownfield Financial Tax Assistance Program will provide a cancellation of all or part of the Municipal and/or County taxes on a brownfield site during the rehabilitation and development period, up to a period of 5 years, as defined in the Municipal Act, 2001.

The value of the Municipal and/or County portion of the tax cancellation will be determined by the Municipality/County and/or Elgincentives Evaluation Committee upon approval of the incentive application.

Through the Provincial Brownfield Financial Tax Incentive Program, the Minister of Finance may match property tax assistance through a cancellation of the education portion of taxes for a maximum of 3 years. An extension prior to the termination of tax assistance may be possible, through an application to the Minister of Finance. The Municipality is required to forward the application to the Ministry of Municipal Affairs and Housing. Upon completion of their review, the application is forwarded to the Ministry of Finance for matching education tax assistance.

In no case will the value of tax assistance exceed the eligible costs associated with the brownfield remediation.

### **Program Specific Eligibility Criteria**

To be eligible for the municipal tax assistance, the general eligibility criteria set out in Section 5.2 of this CIP apply. Properties and uses must be eligible in accordance with the table on page 5-3 of this CIP. While mixed-use projects are encouraged, multi use residential, where it represents a desired intensification project, and is approved through the local Official Plan, may be eligible for the TIEG program. Additional criteria, consistent with the eligibility criteria provided in Section 365.1 of the Municipal Act are identified below.

Properties will only be eligible for the Brownfield Financial Tax Program if:

- i. The eligible site must be qualified as a brownfield site;
  - ii. The property is located within a Community Improvement Project Area for which a Community Improvement Plan has been prepared, which contains brownfield policies (i.e. this Community Improvement Plan); and
  - iii. A Phase II Environmental Site Assessment (ESA) has been conducted, and additional work and/or remediation are required under the Environmental Protection Act to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry.
- a) Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the Brownfield Financial Tax Assistance Program.
  - b) An application must be accompanied by, at a minimum, a Phase II ESA prepared by a qualified person (as defined by the Environmental protection Act) that contains:
    - i. An estimate of the cost of actions that will be required to reduce the concentration of

contaminants on, in, or under the property to permit a RSC to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and

- ii. A work plan and budget for environmental remediation and/or risk management actions.

If additional eligible costs remain, applicants receiving the Brownfield Financial Tax Assistance Grant may also be eligible for the TEIG. If approved, the TEIG would commence following the completion of the project and following the remediation and redevelopment period as defined in the approved grant. Please see Section 5.3 for more information on the TEIG.

With the exception of the TEIG, applicants will not be eligible for any other additional incentive programs offered through this CIP.

### **Eligible Costs**

Eligible costs include the following:

- Environmental remediation activities;
- Costs of preparing a RSC, including subsequent subsurface characterization work required to support RSC filing;
- Placing clean fill and grading;

- Installing environmental and/or engineering controls/works as specified in the Risk Assessment completed for the property;
- Monitoring, maintaining and operating environmental and engineering controls/works; and
- Environmental insurance premiums.
- For all eligible projects, the property shall be improved such that the amount of work undertaken is sufficient to, at minimum, result in an increase in the assessed value of the property.

#### Payment

Subject to the availability of resources, the County of Elgin may provide a grant to the Municipality of [TO BE INSERTED] for up to 100% of the cost of implementing the financial incentives identified by this CIP for this program.

All completed projects must comply with the description as provided in the grant application.

Payment will be in the form of a cancellation of all or a portion of eligible Municipal and/or County taxes, and the approved portion of the Provincial education taxes.

#### Examples of Projects that may be eligible for the Brownfield Tax Assistance Program:

- A former automotive manufacturing plant site requires significant remediation prior to redevelopment. The Brownfield Tax Assistance Program is provided during the 5 year remediation and redevelopment phase, to offset the cost of the excavation, disposal of fill, and the engineering costs of the risk management measures required in order to develop the property.

## 5.13 Financial Incentives Summary Table

A summary table that offers an overview of the details for each of the financial incentive programs is provided on the following page.

# [TO BE INSERTED] Elgincentives Community Improvement Plan

September 2015, Updated March 2019

Financial Incentive Program	Settlement Sub-Area Eligible Uses	Agricultural Sub-Area Eligible Uses	Employment Lands Sub-Area Eligible Uses	Value of Grant in a Sub-Area	Value of Grant in a Priority Area	May be combined with other incentives
<b>Tax Increment Equivalent Grant</b>	C,M,T,O,E, HDR	A,O,E	E, I	100% of the Municipal and/or County portion of the tax increase decreasing by 10% for a period of 5 years	100% of the Municipal and/or County portion of the tax increase for a period of 5 years.	Only the Brownfield Financial Tax Assistance Program
<b>Façade, Signage and Property Improvement Grant</b>	C,M,T,O,E	A,O,E	E, I	<b>Façade:</b> 50% of eligible costs to a max. of \$5,000 (may increase to \$7,500 if criteria are met) <b>Signage:</b> 50% of eligible costs to a max. of \$2,500 (may increase to \$5,000 if criteria are met) <b>Property:</b> 50% of eligible costs to a max of \$2,500	Façade: 50% of eligible costs to a max of \$10,000 Signage: 50% of eligible costs to a max of \$7,500 Property: 50% of eligible costs to a max of \$5,000	Yes*
<b>Building Improvement/Restoration Grant</b>	C,M,T,O,E	A,O,E	E, I	50% of eligible costs to a max. of \$8,000	50% of eligible costs to a max of \$10,000	Yes*
<b>Building Conversion/Expansion Grant</b>	C,M,T,O,E	A,O,E	E, I	\$15 per square foot of converted or expanded floor space, to a maximum of \$8,000	Maximum value of grant may be increased to \$10,000	Yes*
<b>Energy Efficiency Retrofit Grant</b>	C,M,T,O,E	A,O,E	E, I	25% of retrofit costs to a maximum of \$7,500	Maximum value of the grant may increase to \$10,000	Yes*
<b>Outdoor Art Grant</b>	C,M,T,O,E (Must be in a Priority Area)	A,O,E	E, I	N/A	50% of eligible costs to maximum of \$3,000	Yes*
<b>Feasibility, Design, and Study Grant</b>	C,M,T,O,E	A,O	E, I	50% of the eligible cost of the improvements to a maximum of \$2,000	Same	Yes*
<b>Application and Permit Fee Grant</b>	C,M,T,O,E	A,O,E	E, I	50% of the Municipal and/or County portion of the eligible cost to a maximum of \$2,000	Same	Yes*
<b>Multiple Property Owner Supplemental Grant</b>	C,M,T,O,E	A,O,E	E, I	Provided in addition to grant identified above, if criteria are met. 15% of the total value of the grant provided to each owner or tenant, to a maximum of \$1,000 per owner or tenant.		Yes*
<b>Savour Elgin/Elgin Arts Trails Supplemental Grant</b>	C,M,T,O,E	A,O,E	E, I	Provided in addition to grant identified above, if criteria are met. 15% of the total value of the grant provided to each owner or tenant, to a maximum of \$2,000 per owner or tenant.		Yes*
<b>Environmental Study Grant</b>	C,M,T,O,E, HDR	A,O,E	E, I	50% of eligible costs to a max of \$8,000.	Same	Yes*
<b>Brownfield Financial Tax Assistance Grant</b>	C,M,T,O,E, HDR	A,O,E	E, I	Cancellation of all or part of the Municipal and/or County taxes for up to 5 years. May include cancellation of Provincial education taxes up to 3 years (subject to Provincial approval)	Same	Only the Tax Increment Equivalent Grant

C – Commercial  
M – Mixed Uses  
T – Tourism-oriented commercial/service  
O – Outdoor Recreation  
A – Secondary and agriculture related uses to existing farm operations  
E - Employment  
I – Industrial  
N/A – Not Available  
\* Total value of grant may not exceed \$15,000

HDR – Higher Density Residential (Intensification sites as identified by the Local Municipal Official Plan)





# Administration 6

# 6.0 Administration

The Elgincentives CIP will be administered by the Municipality of [TO BE INSERTED] in partnership with Elgin County. The following Section provides a framework for administering financial incentive programs.

## 6.1 Term of the CIP

It is anticipated that the Elgincentives CIP will be implemented over a 10-year period ending December 31, 2020. Should it be determined that the term is to be extended or reduced, an amendment to this CIP will be required.

## 6.2 Administrative Body

The Municipality of [TO BE INSERTED] will administer this CIP via a County Committee. Specifically, an **'Elgincentives Implementation Committee'** has been established to:

- a) Receive and review all applications for financial incentives; and
- b) Make a decision on whether an application should be approved or refused, based on the criteria outlined in this Plan.

