



SOUTHWEST MIDDLESEX



COMMUNITY IMPROVEMENT PLAN

JUNE 2021

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1

INTRODUCTION



1. INTRODUCTION

Southwest Middlesex, with a unique mix of urban and rural, is a community with a full range of available community and commercial services in Middlesex County. Southwest Middlesex has historically been a strong agricultural area and continues to have a strong agricultural and industrial base. The Municipality has recently established almost 45 acres of serviced industrial land in Glencoe, positioning Southwest Middlesex as an attractive place for future investment.

As part of the Southwest Middlesex vision and mission, one of the key strategic priorities is, 'economic vitality with a focus on planning for marketing and developing assets for continuing economic growth'. The *Municipality* of Southwest Middlesex wants to increase employment opportunities, diversify the economic base, and position the *Municipality* to be competitive and attractive for future development. It is the aim of the *Municipality* to achieve an environment that is conducive to attracting new and diverse businesses, as well as retaining, supporting, and strengthening the expansion of current businesses.

The Southwest Middlesex CIP will be a key planning tool in guiding community improvement activities in existing businesses and will assist in maintaining Southwest Middlesex as a desirable place to live and work. The development of a CIP for the *Municipality* of Southwest Middlesex will not only provide a supportive environment for existing businesses but will also improve the 'First impression' of Southwest Middlesex, creating a positive investment climate for additional employment and business opportunities.

1.1. What is a CIP?

A CIP is a strategic municipal planning and economic development tool under the Ontario Planning Act that is used by municipalities across Ontario. Although there are hundreds of CIPs in effect, they are not a commonly known planning tool. Therefore, it is useful to describe what a CIP is intended to achieve.

Similar to an Official Plan or a Zoning By-law, a CIP is primarily focused on the use of land and buildings within certain areas of a *Municipality*. A CIP is also like an Official Plan or Zoning By-law in that the Ontario Planning Act sets out how and when it can be used (as discussed later in this section of the report). However, a CIP is different than other municipal plans and planning tools because it is not intended to direct/regulate how land and buildings are used; rather, it has one or more of the following overarching goals:

- Facilitating change and transition in certain areas;
- Stimulating economic growth and development;
- Motivating rehabilitation and *redevelopment* of private buildings/properties; and
- Raising awareness to local needs and priorities.



Simply put, a CIP is a plan or framework that sets out tools and strategies for improving the built, economic, and social environment in a designated area of a *Municipality*.

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. Financial assistance may be available through incentive-based programs, such as grants and loans; reduction (or cancellation of) certain fees required by the *Municipality*; and tax assistance.

Traditionally, CIPs have been used in a very focused manner; for example: to improve downtown or ‘core areas’ in a *Municipality*, or to encourage/facilitate the remediation and *redevelopment* of *brownfield* properties. However, over the past 10 years or so, CIPs have been used more innovatively and strategically to encourage municipal-wide goals related to: economic development; sustainable development (i.e., energy efficient buildings); the creation of *affordable* housing; intensification; and even the diversification of economic activity in agricultural areas.

1.2. Why Prepare a CIP?

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money (considered “bonusing”). However, under Section 28 of the Planning Act, having a CIP in place effectively cancels this prohibition against ‘bonusing’ and allows the *Municipality* to assist financially with improvements to private properties.

These financial incentives (grants, loans, tax relief, other) are intended to encourage and facilitate improvements that will ultimately result in spin-off benefits for the community:

- Physical improvements to existing buildings (structural, mechanical, aesthetic, etc.) will help improve the long-term sustainability of the buildings, and the viability for continued operations or new businesses – new commercial space, new *rental housing units*, etc.;
- Physical improvements can improve the overall accessibility of the community, reducing barriers for all members of the community regardless of age or ability;
- Aesthetic improvements, when coordinated or complementary, can help create and identify a sense of place that draws people in, creating a quality pedestrian realm. This sense of place (or ‘placemaking’) promotes social interaction, and the overall social, physical, and economic health of a community;
- Elements of the CIP are also geared towards larger scale development/*redevelopment* projects (e.g., tax incentives, planning application fee grants), which can facilitate significant change in the community, such as attracting new employment opportunities, or increasing the availability of housing units which, in turn, support local businesses; and
- Some sites have been contaminated through past land uses, by the placement of contaminated fill from other locations, or through the use of hazardous building materials or products. These sites can create significant health



and safety risks, as well as impacts to surrounding areas and natural habitats. Rehabilitation of these areas can be very costly, and often make *redevelopment* nonviable. Encouraging *brownfield* development through CIP tools can provide long term benefit to the natural, social, and economic sustainability of the community.

In addition to the physical impact of a CIP on targeted areas of a *Municipality*, there can also be a less obvious economic impact, often referred to as ‘Return-on-Investment’ (ROI). For example, in the Township of Wellington North reports that over a six-year period between 2012-2018, 40 applications for financial incentives have been received, and nearly \$85,000 in grants has been provided to local businesses, motivating almost \$270,000 of investment into land and buildings on behalf of the landowners/tenants. Using the case of Wellington North, the ROI can be calculated based on the total value of improvement projects (\$270,000) versus the Township investment (\$85,000). Therefore, for every \$1.00 invested by the Township, \$3.17 has so far been invested by the private sector.

1.3. Contents

The Southwest Middlesex Community Improvement Plan includes the following:

1. **Goals and Objectives**, which set out specifically what the CIP will aim to achieve;
2. **A Community Improvement Project Area**, which designates the area to which the CIP will apply;
3. **Municipal Leadership Programs**, which the *Municipality* may undertake to demonstrate leadership and an overall commitment to improving the project area;
4. **Financial Incentive Programs**, which may be provided to local businesses and landowners to assist with improvements to public property;
5. **A Marketing Plan**, which helps the *Municipality* advertise and “get the word out” about the CIP’s financial incentive programs and municipal leadership programs;
6. **An Implementation Plan**, which will set out a process for reviewing applications for financial incentives; and,
7. **A Monitoring Plan**, which helps measure the extent to which the CIP’s programs are successful.





2

BASIS OF THE CIP



2. BASIS OF THE CIP

Normally, municipalities are prohibited from offering financial incentives to private landowners. That said, Section 28 of the Planning Act (supported by other Provincial legislation) provides municipalities a broad toolkit to facilitate private investments that will have spin-off benefits for the community through a Community Improvement Plan.

The CIP must operate within the applicable provincial, upper-tier (i.e., Middlesex County) and local *Municipality* plans and policies. This section provides an overview of the key legislation that enables the development of CIPs in Ontario and within the *Municipality* of Southwest Middlesex.

2.1. Legislative and Provincial Policy

2.1.1. The Planning Act

The Planning Act is the primary piece of legislation that provides for the preparation of CIPs and sets out:

- Types of projects/activities/works that are considered ‘community improvement’;
- A process by which a *Municipality* can identify a ‘community improvement project area’ and prepare a ‘community improvement plan’;
- Tools that can be implemented once a ‘community improvement plan’ is prepared; and,
- *Eligible costs* for which a *Municipality* can provide incentives.

Community Improvement

Section 28(1) of the Planning Act defines ‘community improvement’ as “the planning or replanning, design or redesign, resubdivision, clearance, development or *redevelopment*, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a Community Improvement Project Area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

Section 28(2) states that where there is an official plan in effect in a local *Municipality* or in a prescribed upper-tier *Municipality* that contains provisions relating to ‘community improvement’, the Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a ‘community improvement project area’.