The 'Elgincentives Implementation Committee' will consist of senior staff from the Municipality of [TO BE INSERTED], in addition to staff from Elgin County.

Applications will be evaluated based on criteria set out by the 'Elgincentives Implementation Committee', which are based on the goals and objectives set out within this CIP.

Actual payment of financial incentives (both the local and County funded portions) to an approved applicant will be the responsibility of the Municipality of [TO BE INSERTED]. Funding from Elgin County will be provided to the Municipality and not directly to an approved applicant.

The 'Elgincentives Implementation Committee' will also be responsible for:

- c) Marketing the Elgincentives CIP in accordance with the Marketing Strategy outlined in Section 7.0 of this CIP; and
- d) Monitoring the results of the Elgincentives CIP, and specifically the financial incentive programs, in accordance with the Monitoring Strategy outlined in Section 8.0 of this CIP.

### 6.3 Funding of Financial Incentives

Any number of the financial incentives identified in this Plan may be put into effect during the term of the CIP, subject to the availability of funds and other resources. Annually, the 'Elgincentives Implementation Committee' will report to the local Council of [TO BE INSERTED] and Elgin County Council with respect to financial incentives that will be in effect within the Community Improvement Project Area for that year.

The incentive programs will be funded by the Municipality of [TO BE INSERTED] in partnership with Elgin County. As part of the annual budgeting exercise, both the local Council of the Municipality of [TO BE INSERTED] and Elgin County Council will identify a community improvement budget for financial incentives that is to be put into effect by each level of government for that year, if any.

During the annual budgeting exercise, the Councils of [TO BE INSERTED] and Elgin County will also identify the extent to which they will participate in the various financial incentives

that have been put into effect for that year, if any. Subject to the availability of resources, up to 100% of the grant programs may be funded by Elgin County, with the exception of the Tax Increment Equivalent Grant (for Major Projects and Brownfield Developments), Application and Permit Fees Rebate, and Brownfield Tax Assistance Program. For these programs, the Municipality of [TO BE INSERTED] and County Councils will only have the option of funding their portion of the property tax increase or planning application/building permit fees.

The provision of any incentive shall be to the limit of the available funding for that year. To the extent possible the Committee shall endeavour to distribute grants throughout the County for eligible projects. Once the annual budgets have been expended, grants will no longer be provided until the following year.

The annual budget for financial incentives will not fund tax programs offered by this Plan, since this program does not represent an "out of pocket" expense. Funding for this incentive will be provided as a reimbursement in the year following payment to the Municipality of [TO BE INSERTED] or Elgin County, or as a cancellation, and therefore does not require funding.

Actual payment of all incentives (both the local and County funded portions) to an approved applicant will be the responsibility of the Municipality of [TO BE INSERTED]. Funding from Elgin County will be provided to the Municipality

of [TO BE INSERTED] and not directly to an approved applicant.

Finally, it is recognized that other community improvement plans may exist in the Municipality of [TO BE INSERTED] or may be adopted in the future. The [TO BE INSERTED] Elgincentives CIP is separate from any other CIP adopted by Municipal Council. In terms of the funding of programs, Elgin County will only participate in the financial incentive programs contained in this CIP.

## 6.4 Application Process

The following is a summary of the process for the submission, evaluation, and approval of Financial Incentive Program applications:

- a) Applications must be submitted in accordance with the requirements outlined in Section 6.4;
- b) The 'Elgincentives Implementation Committee' will evaluate all applications and supporting materials in a timely manner. Applicants will be notified if their submission is incomplete;
- c) Based on the evaluation of complete applications, a decision will be made by the 'Elgincentives Implementation Committee' with respect to the approval or refusal of an application;
- d) For applications that are approved, a Financial Assistance Agreement will be prepared and executed by the 'Elgincentives Implementation Committee' and signed by the property owner or tenant (with consent of the owner);
- e) If an application is not approved by the 'Elgincentives Implementation Committee', the applicant will be provided an opportunity to appeal the decision to the Council of the Municipality of [TO BE INSERTED]. In such cases, Municipal Council will reconsider the application. If Municipal Council approves the application, the 'Elgincentives Implementation Committee' will execute the financial incentive program agreement. An applicant shall not have the option to appeal their application to Council if the reason for refusal related to lack of funding availability. In the event that an application is refused due to lack of funding availability, the applicant may resubmit their application once funding becomes available. However, in no case shall funding be provided retroactively for a completed project;
- f) Any program commitments may be cancelled if work does not commence within six months of approval of an application, or if a project is not undertaken or completed in accordance with the Financial Assistance Agreement;
- g) When projects are completed, a statement with supporting invoices shall be submitted to the 'Elgincentives Implementation Committee'. Following this, the work will be inspected by the 'Elgincentives Implementation Committee' and, if approved, notice of completion will be issued and the financial assistance will be initiated;
- h) Upon completion of a community improvement project, the 'Elgincentives Implementation Committee' reserves the right to inspect any properties/buildings, or to audit final costs at the owner's expense;
- i) Funding approval will lapse if a notice of completion is not issued within twelve months of the date of execution of the Financial Assistance Agreement;

- j) The 'Elgincentives Implementation Committee' may grant an extension for community improvement works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion; and
- k) Should the applicant fall into default of any of the requirements of the incentive program or other requirements established by the 'Elgincentives Implementation Committee', incentives may be delayed, reduced, or cancelled. Applicants may be required to repay benefits.

The figure provided on the following page summarizes the key steps of the application and review process.

## 6.5 Application Requirements

Applications for financial incentives offered through this Plan must include:

- a) One (1) copies of the completed application form;
- b) One (1) copies of all supporting documentation, as determined by the 'Elgincentives Implementation Committee', which may include (but is not limited to):
  - i) Specifications of the proposed project, including good quality plans, drawing, and studies;
  - ii) Good quality photographs of the existing building condition;
  - iii) Past/historical photographs and/or drawings;
- iv) Two (2) cost estimates for eligible work provided by licensed contractors;
- v) All sources of additional funding/incentives for eligible work;
- vi) A statement with respect to how the proposed project meets the goals and objectives of the CIP; and
- vii) Any additional requirements as determined by the Committee.

**Key Steps in the Application Process:**





# Marketing Strategy

7

# 7.0 Marketing Strategy

The success of the [TO BE INSERTED] Elgincentives CIP will depend to a large extent on how well it is promoted to target markets/potential applicants. A general strategy is outlined in this section that provides guidance for marketing.

## 7.1 Target Markets

Marketing efforts for the Elgincentives CIP will be undertaken by the 'Elgincentives Implementation Committee'. Efforts will focus on the potential target markets listed below.

a) **Primary target markets:**

- i. Property owners and operating businesses located within the various geographic specific Sub-Areas of the Community Improvement Project Area to ensure that there is awareness of the programs and opportunities of the CIP; and
- ii. Commercial and industrial realtors, to ensure that part of the 'marketing pitch' for any properties offered for sale in the Community Improvement Project Area includes the availability of incentives.

b) **Secondary target markets:**

- i. The broader business community and potential investors (located both within and outside of Elgin County) to which economic development marketing materials are generally directed, to promote the proactive economic development stance of this CIP.
- ii. The general public.

Another key communication initiative will be to the Councils of [TO BE INSERTED] and Elgin County, in the form of annual reports on the take-up of CIP programs, and any changes or revisions that are recommended. This is discussed further in Section 9.0.

## 7.2 Key Messages

The specific communications messages to be conveyed to each of these market segments are outlined below:

Target Market	Communications / Marketing Messages
<b>Property owners and business managers in the various CIP Sub-Areas</b>	<ul style="list-style-type: none"> <li>• Provide direction on how to obtain information on available incentive programs, including program guides and application forms.</li> <li>• Provide information about the application process.</li> <li>• Emphasize the significant benefits that may be available to them from participating in the program, including financial assistance.</li> </ul>
<b>Farm Operators and Agribusiness (as applicable)</b>	<ul style="list-style-type: none"> <li>• Highlight the significant leverage effect of the financial incentive programs (i.e., potential to leverage/multiply the value investments).</li> </ul>
<b>Tourism Businesses</b>	<ul style="list-style-type: none"> <li>• Emphasize the potential for the Municipality of [TO BE INSERTED] and Elgin County to help achieve strategic business development goals.</li> <li>• Share success stories as a result of the CIP (i.e., successful projects and before/after pictures).</li> </ul>
<b>Realtors</b>	<ul style="list-style-type: none"> <li>• Demonstrate that the CIP enhances the attractiveness of properties in Community Improvement Project Area.</li> <li>• Emphasize that they are being 'recruited' to help spread the word</li> </ul>

Target Market	Communications / Marketing Messages
	<ul style="list-style-type: none"> <li>• about CIP possibilities.</li> <li>• Share success stories as a result of the CIP (i.e., successful projects and before/after pictures).</li> </ul>
<b>Business associations</b>	<ul style="list-style-type: none"> <li>• Emphasize that they are being 'recruited' to help spread the word about CIP possibilities.</li> <li>• Highlight that the CIP will benefit their members.</li> <li>• Share success stories as a result of the CIP (i.e., successful projects and before/after pictures).</li> </ul>
<b>Potential investors in community</b>	<ul style="list-style-type: none"> <li>• Highlight that the CIP reinforces the pro-active and pro-development stance of the Municipality of [TO BE INSERTED] and Elgin County.</li> </ul>
<b>General public</b>	<ul style="list-style-type: none"> <li>• Share success stories as a result of the CIP (i.e., successful projects and before/after pictures).</li> </ul>
<b>Local and County Councils</b>	<ul style="list-style-type: none"> <li>• Report on implementation, progress on achieving the CIP's objectives and any changes / revisions proposed for the program.</li> <li>• Share success stories as a result of the CIP (i.e., successful projects and before/after pictures).</li> <li>•</li> </ul>

## 7.3 Marketing and Communications Materials

Marketing and communications materials will be developed and maintained to promote the CIP and the related opportunities. Examples are listed below.

- a) A dedicated web site ([www.elgincentives.ca](http://www.elgincentives.ca)) could be developed to provide information on the CIP, such as:
  - i. Goals and Objectives;
  - ii. Financial Incentive Programs;
  - iii. Community Improvement Project Area/Sub-Areas;
  - iv. Application process and requirements;
  - v. How to obtain additional information.

A link to this website could be provided on the Municipality of [TO BE INSERTED] website.

- b) Newsletters/information packages could be sent directly to both property-owners and tenant businesses in the CIPA sub-areas to advertise the CIP and provide additional information.
- c) Presentations could be made to property-owners, tenant businesses, business associations, and members of the public by the 'Elgincentives Implementation Committee' to communicate the opportunities available through the CIP.

- d) Notification ads could be published in local newspapers to announce the CIP programs and direct interested parties to the website containing information.
- e) An information sheet could be created and sent to agricultural organizations active in the County, to send in turn to their members (e.g. Elgin Federation of Agriculture, Environmental Farm Plan local rep; Farm Safety Council; Fruit and Vegetable Growers' Association, Elgin; NFU Elgin Local; agricultural and horticultural societies; etc.);
- f) A public service radio ad and/or YouTube video could be developed to introduce the Elgincentives CIP to a wider, more general audience and to create excitement/buzz about the CIP.

The following table shows the interrelationship between these target markets and communications materials.

Communications Vehicle	Property Owners	Business Managers	Farm Operators and Agribusiness	Tourism Businesses	Realtors	Local Business Associations	Economic Development Audience	General Public	Councils
Web site information	✓	✓	✓	✓	✓	✓	✓	✓	
Letter / information brochure / email	✓	✓	✓	✓	✓	✓			
Tailored presentations to business community			✓	✓		✓			
Newspaper ad	✓	✓	✓	✓	✓	✓		✓	
General information meeting	✓	✓	✓	✓	✓	✓	✓	✓	
Public service radio ads	✓	✓	✓	✓	✓	✓	✓	✓	
Council presentations/ report									✓

Any of the activities identified may be undertaken as part of the initial launch of the Elgincentives CIP. In addition, over the 10-year implementation period, activities will be undertaken on an on-going basis to regenerate excitement and awareness. 'Reminder' letters or email notifications of the program and its operation may be provided to target markets.

Finally, in addition to the above marketing and communications efforts, specific target businesses and properties where improvements would be most desirable within [TO BE INSERTED] may be identified on an annual basis. Short visits may be arranged with business owners/manager and/or landowners, in order to ensure awareness of CIP and encourage take-up of incentives.



# Monitoring Strategy



# 8.0 Monitoring Strategy

The following provides a strategy for the annual monitoring of the results of the [TO BE INSERTED] Elgincentives CIP, and specifically the uptake and success of financial incentive programs.

## 8.1 Purpose

The purpose of the following monitoring strategy is to:

- 1) Track funds provided by the CIP to owners and tenants of land located within the community improvement project area;
- 2) Track contributions from the Municipality of [TO BE INSERTED] and Elgin County toward incentive program funding;

- 3) Evaluate whether the programs are achieving the overall goals and objectives of the CIP;
- 4) Determine whether program adjustments are required; and
- 5) Provide the basis for reporting the results of the [TO BE INSERTED] Elgincentives CIP, and specifically the uptake and success of financial incentive programs, to the Councils of the Municipality of [TO BE INSERTED] and the County of Elgin.

## 8.2 Frequency

Collection of data related to financial incentive applications and proposed/completed projects should be on-going during the implementation of this Plan. An evaluation of the measures outlined in Section 9.3 should be completed on an annual basis.

Aggregate targets for accomplishments should be set out over a 5-year period, recognizing that awareness and momentum of the CIP will need to build over time and that any individual year may be up or down relative to the average because of general economic circumstances or specific individual business situations. At the end of the 5-year period, targets should be evaluated and revised for the next 5-year target period (i.e. 2021 – 2025).

### 8.3 Measures

Suggested monitoring and evaluation measures for the Municipality of [TO BE INSERTED] Elgincentives CIP are set out in the following table. For each of the following objectives of the overall County-wide Community Improvement framework, specific measurable (and where possible, quantified) measures are suggested.

Goals	Objectives	Recommended Measure	Suggested Target by Year 5
<b>A) To stimulate economic growth and diversification.</b>	1) To encourage the expansion of the agribusiness sector through new and expanded value-added/agricultural related enterprises.	- number of agribusiness operations applying for assistance, and being approved	- aim for 2-3 new establishments per year on average
	2) To encourage the expansion of business activity for existing commercial businesses in the downtown areas/mainstreets of settlement areas.	- number of existing businesses supported in expansion activity	- target 5 business expansions per year = 25 over the period that have been partially assisted through the CIP program
	3) To encourage the expansion of business activity within the manufacturing/industrial sector.	- number of new or existing industrial businesses supported through CIP	- target 3 industrial business expansions per year on average
	4) To increase the number of business start-ups.	- number of business start-ups - sustainability of business after 2 <sup>nd</sup> year of operation	- aim for 1-2 new establishments per year on average
	5) To increase tourism in the County.	- this will be contextual data only, as there is nothing the County can do through the CIP programs to directly affect this measure - trends in tourism can be measured partially through the RTO data <sup>1</sup> - increases in tourism can be inferred to have some associated benefit from increased attractiveness in terms of new attractions (e.g. agri-tourism) new support facilities (more accommodation) and beautification of downtowns,	

<sup>1</sup> Regional Tourism Organization (RTO) 1, which covers Southwestern Ontario (Elgin; Windsor-Essex; Chatham-Kent; Haldimand/Norfolk; Sarnia/Lambton; London/Middlesex; and Oxford).

Goals	Objectives	Recommended Measure	Suggested Target by Year 5
		lakeshore areas, key travelled corridors, etc.)	
	6) To increase the number of tourist accommodation establishments.	- number of establishments; - number of rooms	- aim for the expansion of 1 accommodation establishment per year on average
	7) To increase the number of creative economy businesses in the County.	- number of establishments defined as being in the creative economy (as per the County's definition) <sup>2</sup>	- aim for 1-2 new establishments per year on average
	8) To increase employment opportunities for local residents.	- annual survey of all businesses assisted throughout the year through the CIP program, to determine how many new job positions have been created	costs of the CIP program relative to the new jobs created should demonstrate a positive ROI relative to the wages and salaries associated with the new jobs <sup>3</sup>
<b>B) To enhance the already high quality of place for residents and visitors.</b>	1) To improve the appearance of major entry points and tourism corridors.	- define the key entry points and corridors - demonstrate improvements visually through 'before' and 'after' documentation	- target at least one area for improvement each year - at least 5 areas will have been improved at the end of the 5-year period
	2) To improve the appearance and utilization of the lakeshore.	- as above	- as above
	3) To improve the appearance of the Municipality of [TO BE INSERTED] and foster civic pride through improvements to private properties.	- as above	- as above
<b>C) To improve the stability and sustainability of the tax base.</b>	1) To reduce the number of vacant commercial building spaces in the downtown areas/mainstreets of settlement areas.	- calculate the current vacancy rate in each CIP sub-area (in terms of floor space) -- determine change in vacancy rate and available inventory on a year-	- target a significant improvement in vacancy rate in each CIP area

<sup>2</sup> see: <http://www.elgintourist.com/pbn/DirectoryListing/exhibithall/Exhibithall.aspx#>

<sup>3</sup> In other words, the total wages and salaries generated by new job positions should be considerably greater than the total amount of money spent by the County and the Municipality of [TO BE INSERTED] in assisting the business – likely on the order of a 3 times multiple or more.