Community Improvement Project Areas

Section 28(1) of the Planning Act defines the term ‘community improvement project area’ as “a *Municipality* or an area within a *Municipality*, the Community Improvement of which in the opinion of the Council is desirable because of age,



dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”.

Community Improvement Plan

Section 28(4) of the Planning Act states that once a ‘community improvement project area’ has been designated by By-law, “the Council may provide for the preparation of a plan suitable for adoption as a Community Improvement Plan for the Community Improvement Project Area”.

Tools

The *Municipality* may then prepare and use a ‘community improvement plan’ to:

- Acquire, hold, clear, grade or otherwise prepare land (Section 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired or held by the *Municipality* (Section 28(6));
- Sell, lease, or dispose of any land and buildings acquired or held by the *Municipality* (Section 28(6));
- Make grants or loans to owners and tenants of land and buildings within the community improvement project area to pay for the whole or any part of ‘*eligible costs*’ related to community improvement (Section 28(7)).

Eligible costs

‘*Eligible costs*’ are specified in Section 28(7.1) of the Planning Act, and include 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”.

The word rehabilitation is emphasized above because it is important in understanding the definition of *eligible costs*. While the term ‘rehabilitation’ is not defined in the Planning Act, it is generally understood to mean the restoration of something back to its former capacity. By this definition, ‘rehabilitation’ would therefore not apply to lands that have not previously been developed. Consequently, this section of the Planning Act does not generally allow for CIP tools to be applied to vacant areas, unless for the provision of energy efficient uses, buildings, structures, etc.

Finally, Section 28(7.3) states that the total of the grants and loans provided in respect of the lands and buildings shall not exceed the *eligible costs* of the community improvement project with respect to those lands and buildings.

Upper Tier Participation

An upper-tier *Municipality* can contribute financially to CIP programs adopted by its local municipalities. Section 28(7.2.) of the Planning Act states:



“The council of an upper-tier *Municipality* may make grants or loans to the council of a lower-tier *Municipality* and the council of a lower-tier *Municipality* may make grants or loans to the council of the upper-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, but only if the official plan of the *Municipality* making the grant or loan contains provisions relating to the making of such grants or loans”.

This means that the County of Middlesex can participate financially in a CIP adopted and implemented by one or more of its local municipalities, including Southwest Middlesex, subject to having required Official Plan policies in place. While the existing County of Middlesex Official Plan does not have the required policies in place, the current undertaking of a Five-Year Review of the County Official Plan by the County provides an opportunity for the County to create enabling policies that allow for County participation in local CIP's.

2.1.2. The Municipal Act

Brownfield Developments

Section 365.1 of the Municipal Act enables municipalities to implement the *Brownfields* Financial Tax Assistance Program, which is intended to bring *brownfields* back into productive use. Under this program, municipalities may pass by-laws providing for the cancellation of all or a portion of the taxes for municipal purposes levied on eligible properties for which a phase two environmental site assessment has been conducted, confirming that additional remediation is required. The cancellation of taxes applies to the *remediation and redevelopment period*, as defined by the Municipal Act, Section 365.1 (1);

Rehabilitation period means, with respect to an eligible property, the period of time starting on the date on which the by-law under subsection (2) providing tax assistance for the property is passed and ending on the earliest of,

- a) the date that is 18 months after the date that the tax assistance begins to be provided,
- b) the date that a record of site condition for the property is filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
- c) the date that the tax assistance provided for the property equals the sum of,
 - i. the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
 - ii. the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act;

Development period means, with respect to an eligible property, the period of time starting on the date the rehabilitation period ends and ending on the earlier of,

- a) the date specified in the by-law made under subsection (2), or



- b) the date that the tax assistance provided for the property equals the sum of,
- i. the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
 - ii. the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act;

This program also includes provisions for participation by the Province, through cancellation of the education portion of the taxes by application to the Minister of Finance.

Heritage Resources

Heritage is often a consideration in the CIP process, both in private investment incentives and Municipal-led initiatives. In many CIPs, a review of the community's cultural heritage resources can result in recommendations for Municipal-led initiatives such as heritage policies or recommendations for Heritage Conservation District Studies.

In many cases, potential heritage resources in Southwest Middlesex have been altered with varying degrees over time. Some have been covered with vinyl or aluminum siding and have had original windows and doors replaced with contemporary units. The integrity of these resources is not altogether lost; in many cases, the shape and scale of the historic building is evident even with contemporary changes. In some cases, cladding may simply be covering original wood cladding, or could be replaced with more historically compatible materials in the future, if property owners wish. Other buildings have had substantial alterations and additions that detract from the overall shape, scale, or massing of the original structure.

Section 365.2 of the Municipal Act enables municipalities to implement the Heritage Property Tax Relief Program. The program encourages the maintenance and conservation of locally designated heritage properties by allowing municipalities to pass a by-law to provide tax relief (10 to 40 percent) to owners of eligible heritage properties, subject to agreement to protect the heritage features of their property. The Province also shares in the cost of the program by funding the education portion of the property tax relief. It is noted that a CIP is not required in order to implement this tax relief program; however, it is only available to heritage properties that are designated under the Ontario Heritage Act.

Grants and loans for heritage restoration and improvement can also be provided to properties that are not designated by using tools from Section 28 of the Planning Act.

2.1.3. The Provincial Policy Statement

The Provincial Policy Statement (PPS) provides direction on matters of provincial interest related to land use planning and development. It provides a vision for land use planning in Ontario and sets the foundation for regulating current and future development within the Province.



There are several key PPS policies that provide direction and support for the Southwest Middlesex CIP including the following:

1.1.3.1 Settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted;

1.1.3.3 Planning authorities shall identify appropriate locations and promote opportunities for intensification and *redevelopment* where this can be accommodated taking into account existing building stock or areas, including *brownfield* sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs;

1.7.1.c) Long-term economic development should be supported by maintaining and, where possible, enhancing the vitality and viability of downtowns and main streets;

1.7.1.d) Long-term economic development should be supported by encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including *built heritage resources* and *cultural heritage landscapes*;

1.7.1.e) Long-term economic development should be supported by promoting the *redevelopment* of *brownfield* sites; and,

2.6.1 Significant *built heritage resources* and significant *cultural heritage landscapes* shall be conserved.

2.2. Relevant Official Plan Policies

The Municipal Official Plan currently contains a number of Community Improvement Planning policies, including general CIP goals outlined below. The municipal Official Plan states that, in addition to other planning policy tools, Community Improvement measures should be used within the *Municipality* to achieve a high standard of urban and rural design.

The below goals provide a flexible starting point for the CIP.



The Southwest Middlesex Official Plan also provides enabling policies that allows the *Municipality* to designate a community improvement area and prepare a community improvement plan for such area. The Official Plan lists the following initiatives that may be eligible to be addressed through a Municipal Community Improvement Plan:

- The rehabilitation of an area through the clearance of land, development, *redevelopment*, or combination thereof; and,
- The provision and rehabilitation of amenities, uses, buildings, works, improvements or facilities as may be considered desirable or necessary.