Goals	Objectives	Recommended Measure	Suggested Target by Year 5
		to-year basis	
	2) To reduce the number of vacant industrial/employment building spaces throughout the Municipality.	-calculate the current vacancy rate in each CIP sub-area (in terms of floor space)	- As above. Suggest a 10-15 % reduction in the vacancy rate/available land inventory.
	3) To encourage the infill and development, redevelopment of vacant employment lands	-prepare inventory of vacant properties designated for employment/industrial land uses -determine change in vacancy rate and available inventory on a year-to-year basis.	
	4) To increase the assessment base of properties in the downtown areas/mainstreets of settlement areas, and the agricultural area.	-calculate the current assessment base for each CIP area - determine change in assessment base each year <sup>4</sup>	- change in the 'normal' taxes generated from the CIP area assessment base should be equal to or greater than the amount of the CIP incentive (for both the local municipality as well as the County) – note as well that this increased value to the local municipality and the County is annualized relative to the shorter-term timeframe for the CIP incentive.

<sup>4</sup> Note that this will be separate from the tax revenue gained from the property – especially if there is a tax increment financing component to the incentive. The assessed value will measure the true long-term increase in value.

## 8.4 Reporting

An annual report should be prepared to highlight the successes and achievements of this CIP. The report will be presented to local and County Councils for consideration. The report may recommend adjustments/amendments to the Plan, as discussed below.

## 8.5 Adjusting/Amending the CIP

Based on the results of monitoring and evaluation efforts, adjustments to this CIP may be required. The following summarizes when Plan amendments will and will not be required:

- a) An amendment to the [TO BE INSERTED] Elgincentives CIP will not be required in order to:
  - i. Reduce funding levels for the financial incentive programs (i.e., the local Municipal portion and/or the County portion); or
  - ii. Discontinue or cancel any of the programs identified.
- b) An amendment to the [TO BE INSERTED] Elgincentives CIP will be required in order to:
  - i. Extend the implementation period of the CIP;

- ii. Add any new financial incentive programs or increase funding levels for existing financial incentive programs;
- iii. Modify the eligibility criteria related to financial incentive programs offered by this Plan; and
- iv. Modify or expand the geographic area (i.e., the Community Improvement Project Area) to which financial incentive programs apply.

Amendments to this CIP will be passed by the local Council of the Municipality of [TO BE INSERTED] under the Planning Act. Also in accordance with the Planning act, the Municipality of [TO BE INSERTED] will be required to pre-consult with the Ministry of Municipal Affairs and Housing on any amendments to this CIP.

# GLOSSARY



[TO BE INSERTED] Elgincntives Community Improvement Plan  
September 2015, Updated March 2019

# Glossary

**Agricultural Sub-Area** means lands that are designated Agriculture by the County Official Plan as identified on Schedule A of this CIP. A set of financial incentive programs applies to this Sub-Area.

**Brownfield Site** means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be undertutilized, derelict, or vacant.

**County** means the Corporation of Elgin County.

**Elgincntives Implementation Committee** means the designated committee appointed to review applications for financial incentives and make decisions on financial incentives in accordance with the policies of this Plan.

**Eligible costs** means costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

**Employment Lands** – Employment lands include all lands designated as Employment, Industrial, or other such uses as designated within the County and Local Municipal Official Plans.

**Intensification project** means the development, redevelopment of a site for residential purposes at a higher density than what existed before, to contribute to the goal of creating a compact and efficient development pattern.

**Mixed-use** means any combination of commercial uses (retail, personal services, restaurants, etc.), offices, institutional uses and/or residential uses, provided that there are commercial uses at grade.

**Municipality** means the Corporation of the Municipality of [TO BE INSERTED].

**Priority Area** means key areas where local investment will have the greatest economic benefit/impact and should therefore be prioritized with respect to improvement projects and the provision of financial incentives. Priority Areas are shown on Schedule A of this CIP.

**Settlements Sub-Area** means the downtowns/main street areas and ports as identified on Schedule A of this CIP. A set of financial incentive programs applies to this Sub-Area.

**Sub-Area** means key areas of local economic activity where the need for improvement is the greatest and where investment will result in significant economic development benefits. Sub-Areas are shown on Schedule A of this CIP.

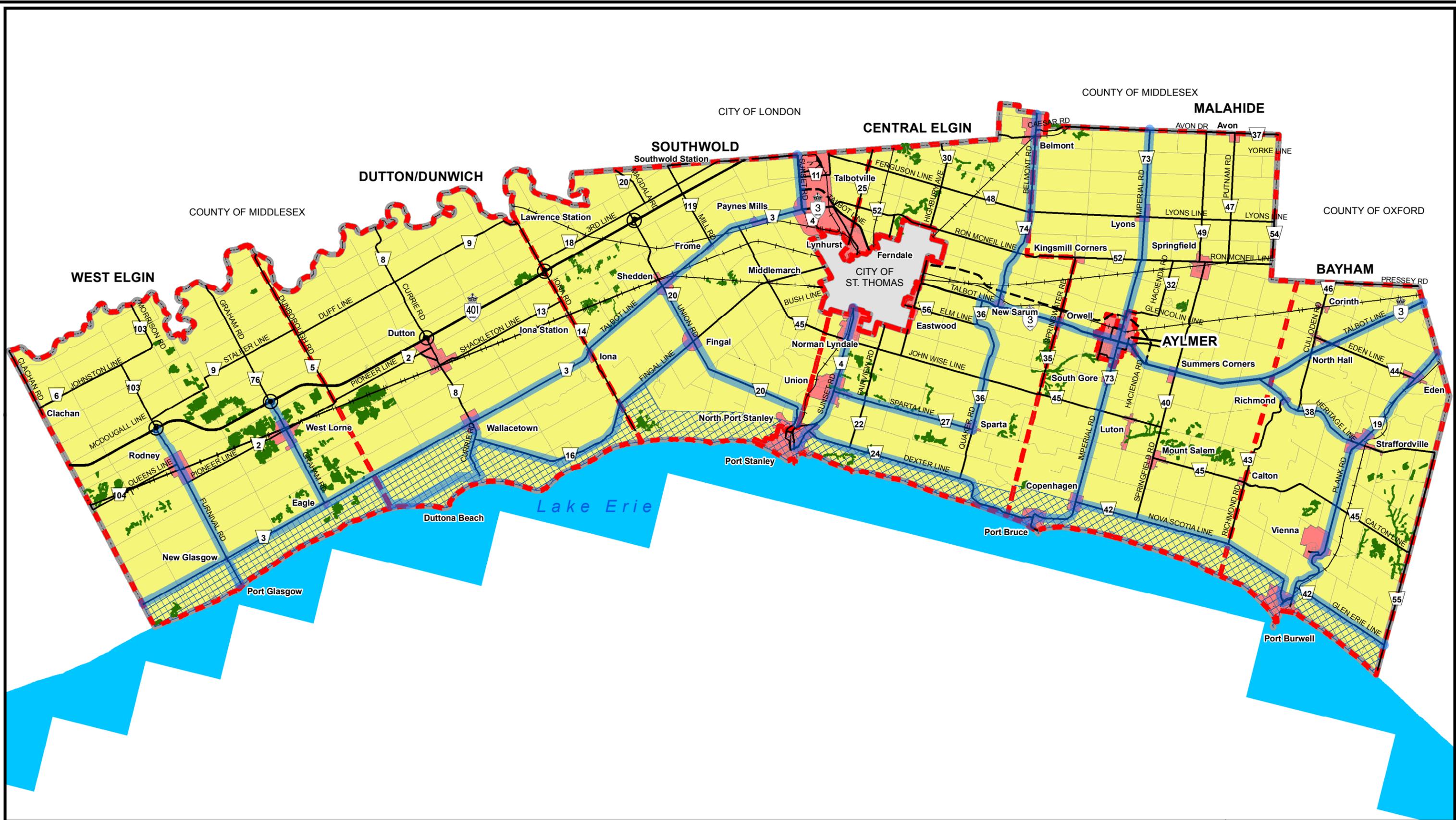
**Tax Increment** means an increase in taxes, or which is calculated by subtracting the Municipal or County portion of property taxes before assessment from the Municipal or County portion of property taxes after reassessment. The

**[TO BE INSERTED] Elgincentives Community Improvement Plan**  
September 2015, Updated March 2019

Municipality or County may provide any portion of the increment as a grant for any length of time their Council deems is appropriate. The tax increment does not include any increase/decrease in Municipal or County taxes due to a general tax increase/decrease or a change in assessment for any other reason.