Guiding policy and criteria is also provided within the Official Plan for identifying areas potentially suitable for designation as a community improvement project area. These areas may include:

- a. areas characterized by substandard infrastructure (e.g., water supply, storm drainage, streets, sidewalks, parking);
- b. areas characterized by substandard buildings and/or properties;
- c. areas where there is a potential for a more desirable, compatible, or viable use of land;
- d. areas characterized by land use conflicts or blight;
- e. areas characterized by economic stagnation or decline.

2.3. Local Plans and Strategies

2.3.1. The County of Middlesex Official Plan

The County Official Plan encourages local municipalities to include general development policies within local official plans related to community improvement and requires that local municipalities actively encourage public participation when preparing CIPs.

The County also has a Community Improvement Plan Partnership Opportunity that was implemented this past year (2020) to encourage the development of lower-tier CIP's. The County is also in the process of undertaking a Five-Year Review of the County Official Plan and Economic Development is one of the topic areas being reviewed. This Official Plan review provides an opportunity for the County to create enabling policies that allow for County participation in local CIP's.

2.3.2. Southwest Middlesex Economic Development Strategy

In order to provide direction for the *Municipality* to plan strategically for the future, Southwest Middlesex developed a multi-year Economic Development Strategy. The Economic Development Strategy provides direction, by outlining goals and outcomes for the *Municipality's* initiatives. It aims to achieve an environment that is conducive to attracting new and diverse



businesses, as well as retaining and supporting the expansion of current businesses, with specific focus on the agricultural sector and tourism.

Through the strategy development process, four 'theme' action areas were identified as being areas where the *Municipality* of Southwest Middlesex should focus their economic and community development resources. These four theme areas are:

1. Improving the 'First Impression' of Southwest Middlesex
2. Building Cohesive Leadership and Conveying Clear Communications
3. Providing a Supportive Environment for Existing Business and New Investment
4. Undertaking Sustainable Community Growth through Resident Attraction

2.3.3. Situational Analysis for the *Municipality* of Southwest Middlesex

In September 2019, McSweeney & Associates were hired by Southwest Middlesex to complete a Situational Analysis for the *Municipality*. The situational analysis provided an opportunity for the *Municipality* to investigate demographic trends, as well as trends in Southwest Middlesex's labour force, economic base, and economic development.

Southwest Middlesex's population has seen a decline between 2006 and 2016 of 2.8%, and the overall population of Southwest Middlesex is expected to decline by approximately 2.2% over the next five years.¹

Regarding housing stock and labour force, Southwest Middlesex residents have a lower median and average employment income compared to the province, but residents also enjoy significantly lower housing market prices. There is, however, still a need to continue to diversify the local housing stock, to lower shelter costs associated to *rental housing units*, and facilitate labour force diversification.

Key economic drivers in Southwest Middlesex in terms of job growth and revenue generation over the last five years have included motor vehicle parts manufacturing, utility system construction and agricultural related businesses. Based on the available labour force, economic assets, business growth and revenue generation capabilities of local industries, the following are considered potential target industries/clusters with potential for further development in Southwest Middlesex:

- Food and beverage manufacturing
- Advanced manufacturing, processing, and logistics
- Agriculture science and technologies

¹ Source: Statistics Canada Census Profiles 2006-2016. Manifold SuperDemographics 2019-2029. Note that the two sources use different methods and thus, are not directly comparable.



- Health sciences and services

2.3.4. Community Consultation

This CIP is also based on input obtained from the community, key stakeholders, members of Council, and other municipal staff who participated in the consultation events and initiatives, as listed below.

Consultation events were aimed at identifying needs and opportunities for community improvement, as well as obtaining feedback on proposed community improvement programs. They included:

- A project notice release informing the community of the project (November 2020);
- Additional project communications including posting Facebook posts and tweets (January 2021 and February 2021);
- A Phase One Options Memo was prepared for staff based on background analysis. The memo also identified a set of options for the development of a CIP, which were discussed with Municipal staff (December 2020);
- Two Stakeholder Workshops involving business owners, members of council, and members of the public. Draft CIP Areas, Municipal programs and grants were presented for input (February 2021);
- An Engagement Summary was prepared to provide further program and grant recommendations (February 2021)
- Initial meeting MMAH was held for information prior to providing a final version for review (March 2021);
- Based on input from Council, the CIP Committee, Stakeholders and the Public, a draft version of the CIP was provided to staff for finalization (March 2021);
- The final CIP was provided to the Ministry of Municipal Affairs and Ministry of Housing for information and review (March 2021); and
- The Draft CIP was then made available for public review followed by a Statutory Public Meeting to hear feedback on the CIP (May 2021). The second set of consultation events enabled the community to provide input on the CIP prior to adoption by Municipal Council.





Your Vision for Southwest Middlesex – Existing and Future



What words come to mind when you think of the EXISTING condition of Southwest Middlesex, specifically the urban centres of Glencoe and Wardsville?
(This can be either physical/architectural, social, economic, etc. – both strengths and weaknesses!)



What words come to mind when you think about how you would like to see Southwest Middlesex in the future?
(This can be either physical/architectural, social, economic, etc. – both strengths and weaknesses!)

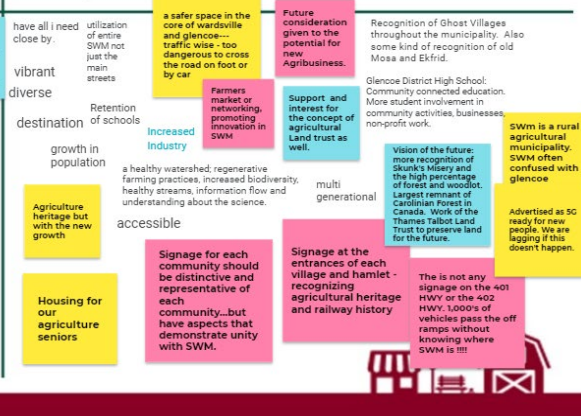


Figure 1: Stakeholders utilized virtual collaboration tools to discuss and identify opportunities to improve key areas of the Municipality. The chart above is just one slide of fourteen used to obtain stakeholder input.





3

COMMUNITY IMPROVEMENT GOALS & OBJECTIVES



3. COMMUNITY IMPROVEMENT GOAL AND OBJECTIVES

3.1. Overview

A goal statement has been developed based on the findings of the background work and consultation activities described in Section 2. The goal statement articulates how the Southwest Middlesex CIP will provide an overall public benefit to the Municipality and represents the overall intended result of this Plan.

Objectives have also been identified, which represent the tangible actions and outcomes that the Municipality aims to achieve through the implementation of the Southwest Middlesex CIP. For each of the objectives, a set of measures has also been established for the purpose of monitoring the effectiveness of this CIP. The measures are presented as part of a monitoring strategy in Section 9 of this Plan.

Importantly, as set out in Section 6.2, in order to be eligible for any of the Financial Incentive Programs offered through the Southwest Middlesex CIP, a proposed project must directly support the goal statement and one or more of the objectives in Section 3.1.2.

3.1.1. Goal Statement

The following is the goal statement for the Southwest Middlesex CIP:

“The Southwest Middlesex Community Improvement Plan (CIP) will strategically support local businesses by funneling investment into key areas that drive the local economy, while also assisting with the diversification, revitalization and beautification of the urban, hamlet, and rural areas of the Municipality to help maintain Southwest Middlesex as an inviting destination and a desirable place to live.”