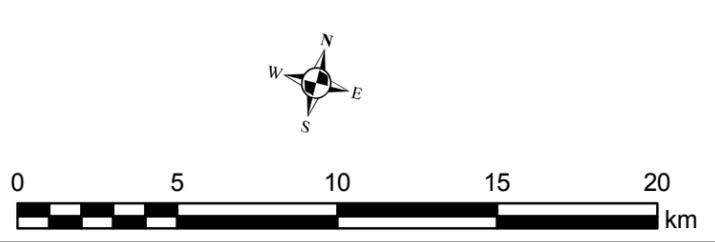
# APPENDIX





**APPENDIX 1**  
**Elgincentives Community Improvement Plan**  
**County-wide Framework**

Local Community Improvement Project Areas	<b>Priority Areas</b>	Provincial Highway
<b>Sub-Areas</b>	Tourism Corridor Priority Area	County Road
Settlements Sub-Area	Lakeshore Priority Area	Proposed Transportation Corridor
Agricultural Sub-Area	<b>Other Map Elements</b>	Interchange
The <b>Employment Lands Sub-Area</b> applies to lands designated for Industrial/Employment Land Uses within the local Municipal Official Plans. See the Official Plan Land Use Schedules for lands eligible for the Employment Lands Sub-Area.		
	Provincially Significant Wetlands	



Data Source:  
 Data provided by the County of Elgin and the Ministry of Natural Resources Land Information Ontario.  
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**MERIDIAN PLANNING**

March 3, 2015 Updated October 2018

APPENDIX D:  
Brownfield and Industrial CIP  
Options Memo

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To:	Kate Burns and Alan Smith Elgin County	From:	Nancy Reid and Stephanie Bergman Stantec Consulting Ltd.
File:	Review/Update of Elgincenives: Integrating Industrial Lands	Date:	May 30, 2018

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**Reference: County Review and Update of Elgincenives: Integrating Industrial Lands**

## 1. Introduction

In 2015, Elgin County Council endorsed 'Elgincenives': a comprehensive framework for community improvement planning across the County's seven lower-tier municipalities, focusing on downtown areas, agricultural areas, waterfront areas, and transportation/tourism corridors.<sup>1</sup>

To-date, Elgincenives has provided more than half a million dollars of funding through grants and loans<sup>2</sup> to local businesses, resulting in almost two and a half million dollars of private sector investment through 109 improvement projects. However, industrial/employment properties in the county have not been eligible for these grants and loans to-date.

Based on the success of Elgincenives, the County has now initiated a review and update of the Elgincenives program and all seven lower-tier Community Improvement Plan (CIP) documents to determine where and how incentives could be made available to industrial/employment land uses.

More specifically, the review/update project aims to explore the following:

- A. How can existing industrial/employment areas be revitalized through CIP grant and loan programs?
- B. Which types of incentives/other tools could be used to attract larger-scale investment/reinvestment into the industrial/employment land base?
- C. What types of industrial/employment properties and/or buildings should be eligible for incentives?

In January 2016, the review/update project was initiated, and Stantec Consulting Ltd. was retained to assist County staff.

## 2. Purpose of this Memo

The purpose of this memo is to provide a summary of the findings of Stage One of the Elgincenives Review and Update project, including:

- A summary of the overall process being followed;
- An overview of the existing Elgincenives CIP framework, policies, and economic development context throughout the County;

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<sup>1</sup> For a complete discussion of 'What is a Community Improvement Plan?' and "What is 'Elgincenives'?", as well as the work that was involved in creating this program, please download the full 'Elgincenives County-wide Vision and Implementation Guidelines' found here: <http://www.progressivebynature.com/business-resources/elgincenives>

<sup>2</sup> More information about grant and loan programs available through 'Elgincenives' can also be obtained from the above link.

**Reference: County Review and Update of Elgincenatives: Integrating Industrial Lands**

- Key findings of Stage 1 of the study, including a preliminary needs assessment and summary of consultation with local municipal staff; and
- Recommendations for integrating industrial/employment land uses into the existing Elgincenatives CIP framework.

### **3. Process for the Elgincenatives Review and Update**

The review and update of Elgincenatives is being undertaken in 2 stages, as summarized below:

Stage 1 Research and Recommendations (on-going):

Stage 1 tasks are intended to confirm the goals and objectives of the County, lower-tier governments, and local businesses/stakeholders with respect to providing industrial incentives through Elgincenatives, as well as the existing conditions and needs of future and existing industrial areas across the County.

Stage One tasks have included:

- Review of local plans and policies related to industrial/employment uses and development;
- Review of 2015-2017 Elgincenatives results and implementation;
- Consultation events with local municipalities and stakeholders on industrial areas and needs; and
- Identify recommendations for changes to Elgincenatives.

Final recommendations will be presented to County staff and Council for approval to proceed with Stage 2.

Stage 2: Implementation (Summer 2018):

Stage two implementation will include identifying specific amendments to be made to each local Elgincenatives CIP as part of implementation of Phase 1.

### **4. Overview of the Elgincenatives CIP Framework**

As noted, Elgincenatives was developed by the County of Elgin's Economic Development and Planning Departments over 2014 and implemented through the adoption of seven lower-tier CIPs. The goals of the Elgincenatives CIPs are:

1. To stimulate economic growth and diversification;
2. To improve quality of place for residents and visitors; and
3. To improve stability and sustainability of the tax base.

Elgincenatives currently applies to all seven of the County's seven lower-tier municipalities (i.e., the Town of Aylmer, Municipality of Bayham, Township of Malahide, Municipality of Central Elgin, Township of Southwold, Municipality of Dutton/Dunwich, and Municipality of West Elgin). However, at the moment, the range of financial incentive programs (grants and loans), as described below, is currently limited to the following areas of economic activity:

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

- Settlement Area Sub-Area, including downtowns/main street areas, and port areas; and
- Agricultural Sub-Area, generally including lands designated as Agriculture by the County Official Plan.

Within the above, if a property is also located within any of the following “Priority Areas”, a landowner is eligible for increased grant values:

- Tourism Corridors, including those corridors identified within the County Official Plan as well as locally identified corridors; and
- The Lakeshore Area.

The following is a list of Financial Incentive Programs (i.e., grants and loans) available to ‘eligible properties/applicants’ through the Elgincentives Program, as described in detail through each individual, Council-adopted CIP:

1. Tax Increase Equivalent Grant (for Major Projects)
2. Façade, Signage, and Property Improvement Grant
3. Building Improvement/Restoration Grant
4. Building Conversion/Expansion Grant Energy Efficiency Retrofit Grant
5. Outdoor Art Grant
6. Feasibility/Design Study Grant
7. Application and Permit Fees Rebate
8. Multiple Property Owners Bonus Grant Savour Elgin/Elgin Arts Trail Bonus Grant

**5. Economic Development Context**

Elgin County recently completed an update to the Economic Development Strategy (EDS), which notes that despite the general decline in the manufacturing sector in Ontario, and the significant loss in the region’s employment between 2006-2011 - due in part to the closure of the St. Thomas Ford Plant - the manufacturing industry within the County is again on the rise. With more than 17% of the local workforce currently employed in manufacturing, it represents a significant sector of the local economy.

The EDS identifies the full utilization of employment lands throughout the Elgin as a County-wide goal. However, it also indicates that current inventory of serviced employment land is considered inadequate to attract small and larger scale business and industrial operations. Future development potential is limited by the lack of designated land and servicing capacity in areas closest to Highway 401. Area municipalities bear the burden of front ending the cost of development with respect to servicing. Many of the area municipalities have suggested that this is cost prohibitive at present. In addition, since most of the vacant employment lands are privately held, the County and local municipalities have less ability to influence the pricing or timing of development.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

As noted, the current Elgincentives CIP framework does not apply to industrial/employment lands in any of the lower-tier municipalities. Therefore, in response to the economic development context described above, the Elgincentives Review/Update Project has been initiated. The intent is to explore how the County could use community improvement planning tools to help address some of the constraints and challenges described above.

**6. Planning Context**

The following is a brief summary of some of the policies of the County of Elgin Official Plan, which are in support of economic development initiatives specific to employment and industrial land uses – and are therefore in support of including industrial/employment lands within ‘Elgincentives’:

Table 1: County Official Plan Policies – Economic Development

Official Plan Policy	Comments
<p><b>Section A4.3 Economic Prosperity</b></p> <p>f) To establish tools that provide the incentives required to encourage desired forms of development in the right locations, along with the provision of needed public amenities.</p>	<p>This policy generally supports the use of incentives to increase investment and prosperity.</p>
<p><b>Section A5. Economic Strategy</b></p> <p>a) support the full utilization of the existing employment lands in the County for a range of employment uses.</p> <p>b) assemble and maintain an inventory of available commercial and industrial properties that can be re-used or re-purposed for creative economy enterprises.</p> <p>g) support new development and redevelopment on brownfield sites.</p>	<p>The CIP can include incentives to:</p> <ul style="list-style-type: none"> <li>- Attract investment through redevelopment or expansions;</li> <li>- Promote the adaptive reuse of existing industrial buildings; and</li> <li>- Promote brownfield redevelopment.</li> </ul>
<p><b>B2.4 Effect of Projected Growth on Existing Planning Approvals</b></p> <p>b) In 2011, there were about 900 hectares of vacant and undeveloped employment lands in Elgin County that were either fully serviced or were planned for full services. This supply of land is also in excess of what the County needs as a whole to support employment growth. However, the majority of the employment lands (+700 hectares) is located in Southwold in the area surrounding the recently closed Ford plant.</p>	<p>The CIP should focus the provision of incentives on existing vacant and undeveloped employment lands that are fully serviced, including the former Ford Plant, in order to attract new investment.</p>

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Official Plan Policy	Comments
<p><b>Section C1.1.3 Employment Areas</b></p> <p>b) recognize that there are many types of employment in the County and that each has different locational requirements that are necessary to support their continued viability.</p> <p>d) encourage and promote development in appropriate locations that combines a mix of employment uses and supporting uses to facilitate the more efficient use of urban land.</p> <p>e) promote the efficient use of existing and planned infrastructure by creating the opportunity for various forms of intensification, where appropriate.</p> <p>f) require a high standard of urban design for development and redevelopment.</p>	<p>The CIP can include incentives to:</p> <ul style="list-style-type: none"> <li>- Improve the general viability of industrial lands;</li> <li>- Use industrial land and infrastructure more efficiently;</li> <li>- Encourage intensification;</li> <li>- Require a high standard of design – where existing local design guidelines are in place.</li> </ul>

The County's Official Plan also contains policies regarding community improvement planning. These policies are summarized and discussed below with respect to the current CIP Update:

Table 2: County Official Plan Policies – Community Improvement

Official Plan Policy Summary	Comments
<p><b>Section F6 Community Improvement Plans</b></p> <p>The goal of any Community Improvement Area shall be to foster and co-ordinate the physical improvements and maintenance of older or dilapidated areas of a community for environmental, social or community economic reasons.</p> <p><b>F6.1 Objectives</b></p> <p>d) foster redevelopment, reuse and/or maintenance of existing brownfield sites and/or current industrial sites.</p> <p>g) promote energy efficiency and sound environmental design.</p> <p>h) foster economic growth within designated areas.</p> <p>i) promote intensification in targeted areas.</p>	<p>The CIP policies within the Official Plan support the development of CIP Programs for wide range of uses, including:</p> <ul style="list-style-type: none"> <li>- the redevelopment, reuse and/or maintenance of existing brownfield and industrial sites;</li> <li>- promoting energy efficiency and sound environmental design;</li> <li>- intensification of existing industrial areas;</li> <li>- fostering overall economic growth throughout the County.</li> </ul>

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Finally, it is noted that, as part of the implementation of the Elgincentives CIP framework in 2015, all seven 7 local municipalities undertook a review of community improvement planning policies in their respective Official Plans to ensure that the widest range of tools can be applied to all areas of economic activity in the County.

Updated official plan policies have since been adopted (as required) to ensure that the local policy framework is also supportive of a comprehensive, County-wide approach to community improvement, addressing all areas of economic activity - including industrial/employment areas.

**7. Preliminary Needs Assessment**

The consulting team undertook a preliminary needs assessment focused on existing industrial/employment lands to determine how community improvement tools can be used to support redevelopment and revitalization. The needs assessment included:

- A review of the existing industrial land use designations within the seven lower tier Official Plans;
- A site visit to assess the existing conditions; and
- Discussions with County and municipal staff.

A summary of the findings is provided on the following pages.

Findings - Land Use Designations:

The following table provides an outline of the existing local industrial/employment land use designations that occur within each of the lower tier Official Plans. Highway Commercial land uses were also reviewed, as they serve a similar employment and land use function to industrial land uses located along major transportation corridors.

Table 3: County Official Plan – Industrial/Employment Designations

Municipality	Designated Industrial/Employment Areas		Other Designations Permitting Industrial/Employment Uses	
	Designation	Location	Designation	Location
<b>Central Elgin</b>	<ul style="list-style-type: none"> <li>• Major Industrial</li> <li>• Major Industrial – St. Thomas Airport/Commercial Industrial</li> </ul>	<ul style="list-style-type: none"> <li>• East of St. Thomas</li> <li>• St. Thomas Airport Lands (owned by St. Thomas)</li> <li>• Port Stanley</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial - Industrial</li> </ul>	<ul style="list-style-type: none"> <li>• Belmont</li> <li>• Port Stanley</li> </ul>
<b>Southwold</b>	<ul style="list-style-type: none"> <li>• Industrial</li> </ul>	<ul style="list-style-type: none"> <li>• Talbotville</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Municipality	Designated Industrial/Employment Areas		Other Designations Permitting Industrial/Employment Uses	
	Designation	Location	Designation	Location
<b>Malahide</b>	<ul style="list-style-type: none"> <li>Large Scale Industrial (serving agricultural community)</li> </ul>	<ul style="list-style-type: none"> <li>Lands to be designated by site specific amendment</li> <li>Forthcoming Official Plan Amendment to designate parcel of land located at the Ontario Police College as Industrial/Employment Lands</li> </ul>	<ul style="list-style-type: none"> <li>Hamlet (small scale industrial uses permitted)</li> </ul>	<ul style="list-style-type: none"> <li>Lands to be designated by site specific amendment</li> </ul>
<b>Aylmer</b>	<ul style="list-style-type: none"> <li>Industrial</li> </ul>	<ul style="list-style-type: none"> <li>Aylmer Industrial Park</li> <li>West of Elm Street</li> <li>Former Imperial Tobacco, and Carnation Milk Plant</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Bayham</b>	<ul style="list-style-type: none"> <li>Industrial</li> </ul>	<ul style="list-style-type: none"> <li>Bayham Industrial Park</li> <li>Straffordville</li> <li>Port Burwell</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Dutton/ Dunwich</b>	<ul style="list-style-type: none"> <li>Industrial</li> </ul>	<ul style="list-style-type: none"> <li>Lands south of 401</li> </ul>	<ul style="list-style-type: none"> <li>Highway-Commercial</li> </ul>	<ul style="list-style-type: none"> <li>South of Highway 401</li> </ul>
<b>West Elgin</b>	<ul style="list-style-type: none"> <li>Industrial</li> </ul>	<ul style="list-style-type: none"> <li>Rodney and West Lorne</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Findings - Existing Conditions:

The following is a summary table which classifies existing industrial/employment areas based on the existing conditions of the site. All the existing industrial lands throughout the County appear to be in one of the following states:

Table 4: Existing Conditions – Industrial/Employment Areas

Municipality	Within Settlement Area	Undeveloped, Un-serviced	Undeveloped, Serviced	Previously developed, vacant land	Previously developed, vacant buildings	Potentially Contaminated	Currently Developed and Operational
Central Elgin	X		X	X		X	X
Southwold Talbotville	X	X		X			X
Malahide			X	X		X	
Aylmer Aylmer Industrial Park East of Elm St.	X		X	X	X	X	X
Bayham Bayham Industrial Park Straffordville Port Burwell		X					X
Dutton/ Dunwich South of 401	X		X				X
West Elgin Rodney West Lorne			X				X

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

A few site or area-specific observations of note are also provided below.

- In port Stanley, a significant planning process is currently on-going (Port Stanley Secondary Plan) which will identify a new set of land use designations for the (formerly industrial) Harbour lands.<sup>3</sup>
- In Southwold, the Ford Plant decommissioned in 2011 represents a significant portion of the Talbotville Settlement Area, and a major redevelopment opportunity.
- The Town of Aylmer has a distinct industrial/business park area, which has seen a number of recent building activity and/or upgrades, but also contains a number of vacant properties currently for sale.
- There are also additional opportunities for upgrades/expansions to existing industrial buildings in Aylmer and across the County.
- There is an opportunity to improve gateways into the industrial/business park areas.
- Many industrial areas throughout the County are located along major transportation corridors, and could benefit from enhanced screening, landscaping, signage, or other aesthetic improvements.
- It is noted that, with respect to permitted uses, industrial land uses are generally restricted to **dry** industrial uses (due to lack of existing servicing in many industrial areas of the local municipalities).