3.1.2. Objectives

The following objectives for the CIP have also been identified:

1. Retain and support existing businesses;
2. Attract new investment, partnerships, and funding to the community;
3. Reduce the number of vacant or under-utilized or non-performing buildings and properties;
4. Promote Southwest Middlesex’s agricultural heritage and character;
5. Encourage the expansion of existing and the development of new agricultural and hamlet businesses to diversify Southwest Middlesex’s agricultural economy;
6. Revitalize local streetscapes and *gateways* into the community to create a vibrant and stimulating public realm that attracts outside people and businesses; and,
7. Increase opportunities for affordable housing options.





4

COMMUNITY
IMPROVEMENT
PROJECT AREAS

Someplace Special

4. COMMUNITY IMPROVEMENT PROJECT AREAS

In accordance with the Planning Act, the Southwest Middlesex CIP designates certain areas of the *Municipality* as Community Improvement Project Areas (CIPAs), for:

- Implementing Municipal Programs (as described in Section 5), subject to the availability of municipal resources; and
- Providing Financial Incentive Programs (as described in Section 6) to *eligible applicants*.

4.1. Overview

To achieve the goals and objectives of this CIP, three CIPAs have been identified, as described below. These lands have been adopted as such by by-law. In addition to the descriptions below, potential applicants should refer to the CIPA Area maps (Figure No.1, Figure No.2, and Figure No.3) in Appendix A of this Report to assist with interpretation.

Financial Incentive Programs may be available to registered owners, assessed owners, and tenants (with written consent of the owner) of lands and buildings located within the CIPAs, subject to several eligibility criteria. Section 6.0 of this CIP identifies which of the financial incentive programs may be available to each of the CIPAs.

4.2. The Urban CIPA

The Urban CIPA includes commercial, retail, industrial, and *Mixed-use* buildings/properties within the Urban Area of Glencoe and the Community Area of Wardsville. Specifically, it includes the following, as identified on Schedule C and Schedule D of the Southwest Middlesex Official Plan¹ and detailed in Figure No.2 and Figure No.3 in Appendix A:

- Lands designated Downtown Core within the Settlement Area Boundary of Glencoe.
- Lands designated Commercial Area within the Settlement Area Boundary of Wardsville.
- Lands designated Commercial or Industrial within the Settlement Area Boundary of Glencoe, with frontage on a designated *Arterial Road*.

These areas have been included because they have the potential to be enhanced and improved through the development, *redevelopment*, and revitalization of private property. They have a significant concentration of existing businesses and can accommodate new businesses.



4.3. The Hamlet CIPA

The Hamlet CIPA includes small-scale commercial, industrial, and home-based businesses within Hamlet areas of Southwest Middlesex. Specifically, it includes the following, as identified on Schedule E and Figure 5ⁱⁱ of the Southwest Middlesex Official Plan and in accordance with the Southwest Middlesex Zoning By-lawⁱⁱⁱ, as amended:

- Lands designated Hamlet, with frontage on a designated *Arterial Road*, located within the Settlement Area Boundary of Appin, Melbourne, Pratt Siding, or Middlemiss.
- Lands that have a small-scale commercial, industrial, or home-based use and are zoned Hamlet Commercial (HC).

These areas have been included because they have the potential to be enhanced and improved through the development, *redevelopment*, and revitalization of private property. They have existing businesses and are, in many ways, the *gateway* areas to the *Municipality*.

4.4. The Agricultural CIPA

The Agricultural CIPA includes agricultural land and buildings in the Agricultural area of Southwest Middlesex. Specifically, it includes the following, as identified on Schedule E of the Southwest Middlesex Official Plan and detailed in Figure No.1 in Appendix A:

- Lands designated Agricultural with frontage on a designated *Arterial Road*.

These areas have been included because of the significance of agricultural operations to the local economy and because they have the potential to accommodate new and expanded agriculturally-related uses and secondary farm occupations, as well as help to attract new visitors to the *Municipality* through agri-tourism.





5

MUNICIPAL PROGRAMS

5. MUNICIPAL PROGRAMS

5.1. Overview

A set of Municipal Programs has been identified as a means for the *Municipality* to participate in community improvement and to provide proactive and visible leadership in achieving the objectives of the Southwest Middlesex CIP.

While the Financial Incentive Programs in Section 6 are dependent upon private sector participation for results, Municipal Programs use public resources, such as staff time and municipal funds, to implement improvement projects and initiatives. They can also act as stimulus to leverage private sector investment into the designated CIPAs.

The *Municipality* may engage in any of the initiatives outlined in this Section as part of implementation of the CIP, subject to the *Municipality's* capital budget and the availability of resources. An indication of anticipated timing is also provided as a target.

However, by identifying the programs and anticipated timing in this Section, the *Municipality* is not committed to implementing these programs during the life of this CIP.

5.2. Downtown Streetscape Improvements

The impression visitors take away from a community can be shaped by their experience driving or walking through it. As they drive or walk, visitors experience views and form a series of visual images in their mind—either positive or negative—which in turn influence their overall impression of the place. This impression can influence whether they decide to return in the future.

We can shape the outcome of these visitor impressions through streetscape design techniques that affect how visitors (and locals) see and experience the built community. Views to significant features can be emphasized, while less desirable views can be screened or minimized through visual distractions.

By giving a community a more structured form, we also influence how its inhabitants experience it. A more aesthetically pleasing community fosters local pride and encourages further beautification and improvement efforts. Streetscape improvements should be viewed as an investment in the community, and not necessarily just a cost. This investment is intended to leverage private sector investment to achieve the vision for stronger, more comfortable, and healthier main street(s) in the CIPa(s).

On this basis, the *Municipality* could invest in a range of downtown streetscape improvements in Glencoe and Wardsville. The following have been identified as potential investment opportunities in no particular order or hierarchy:

- *Gateway* features to enhance views leading to the downtown core;



- Traffic calming measures and key intersection improvements;
- Attractive paving to communicate pedestrian traffic and desired pedestrian crossings;
- Street furnishings (i.e., lampposts, street signage, benches, planters, garbage bins);
- Outdoor railings/fencing both permanent and temporary for outdoor eating/café areas;
- Public art installations; and
- Tree planting.

Collective, these types of streetscape improvements are a high-priority Municipal Program and implementation should begin as soon as possible. However, it should be noted that a long-term, phased strategy will be required outlining the municipalities specific priorities. Change will not happen overnight, but rather small, short-term improvements are desirable and necessary in addition to larger, long-term improvements to meet the overall intention and objectives of this CIP.

5.3. Lobbying for Partnerships

To help drive economic growth and address critical local, infrastructure needs, the *Municipality* may explore options for funding from the Federal and Provincial governments, other agencies, or the private sector, including public/private partnerships, which will assist the *Municipality* in sustaining and advancing a strong and diversified economy.

At a minimum of once a year, the *Municipality* could review available information concerning Federal and Provincial grants, loans, and other funding opportunities that will assist in the achievement of the Goal Statement and the Objectives of the CIP. Where such funding is identified, the matter will be presented to Council for consideration and direction. Council will assess and consider financial participation in the program if it is a requirement for eligibility. If the initiative is supported by Council, the necessary application will be submitted as required.

To encourage investment in designated CIPAs from private landowners, the *Municipality* will review and identify funding that may be available to the private sector for specific projects or as part of a general program. The *Municipality* will also:

- Establish procedures for advising potential eligible parties of project funding; and
- Will assist in the completion of funding applications and/or provide other related administrative assistance to the eligible parties.

Lobbying for partnerships is a high-priority Municipal program that should be undertaken on an on-going basis during the life of this CIP.

5.4. Municipal Marketing Program

The *Municipality* could establish a marketing strategy to “brand” and market Southwest Middlesex in order to promote business improvement activities, tourism, and recreational activities within the community.



Marketing can also focus on heritage and tourism, through the promotion of municipal natural and cultural heritage resources as a draw for tourism in addition to traditional tourist activities.

The development of a Municipal Marketing Program is a high-priority Municipal program that should be implemented as soon as possible and undertaken on an on-going basis during the life of this CIP.

5.5. CIP Applicant Recognition Award

To further encourage private landowners to become involved in the beautification of their community and to highlight successes of the Community Improvement Plan program, the *Municipality* could undertake the development of a CIP Applicant Recognition Award. This Award will recognize applicants who have applied for CIP Incentive Funding and have played a pivotal role in achieving the goal and objectives of this CIP.

Each year, out of the finalists, a winner is chosen by the *CIP Implementation Committee*. The winner is announced before Council with the winner receiving a prize of local significance, in keeping with the theme of celebrating and supporting local achievement.

This is a high-priority Municipal Program and implementation should begin after a year of successful implementation of the Section 6 programs.

5.6. Urban Design Guidelines

Urban Design Guidelines are a flexible tool used by municipalities to guide design and development. They are not strict “policies” or “regulations” and are not a means to restrict design but are rather a recommended target goal for revitalization and improvement projects within the *Municipality*.

The *Municipality* of Southwest Middlesex could prepare Urban Design Guidelines as a supporting document to the Municipal CIP to guide the design of enhancements to the existing buildings, new developments, and the built environment. These Design Guidelines would primarily be directed towards the Downtown Area of Glencoe and the Community Area of Wardsville through a private sector setting, however, these guidelines may also be considered and/or adopted for Hamlet Areas or for public realm improvements so that consistency throughout the *Municipality* can be achieved, especially for coordination within the public-private interface areas.

The municipal Urban Design Guidelines will help guide architectural, landscape and general improvements to buildings, properties, and streets within the CIPs, and aim to enhance the desired local character and aesthetics of the *Municipality*. The Design Guidelines are intended to complement and assist the Financial Incentive Programs enabled by this CIP as a flexible guide for design and development. The guidelines could help support well-designed projects that are small in scale, pedestrian oriented and contribute to a vibrant and memorable urban environment.



This is a high-priority Municipal Program and implementation should be implemented as soon as possible, subject to the availability of funding and other resources.

5.7. Gateway and Wayfinding Signage Initiative

The *Municipality* could undertake a *Gateway and Wayfinding Signage Initiative* to encourage more through-travelers to visit the commercial area of Glencoe and Wardsville, as well as other local businesses within Hamlet areas of the *Municipality* along designated *Arterial roads*. Coordinated signage, wayfinding, and local mapping could be developed as part of this initiative to highlight Southwest Middlesex's many cultural and natural community assets and public spaces to seasonal visitors and those traveling County Road 2, County Road 80, or County Road 14. Signage and wayfinding guiding travelers into the *Municipality's* urban area and community area would help promote Southwest Middlesex's brand and image, improve wayfinding, and highlight destinations. Improvements under this initiative could include:

- Signage for significant cultural resources, landmarks, and heritage features;
- Signage for entertainment options;
- Wayfinding for parking locations from major roads;
- Signage indicating opportunities for buying local; and
- Signage for tourist activities.

Coordinated Municipal signage and wayfinding, local mapping, and web-based resources could be developed as part of this initiative. Additional initiatives may include preparing brochures, inserts, and advertisements for local and regional newspapers.

This is a medium priority Municipal Program that should be implemented within 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.

5.8. Heritage Planning and Funding

Heritage resources contribute to a community's identity and are often important features that become part of Community Improvement Project Areas. Heritage resources may be properties that are protected under Municipal By-law and the Ontario Heritage Act or listed on a municipal registry. Cultural heritage resources may be *built heritage resources*, such as residential structures, farm buildings, or mills, or may be *cultural heritage landscapes*, such as burial sites, waterscapes, or historical settlements (i.e., Ghost Town's). Communities also often have potential cultural heritage resources, which have yet to be identified as significant through a municipal inventory or designation but may still have cultural heritage value. Section 11 of this CIP provides further detail on what defines a *built heritage resource* or a *cultural heritage landscape*.

In accordance with the provisions of the Heritage Act (Section 27), and Southwest Middlesex Official Plan Section 2.11.7, it is recommended that the *Municipality* develop and maintain a Municipal Heritage Register. In addition to properties formally designated under Part V of the Heritage Act, the heritage register should also contain properties that are not designated



but are of potential cultural heritage value. For these properties, a description of the property is required to be included on the heritage register.

The inclusion of properties on a municipal heritage register does not restrict a property owner when making alterations or additions to the property. However, when properties are included on a municipal heritage register, an owner must provide Council 60 days' notice of their intent to demolish a building on the property. Typically, Council will use this time period to determine if they wish to pursue designation of the property, or whether they will grant the demolition permit. To conserve a significant built heritage resource, the *Municipality* may also require a heritage impact assessment (or equivalent study) to evaluate proposed development or site alteration to demonstrate that a significant built heritage resource will be conserved^{iv}. Mitigative (avoidance) measures or alternative development or site alteration approaches may be required as well.

The municipal heritage register may be consulted during the review of CIP applications in order to identify potential heritage restoration and conservation opportunities. Additionally, once a municipal heritage register is created, an amendment can be made to this CIP, based on the policies included in Section x, to create Financial Incentives, that specifically focus on heritage conservation.

This is a medium priority Municipal Program that should be implemented within 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.

5.9. Strategic Property Acquisition, Investment, and Partnership Program

The Strategic Property Acquisition, Investment and Partnership Program is a general program that permits the *Municipality* to become involved in property acquisition, property investment and public/private partnerships to clean-up and/or rehabilitate properties in the Community Improvement Project Area. Property acquisition under this program may be pursued by the *Municipality* either through the marketplace, as a regular real-estate transaction, or through the *Municipality* exercising its powers under Section 28 of the Planning Act. Any lands that the *Municipality* acquires under the Strategic Property Acquisition, Investment and Partnership Program may subsequently be conveyed by the *Municipality* (including the sale of lands at below market value), if the sale of the land assists the *Municipality* in achieving any of its goals with respect to the Southwest Middlesex CIP.

This program will allow the *Municipality* to acquire property or rehabilitate property it already owns, or to participate in public/private partnerships to rehabilitate improve publicly or privately held land but said properties must be in the Community Improvement Project Area(s).