Image 1: Vacant industrial lands in Port Stanley near the Harbour Lands



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<sup>3</sup> It is noted that a set of new mixed-use designations are currently proposed for the subject lands (following full remediation of the former industrial sites). Therefore, since 'mixed-use' development is currently considered eligible for financial incentive programs of the existing Elgincentives Framework, it is likely that no significant amendments to Elgincentives will be required.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Image 2: Former Ford Plant in Southwold, representing a large part of the Talbotville Settlement Area



Image 3: Vacant parcel for sale in Aylmer Business/Industrial Park



**Reference: County Review and Update of Elgincincentives: Integrating Industrial Lands**

Image 4: Construction Activity in Aylmer Business Industrial Park



## **8. Consultation Summary**

As part of Stage 1 of the Review/Update of Elgincincentives, two key consultation events have been held (as described below), which include:

1. Needs Assessment Workshop with County staff and representatives from the Lower-tier municipalities; and
2. Opportunities and Recommendations Workshop with local stakeholders from the industrial/manufacturing sector.

### Findings - Needs Assessment Workshop (Municipal)

A Workshop was held with senior staff from Elgin County and each of the 7 lower tier Municipalities on March 21, 2018. The purpose of the workshop was to:

- Provide an overview of the CIP Update in the context of the existing Elgincincentives CIP framework;
- Provide a refresher on the basics of a CIP and the legislative framework;
- Discuss a number of industrial/brownfield CIP case studies;
- Provide an overview of the County's Planning and Economic Development Context; and
- Facilitate a discussion with local municipalities on their needs with respect to industrial/employment land development, brownfield redevelopment, and options for incentive programs.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Participants from each of the municipalities were asked to discuss the state of their designated employment and industrial land uses (serviced, un-serviced, within existing settlement area, etc.), and to discuss the opportunities and challenges with respect to their economic development. The following key themes were expressed with respect to employment/industrial lands throughout each of the local municipalities:

- The County contains a significant amount of industrial/employments in various states, including previously developed and serviced lands, vacant buildings, potentially contaminated brownfield sites, un-serviced lands, and partially serviced lands;
- It should be recognized that Elgin County's relatively inexpensive land prices and strategic locations in proximity to major transportation corridors generally serve as incentives for larger-scale industrial developments;
- There is a desire to implement the incentive programs for industrial/employment lands throughout the County, but incentive priorities should be balanced between attracting larger-scale developments and supporting and encouraging local business development;

Participants were asked where and which type of funding programs may have the most significant impact to the community's economic development. While there was general consensus that the CIP framework should be flexible and include a range of programs, there was particular interest in the following:

- Technical study, design, or feasibility grants associated with MTO requirements: since a large portion of the employment/industrial lands within the County are location within or adjacent to an MTO control area, development proposals require a variety of technical studies in order to obtain MTO permits and approvals. This has often been a significant burden on the proponent and can act as a deterrent to smaller scale operations or improvements;
- Technical, design, or engineering grants associated with site plan control processes: expansions to existing operations can often signal significant upgrades based on fire code and Building Code requirements, and these requirements can result in significant costs. These grants may have a significant impact among existing developments;
- Building Code Upgrade programs: these programs would assist property owners with building upgrades necessary to ensure older buildings are in compliance with the Ontario Building Code. These improvements can often be very costly and represent a significant obstacle for the continued use or re-use of older building stock throughout the County;
- Beautification grants: the County as a whole would benefit from encouraging screening, enhanced landscaping, and signage with respect to industrial lands, as many of these lands are located along major transportation corridors; and
- Brownfield incentives: there are a number of known and potential brownfield sites throughout the County (including the Port Stanley harbor lands). Incentive programs including the Brownfields Financial Tax Incentive Program administered by the government of Ontario may help to offset development costs.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Image 5: Local Municipal Input on Where Incentives Could be Used in Industrial Areas



Findings - Opportunities and Recommendations Workshop (Stakeholders)

A workshop was held with a number of industrial property and business owners throughout the County on May 17<sup>th</sup>, 2018. Representative from four local industrial businesses/properties were in attendance. The purpose of the workshop was to:

- Provide an overview of community improvement planning;
- Present the preliminary recommendations of the Industrial CIP update, including: financial incentive programs to be included in the local CIPs, recommendations with respect to how and where the programs will be made available, and examples of proposed eligible uses; and
- Obtain input on the preliminary recommendations of the CIP update.

Participants were asked to consider the strengths, weaknesses, opportunities, and threats associated with their properties and industrial business operations. Table 5 below provides a summary of the SWOT discussions.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

Table 5: Land/Business Owner SWOT Analysis Findings for Industrial Areas

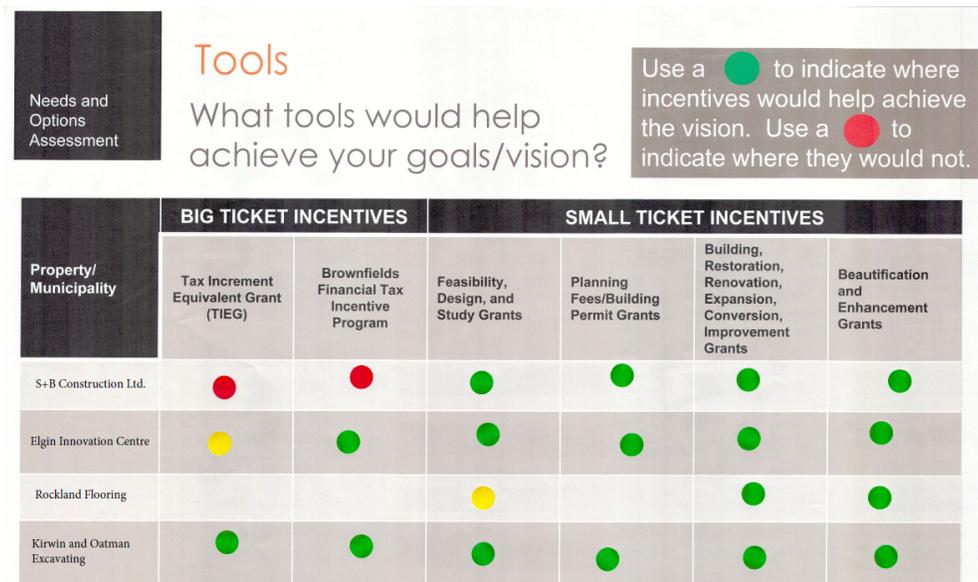
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Large property</li> <li>• Existing infrastructure</li> <li>• Support from County Economic Development Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Brownfield property, including ground contamination and hazardous building materials</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to attract a wide range of manufacturing/ warehousing uses</li> </ul>	<ul style="list-style-type: none"> <li>• Risks of high vacancy rate within large building</li> </ul>
<ul style="list-style-type: none"> <li>• Location along major transportation corridor</li> <li>• Room for expansion within existing property</li> <li>• Recent updates to company signage</li> </ul>		<ul style="list-style-type: none"> <li>• Beautification and overall site design enhancements</li> <li>• Expansion to existing operations</li> </ul>	
<ul style="list-style-type: none"> <li>• Large tracts of vacant, serviceable land within settlement boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Current taxation on large parcels</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for large-scale industrial development</li> </ul>	
<ul style="list-style-type: none"> <li>• Local along major transportation corridor</li> </ul>	<ul style="list-style-type: none"> <li>• Limited site size and utilities available for expansion</li> <li>• Gravel parking lot which creates dust for neighboring residential areas</li> </ul>	<ul style="list-style-type: none"> <li>• Expand operations at other locations</li> <li>• Beautification, overall site design and interior building upgrades</li> </ul>	
<ul style="list-style-type: none"> <li>• Large parcel of available land (recent departure of outdoor storage)</li> </ul>	<ul style="list-style-type: none"> <li>• Significant investments required for site development (servicing, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities to expand operations</li> </ul>	

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

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Participants were also asked which type of funding programs would be most beneficial to their existing operations and future goals. Responses varied based on the nature of the existing businesses, and participants were supportive of a CIP framework that includes a wide range of financial programs.