The Municipal Property Acquisition, Investment and Partnership Program is a program developed to facilitate direct participation by the *Municipality* as an active player in rehabilitation projects and addressing *Vacant or underutilized* properties within Southwest Middlesex's urban area and community area. Participation in this program is limited to the *Municipality* itself unless a landowner/developer enters into a partnership arrangement with the *Municipality* by invitation or agreement with the *Municipality*. In the case of a partnership arrangement, participation by the landowner/developer



in terms of the program is indirect in nature, with the *Municipality* playing the lead role through exercising its powers under Section 28 of the Planning Act. Given that direct participation is limited to the *Municipality*, no eligibility criteria are required. The rehabilitation projects chosen to benefit from the Strategic Property Acquisition, Investment and Partnership Program shall be at the sole discretion of the *Municipality*. However, the Strategic Property Acquisition, Investment and Partnership Program may only be used by Southwest Middlesex for purposes within the Community Improvement Project Area(s) which contribute to achieving the goal and objectives of the CIP.

This is a low priority Municipal Program that should be implemented after 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.





6

FINANCIAL INCENTIVE PROGRAMS



6. FINANCIAL INCENTIVES PROGRAMS

6.1. Overview

The Southwest Middlesex CIP sets out fourteen Financial Incentive Programs that may be available to *eligible applicants*. The purpose of the Financial Incentive Programs is to provide support for physical improvements to privately owned land and buildings, where such improvements will result in or contribute to the goal statement and objectives in Section 3.0.

The *Municipality* of Southwest Middlesex may provide funding for any of the incentive programs in this Section during the term of this CIP, subject to the availability of resources.

Detailed information about how each of the incentive programs works is provided following the General Eligibility Criteria in Section 6.2.

6.2. General Eligibility Criteria

To be eligible for any of the Financial Incentive Programs that may be offered by the *Municipality*, the following General Eligibility Criteria must be met:

- a) The lands and buildings subject to an application must be located within a CIPA designated by by-law for this CIP. Applicants should refer to Section 4.0 and Appendix A to determine the applicable CIPA's.
- b) Only certain types of existing or proposed uses in each of the CIPAs will be eligible for Financial Incentives (in accordance with the uses permitted by the Municipal Official Plan and Zoning By-law, as amended). Unless otherwise stated in the Program Specific Eligibility Criteria (Sections 6.5.1 - 6.6.1), Table 1 below will be used as a guide for determining the eligible uses within each CIPA:

Table 1: Eligible Uses

CIPA	Eligible Uses (Existing or Proposed)
Urban	<ul style="list-style-type: none"> • Commercial • Industrial • Mixed-use • Housing that is designed and marketed to be <i>affordable</i>, in accordance with Section 2.5.6 of the Southwest Middlesex Official Plan



Hamlet	<ul style="list-style-type: none"> • Hamlet Commercial
Agricultural	<ul style="list-style-type: none"> • Agricultural

- c) All projects must contribute to achieving one or more community improvement objectives (as identified in Section 3).
- d) 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.
- e) Unless otherwise specified, registered owners, assessed owners, and tenants (with written consent of the owner) of private land or buildings may be eligible for Financial Incentives.
- f) The total value of all grants provided to an owner/tenant shall in no case exceed the total value of *Eligible costs* associated with the community improvement project.
- g) Unless otherwise specified in the Program Specific Eligibility Criteria (Sections 6.5.1-6.6.1), an applicant may be eligible for multiple grants during the term of this CIP; however, the total combined value of grants provided by the *Municipality* in any 24-month period shall not exceed \$5,000 per project and/or property (or the total value of *eligible costs*, whichever is less).
- h) 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.
- i) The property owner must have no outstanding property tax arrears or any other outstanding Municipal obligation on the subject property at the time of application or during the term of the grant.
- j) 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 provided by the *Municipality* may be reduced, at the sole discretion of Council.
- k) The proposed works will conform with all applicable policies, standards, and procedures, including (but not limited to) the Official Plan and Zoning By-law, 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.



6.3. Availability

As discussed in Section 4.0, three CIPAs have been identified for the *Municipality* of Southwest Middlesex CIP. The purpose of the three CIPAs is to respond to unique needs, issues, and opportunities in certain areas of the *Municipality*. As such, not all CIPAs identified will be eligible for the various Financial Incentive Programs.

Table 2 will generally be used as a guide for determining how each of the incentives will be made available in each CIPA. However, at the sole discretion of Municipal Council, some flexibility may be applied to support the broader goals and objectives of the CIP.

Incentive Program	Urban CIPA	Hamlet CIPA	Agricultural CIPA
Design and Study Grant	✓	✓	✓
Commercial Conversion / Rental Housing Grant	✓		
Planning and Building Permit Fee Grant	✓	✓	✓
Façade Improvement Grant	✓	✓	
Signage Improvement Grant	✓	✓	✓
Building, Property, and Accessibility Improvement Grant	✓	✓	
Tax Increment Grant (TIG)	✓	✓	✓
Pop-up Business Construction Grant	✓	✓	
Public Safety Improvement Grant	✓	✓	
Farm Gate Grant			✓
Public Art Grant	✓	✓	✓
Technology Expansion Grant	✓	✓	✓
Multiple Properties Supplemental Grant	✓		
<i>Brownfield</i> Financial Tax Incentive Grant	✓		



As outlined in Section 7 of this CIP, subject to the availability of budget and resources, Council will approve an implementation plan on an annual basis, which sets out:

- Financial Incentive Programs that will be available within the CIPA for that year, if any; and
- A community improvement budget for financial incentives that have been put into effect for that year, if any.

6.4. Priority Sites/Projects

In order to provide flexibility to respond to unique or exceptional opportunities or needs, the CIP can provide the ability for Council to identify Priority Sites and/or Projects. Priority Sites/Projects should represent a significant contribution to the goals and objectives of the CIP. Criteria for delineating Priority Sites/Projects may include:

- The project will increase the supply of *affordable* housing options in proximity to the Southwest Middlesex Urban Area;
- The Site has multiple street facades, or a significant view from a public corridor; and;
- The project represents a significant economic development opportunity for the *Municipality*.

For Priority Sites/Project identified through Council Resolution, the maximum value of grants may be increased based on the availability of funding.

6.5. Municipal Incentive Programs

6.5.1. Design and Study Grant

Purpose

This grant is proposed to support pre-development projects, through the completion of professional studies or reports to determine the feasibility of adaptively reusing, rehabilitating, retrofitting, converting, redeveloping, or developing commercial, industrial, or other *Mixed-use* buildings or uses.

This Grant promotes high-quality proposals and developments through the completion of professional studies. The *Municipality* will also be able to retain a copy of any study/report for future reference.

Value of Grant

The proposed value of the Design and Study Grant is up to 50% of *eligible costs* up to a maximum of \$1,500 per project/property.



Program Specific Eligibility

- Properties will be eligible for the Design and Study Grant if the proposed or potential use being investigated is in accordance with the eligible uses identified in Section 6.2.
- The studies, plans, or designs must provide new site-specific information in support of a potential improvement project.
- Eligible studies must be completed by a licensed and/or qualified professional as confirmed by the *Municipality*.

Eligible costs

The cost to complete any of the following types of studies, plans, or designs may be eligible for the Design and Study Grant:

- Conceptual plans;
- Structural analysis;
- Traffic Impact Assessment or parking studies;
- Site plan drawings;
- Environmental studies;
- Architectural drawings;
- Interior design plans for a commercial development;
- Engineering plans;
- Market analysis;
- Other site-specific studies or plans which may be required or recommended by the *Municipality* at the time of a pre-application submission meetings or consultation on an application under the *Planning Act*.