Image 6: Business Owner Input on Types of Useful Financial Incentives



During the workshop, participants noted that the Elgin Economic Development Team were a great asset in supporting their growth and development. When asked if there were other, non-financial incentive programs that could help contribute to their business development, participants discussed access to information and guidance on other provincial sources of funding through provincial or federal programs, and technical assistance with proposed development or site upgrades.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

## 9. Recommendations

Based on the work completed to-date as part of Stage 1 of the Review/Update of the Elgincentives CIP Framework, the following recommendations have been identified for consideration by County Staff:

### CIP Goals:

- Section 4 of this memo provides a summary of the current goals of the Elgincentives framework.
- The existing goals for Elgincentives broadly address diversification, economic development, sustainability, and growth/revitalization.
- The goals – as written – would apply to industrial/employment lands and development.
- **No changes to the goals of Elgincentives are recommended at this time.**

### Community Improvement Project Area/Sub-Areas/Eligible Uses

- The existing Elgincentives CIP identifies the entire geographic area of each of the 7 lower tier municipalities as a Community Improvement Project Area (CIPA).
- Most of the County's existing industrial/employment lands are located within the Settlement Areas of the local municipalities, with the exception of several special policy areas (i.e. lands surrounding the St. Thomas Airport Lands) and some areas designated for Highway Commercial (Rodney, and Malahide directly adjacent to the Town of Aylmer).
- These Settlement Areas are also identified as a 'Sub-Area' of Elgincentives (CIP), and certain uses within this 'Sub'Area' are eligible for incentives (i.e., they are identified as 'eligible uses'). Currently, these eligible uses do not include industrial type uses.
- **Since some industrial/employment lands are not currently included within the existing Settlement Areas 'Sub-Area' of the current Elgincentives CIPs, they would not be eligible for incentives. Therefore, it is recommended that local Elgincentives CIPs be amended to identify a new 'Industrial/Employment Areas Sub-Area', which would include all lands designated as Employment/Industrial with the local municipal Official Plans.**
- **It is also recommended that brownfield sites (known or perceived) be identified as eligible for financial incentives, where they are located within a Settlement Areas Sub-Area, or an Industrial Areas Sub-Area. Eligible uses specific to the brownfield programs will include commercial and mixed uses as in the existing CIP program, but will also include high density residential where it has been designated within an Official Plan or approved Secondary Plan.**

### Priority Areas and Uses

- The existing Elgincentives CIP framework provides for an increase in the value of incentives for proposals that are located within the identified Tourism Corridors or the Lakeshore Area (i.e., 'Priority Areas').
- **No changes to this structure are recommended. Some industrial/employment/brownfield properties located within these 'Priority Areas' should be eligible for increased incentives.**

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**Financial Incentive Programs

- The existing framework within the Elgincentives CIP includes a number of funding programs that would be well-suited to industrial land uses.
- There are opportunities for some properties to benefit from the larger scale incentives (such as tax incentives and the provincial brownfield program). Other properties would benefit from smaller scale incentives geared towards physical improvements to buildings and properties.
- **It is recommended that all of the existing financial incentive programs included within the local municipal Elgincentives CIPs be made available to industrial/employment uses.**
- **It is further recommended that the existing financial incentive programs be amended to specify eligible costs for industrial/employment uses.**
- Some preliminary ideas on eligible costs are provided below:
  1. Feasibility/Design/Technical Study Loan/Grant
    - To assist property owners in the completion of a variety of studies in support of a business development proposal. This could include technical studies (traffic, noise, engineering, etc.) associated with MTO Control Area permitting requirements.
  2. Planning Application/Building Permit Fee Rebate
    - Similar to the existing CIP, this program could be implemented to rebate all, or a portion of costs associated with a local application or permit fee.
  3. Energy Efficiency Retrofit Grant
    - To assist with retrofits to existing/former industrial buildings which improve the overall energy efficiency.
  4. Building, Restoration, Expansion, Conversion, or other Improvement Grants
    - To assist property owners with the construction of expansions or other improvements to existing industrial operations. This program could also apply to the restoration or conversion of previous industrial uses to new operations.
  5. Beautification and Enhancement Grants
    - This program could apply to landscaping, signage, and other aesthetic improvements to improve screening and overall aesthetics and design of industrial sites.
- **It is also recommended that the following new financial incentive programs be added to the Elgincentives framework to assist with the remediation and redevelopment of brownfield sites:**
  1. **Environmental Study Grant:**
    - To assist with the completion of a Phase 1 and 2 ESA, Remedial Action Plan, and/or a Risk Assessment.

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands****2. Brownfields Tax Assistance (BTA) Program:**

- Cancellation/grant equal to the amount of municipal property taxes and education property taxes for up to 3 years or up to the time where the total tax assistance provided equals the total eligible costs, whichever comes first.
- Cancellation of education property taxes is subject to approval by the Minister of Finance.
- Brownfields Tax Assistance ends if the property is severed, subdivided, sold or conveyed prior to the end of the 3 year period.
- Eligible costs include the following:
  - i) a Phase I ESA, Phase II ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, Risk Assessment, and Risk Management Plan;
  - ii) environmental remediation, including the cost of preparing a RSC;
  - iii) placing, compacting and grading of clean fill required to replace contaminated soils/fill disposed of off-site;
  - iv) installing, monitoring, maintaining and operating environmental and/or engineering controls/works (risk management works) as specified in the Remedial Work Plan, Risk Assessment and/or Risk Management Plan; and,
  - v) environmental insurance premiums.

**3. Brownfield Tax Increment Equivalent Grant (BTIEG):**

- Same as current TIEG program
- Annual grant up to **100% of the tax increase** generated by the project for up to 5 years, or up to the time when total grant payments equal total eligible costs, whichever comes first

The existing Tax Increment Equivalent Grant within the Elgincentives CIP applies to the County and/or Municipal portion of the tax increase. Similar wording can be included within the proposed Brownfield programs (with the exception of the Environmental Study Grant), such that the local municipalities may also contribute to the programs in the form of a cancellation of all or a portion of the municipal taxes. **The intent to participate in these tax-based programs should be confirmed with the local Municipalities.**

Implementation

- **To ensure that the above recommendations are implemented within the existing CIPs across the seven local municipalities, the following additional amendments are recommended:**
  - **Section 1.0 of local CIPs should be updated to address industrial development/employment growth as a focus of the CIP.**
  - **Section 2.0 of local CIPs should be updated to describe the CIP review/update as a process and part of the basis of Elgincentives.**
  - **Section 3.0 of the local CIPs should be updated to include some industrial/employment related objectives.**
  - **All maps should be updated to clearly identify which industrial/employment areas are eligible for incentives, and which are not.**
  - **The following definitions should be added, among others:**
    - **Industrial/employment lands**

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

- **Industrial/employment uses**
- **Brownfields**
- **High density residential land uses**
  
- **Incentive values for each of the financial incentive programs should be reviewed to ensure that they are appropriate for industrial/employment uses.**
  
- **Marketing and monitoring sections of the local CIPs should be updated.**
  
- **Other various housekeeping changes should also be completed as part of the local CIP amendments.**

**Recommendations Specific to the Port Stanley Secondary Plan Area**

- The Municipality of Central Elgin is currently undertaking a Secondary Plan process for the former Port Stanley Harbour lands. The Secondary Plan is intended to provide policy direction for the redevelopment of these former industrial lands, to support a mix of uses, including residential and public open spaces, and the creation of a walkable Village-like environment.
  
- The current set of financial incentive programs that apply to the Port Stanley Settlement Area Sub-area adequately address local community improvement needs, including improvements to existing buildings and properties, including heritage buildings, in the Port Stanley Harbour Area. In particular, it is anticipated that properties in the Main Street Commercial and William to Carlow Neighborhoods will make the most use of the existing Elgincentives CIP Programs.
  
- Due to the former industrial land uses within the Harbour Lands Secondary Planning Area and known property contamination, the Brownfield funding programs will also play an important role in supporting remediation and development within the Harbour Lands.
  
- **It is recommended that all the existing financial incentive programs included within the local municipal Elgincentives CIPs be made available to Port Stanley Harbour lands as part of the Settlement Area Sub-Area.**
  
- **As noted above, it is also recommended that a wider range of eligible uses (such as higher-density residential uses) be identified within the Brownfield financial programs to further support the municipal planning objectives and rehabilitation of brownfield sites.**

**Other Recommendations**

1. The following additional changes to the local Elgincentives CIPS have been identified, which are largely housekeeping in nature and will bring the CIP language up to date and in alignment with the way that is currently being implemented:
  - a. The CIP should be amended to indicate that the value of all grants is determined based on the evaluation of an application against a set of performance standards. Since these performance standards are already being used, the County may wish to promote them further; and

**Reference: County Review and Update of Elgincentives: Integrating Industrial Lands**

2. Other minor typos, corrections, and addition of language to clarify the community improvement planning process among both levels of government.

## **10. Next Steps**

The following is a brief summary of next steps for Stage 1 of the Elgincentives Review/Update process:

1. Provide Memo to MMAH for information
2. Finalize Memo and Request County Council Endorsement of Recommendations

The following are additional next steps, to be completed as part of Stage 2:

1. Implement amendments to local CIPs
2. Circulate MMAH on proposed amendments
3. Provide Notice of Statutory Public Meeting
4. Hold Public Meetings
5. Local County Adoption of Amended CIPs