Applicants will be required to meet with the *CIP Administrator* prior to submitting an application to confirm the eligibility of the proposed plan/study. Refer to Section 7.4.1 for further detail on the CIP application process.

Payment of Grant

All completed studies, plans, or designs must comply with the description of the project provided in the grant application form.

The grant will be provided upon successful completion of the approved study, plan, or design. The grant will be paid in a lump sum as a reimbursement of up to 50% of *eligible costs* incurred, or the maximum value of the grant, whichever is less.

One electronic and one hard copy of the completed studies, plans, or designs shall be submitted to the *Municipality*. All completed studies will become the shared property of the *Municipality* and applicant.



6.5.2. Commercial Conversion/Rental Housing Grant

Purpose and Anticipated Benefits

The Commercial Conversion/Rental Housing Grant may be available to eligible applicants to assist in the small-scale conversion of existing *Vacant or underutilized* buildings into new commercial, *rental housing units*, *Mixed-use* and/or other eligible uses.

It will help support the establishment of new businesses, and the growth of existing businesses within the Urban CIP Area, thereby increasing consumer options, employment opportunities, and commercial tax assessment.

It is also intended to support the significant improvement to existing *rental housing units*, introduce more housing options, and increase the available supply of rental housing.

Value of Grant

For Commercial Conversions, a grant may be provided for \$20 per square foot of converted or expanded commercial floor space up to a maximum of \$5,000.

For Rental Housing projects, a grant may be provided for 50% of *eligible costs* for each unit, up to a total of \$5,000 per unit (to a maximum of 2 units).

Eligible costs

Properties will be eligible for the Commercial Conversion/Rental Housing Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. The Commercial Conversion/Rental Housing Grant may be provided for the construction and renovation costs related to the following types of projects:

- Conversion of non-commercial or *Vacant or underutilized* building space into new commercial, *rental housing units*, *Mixed-use*, and other eligible uses;
- Conversion of upper storey space (whether vacant, office, commercial or other non-residential use) into new *affordable* residential *rental housing units*, in accordance with Section 2.5.6 of the Southwest Middlesex Official Plan;
- Conversion of existing ground floor commercial space to better suit a new commercial use (e.g., retail to restaurant); and
- Expansion of existing eligible uses to increase the gross floor area and/or create employment opportunities.

The Grant will also apply to the adaptive re-use of derelict structures.

For the Rental Housing Grant, the following may be eligible:





- Construction services for the creation of new residential units in the upper storey(s) of a *Mixed-use* building OR significant improvement in the quality of one or more existing residential units in the upper storey(s) of a *Mixed-use* building, which achieve one of the following:
 - Improve the quality of life for the occupants;
 - Increase the value of the units;
 - Make previously inhabitable units habitable; or,
 - Make the unit *affordable*, in accordance with Section 2.5.6 of the Southwest Middlesex Official Plan.
- The services of a professional engineer, architect, or planner to design and implement the project will also be considered *eligible costs*; however, the maximum amount for such services shall not exceed 15% of the grant.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 50% of costs incurred, or the maximum value of the grant, whichever is less.

6.5.3. Planning and Building Permit Fee Grant

Purpose and Anticipated Benefits

The Planning Application and Building Permit Fee Grant may be available to *eligible applicants* to offset the planning and building fees required by the *Municipality*.

Value of Grant

Where all eligibility requirements are fulfilled, a Planning Application and Building Permit Fee Grant may be provided to cover 50% of the eligible fees required by the *Municipality* in relation to a proposed project and/or property.

The *Municipality* will provide a maximum of \$1,000 per project and/or property as part of a Planning Application and Building Permit Fee Grant.

Eligible costs

Properties will be eligible for the Planning and Building Permit Fee Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. *Eligible costs* include fees levied by the *Municipality* associated with the development or *redevelopment* of eligible properties. Applicable Municipal fees may include applications/permits associated with:

- Official Plan and Zoning Bylaw amendments;
- Minor variances;



- Site plan control;
- Building permits;
- Cash-in-lieu of parkland dedication;
- Cash-in-lieu of parking requirements;
- Other required development fees as identified through the *Municipality's* fee schedule/bylaw, as amended.

Payment

Regular fees are paid at the time of the development application, and the grant in the amount of the fees paid is provided to the applicant following substantial completion of the project/development. This is done to ensure that projects are completed in accordance with the approved CIP application.

6.5.4. Façade Improvement Grant

Purpose

This grant program encourages improvements to existing building facades to promote an attractive, active, and pedestrian-friendly streetscape. It is also intended to encourage the restoration, rehabilitation, and maintenance of heritage attributes and historic downtown character.

Value of Grant

The proposed value of the Façade Grant is up to 50% of *eligible costs* to complete the project up to a maximum of \$2,500 per project/property. This may be increased to the maximum total grant value of \$4,000 at the sole discretion of Council if the project meets one or more of the following:

- The building has multiple street frontages (e.g., corner lots) or multiple street addresses, where façade improvements are proposed on both frontages;
- The building is considered a 'gateway' feature of the community;
- The building has a secondary access or a prominent view from a laneway, or parking lot; and/or
- A property has been identified as a Priority Project/Site in accordance with Section 6.4.

Eligible Project and Costs

Properties will be eligible for the Façade Improvement Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. For a Façade Improvement Grant, *eligible costs* include the following:

- Restoration or replacement of exterior building treatments, such as brickwork/cladding/siding;



- Restoration or replacement of cornices, eaves, and parapets;
- Restoration or replacement of windows doors, and awnings;
- Restoration or replacement of exterior lighting;
- Exterior painting;
- Chemical or another façade cleaning;
- Redesign of storefront or entrance modifications;
- Such other similar improvements and repairs that may be necessary to improve the appearance of a building façade.

Improvements to the main building façade, and side and/or rear wall may also be eligible where the subject building or property is located adjacent to or is visible from a view corridor or otherwise has a significant public view in the opinion of Municipal staff.

Payment

All completed projects must comply with the description as provided in the grant application form. The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of up to 50% of costs incurred, or the maximum value of the grant, whichever is less.

6.5.5. Sign Improvement Grant

Purpose

This program encourages the improvement of commercial signage to promote an attractive, active, and pedestrian-friendly streetscape, and one that reflects a cohesive vision for the *Municipality*.

Value of Grant

The Grant may cover 50% of *eligible costs* to a maximum of \$1,000. The maximum grant value may be increased to \$2,000 at the sole discretion of Council if the proposed signage project meets one or more of the following:

- The building has multiple street frontages (e.g., corner lots) or multiple street addresses, where signage improvements are proposed on both frontages; and/or
- The building has a secondary access or a prominent view from a laneway, or parking lot; and signage improvements are proposed at each access.
- A property has been identified as a Priority Project/Site in accordance with Section 6.4.



Eligible Project and Costs

Properties will be eligible for the Sign Improvement Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. For a Sign Improvement Grant, *eligible costs* include the following:

- Improvements to or replacement of the storefront signs of buildings are eligible, including material and construction costs.
- 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.

Payment

All completed projects must comply with the description as provided in the grant application form. The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of up to 50% of costs incurred, or the maximum value of the grant, whichever is less.

6.5.6. Building, Property, and Accessibility Improvement Grant

Purpose

The Building, Property, and Accessibility Improvement Grant is intended to extend the useful life and viability of the existing building stock in Southwest Middlesex. It is intended to provide for safe, usable, and more energy efficient, sustainable, and accessible spaces. This grant is focused more on functional building improvements and applies to interior spaces as well as exterior spaces, such as patios.

It may apply to structural repairs, interior restoration and design, improvements to building infrastructure such as roofing, windows, and doors, and weather and floodproofing. It also encourages the installation of **energy efficient building systems** (Energy Star™ rated windows and doors, renewable energy, or energy savings technology such as motion sensor lighting, smart heating/cooling systems, etc.). This may also apply to climate change adaptation/mitigation projects, including floodproofing.

It also applies to the construction of ramps, automatic door systems or entrance modifications to improve overall property accessibility.

Value of Grant

The proposed value of the Building, Property, and Accessibility Grant is up to 50% of *eligible costs* to complete the project up to a maximum of \$5,000 per project/property.



Eligible Project and Costs

Properties will be eligible for the Building, Property, and Accessibility Improvement Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2. For a Building, Property, and Accessibility Improvement Grant, *eligible costs* may include the following:

- Structural repairs to walls, ceilings, floors, and foundations;
- Interior restoration and design;
- Repair/replacement/installation of building infrastructure such as roofing, windows, and doors;
- Repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems;
- Weather and floodproofing;
- Improvements to energy efficiency through insulation upgrades, Energy Star™ windows and doors, etc.
- Installation of renewable energy technology, or energy saving technology (motion sensor lighting, smart heating/cooling systems).
- The construction of ramps, automatic door systems or similar measures to improve overall accessibility;
- Other improvements that may bring a building up to code or address health and safety concerns, as approved by the *Municipality*.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred, or the maximum value of the grant, whichever is less.

6.5.7. Tax Increment Grant

Purpose and Anticipated Benefits:

The *Tax Increment Grant* (TIG) program will provide a grant to eligible applicants, which is equivalent to a percentage of the Municipal portion of a property *Tax Increment* that is incurred because of an improvement project.

The purpose of the TIG is to stimulate investment by effectively deferring part of the increase in property taxation because of *adaptive reuse*, building rehabilitation, and retrofit works.

Value of Grant:

Where a proposed project satisfies the eligibility requirements, a TIG may be provided on approved applications as follows:

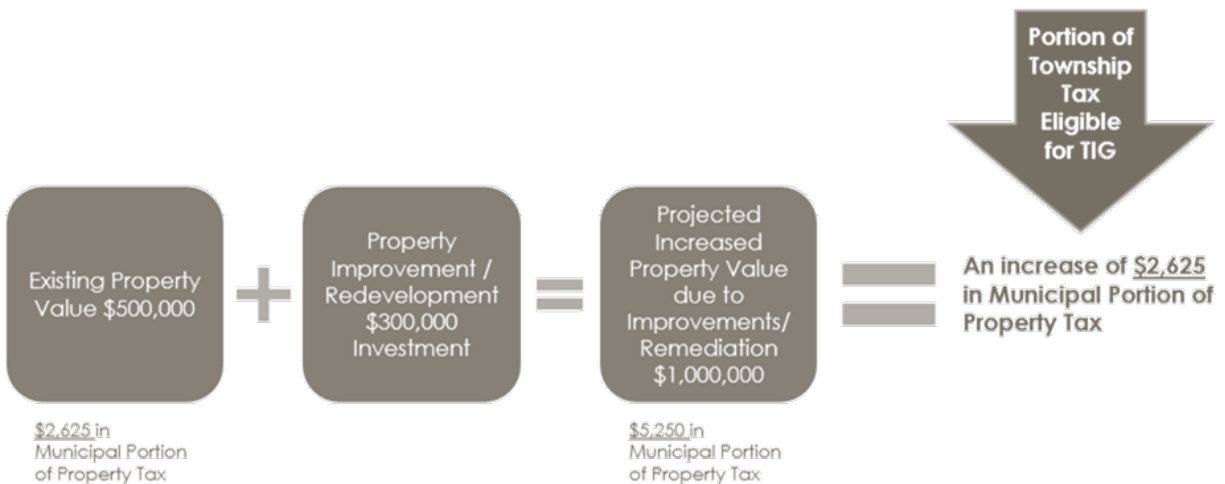
- Grants will be provided for a period of 5 years;



- In year one, a grant that is equivalent to 100% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year two, a grant that is equivalent to 80% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year three, a grant that is equivalent to 60% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
- In year four, a grant that is equivalent to 40% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
- In year five, a grant that is equivalent to 20% of the Municipal portion of the *Tax Increment* will be provided to a property owner.

To determine the suitability of the TIG, the *Municipality* will attempt to estimate the total potential value of the grant prior to submitting an application for the program.

The estimate will consider current assessment value, total anticipated investment, and the potential reassessment based on completing the approved community improvement works. Applicants should refer to the definition for *Tax Increment* provided in the Glossary of this CIP to further understand how grant values will be calculated.



Eligibility Criteria:

- Eligible applicants will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the TIG.
- Only those projects that are anticipated to generate an increase in assessment will be eligible.



- Properties will be eligible for the TIG if the proposed use is in accordance with the table of eligible uses in Section 6.2 (Table 1).
- All other general eligibility criteria set out in Section 6.2 of this CIP must be met.
- Applicants receiving the TIG will not be eligible for additional incentive programs offered through this Plan.

Eligible Projects and Costs:

Eligible projects and costs for the TIG include the following:

- Costs associated with the *redevelopment* of a property for the purpose of a new eligible uses;
- Costs associated with the restoration or improvement of an existing building to accommodate an eligible use;
- The conversion or *adaptive reuse* of an existing building to accommodate an eligible use;
- The expansion of a building that results in an increase to the gross floor area of an eligible use;
- Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewer); and
- The services of a professional engineer, architect, or planner to design and implement the project;
- Other types of projects may also be considered eligible, at the discretion of Council.

Payment:

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

Grants may be provided in accordance with a Financial Assistance Agreement made between the *Municipality* and the owner(s) upon successful completion of the approved project, to the satisfaction of the *Municipality*, and payment of the full reassessed value of Municipal taxes.

If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments. However, if a grant agreement is registered on the title of the subject property, the new owner may be entitled to receive the remaining grant payments.

6.5.8. “Pop-up” Business Construction Grant

Purpose and Anticipated Benefits:

- Support entrepreneurs working with the community;
- Encourage vibrant seasonal or semi-permanent uses in underutilized lots in the CIPA;
- Increase the speed of community improvement;



- Provide relief from part or all of lease costs for a new business locating in the CIPA;
- Promote the occupancy of *Vacant or underutilized* business-ready commercial spaces.

Value of Grant:

The proposed value of the “Pop-up” Business Construction Grant is up to 50% of *eligible costs* to complete the project up to a maximum of \$2,500 per project/property.

Eligible Projects and Costs:

Eligible costs include:

- Costs to construct a seasonal or semi-permanent structure to house a new or relocated retail business.
- Costs of a temporary use or special use permit, as required by the *Municipality*
- Part of the lease costs for eligible commercial space(s) for 12 months
- All or part of the costs for utilities/services
- In addition to the general eligibility requirements listed in Section 6.2, the following additional eligibility requirements apply:
 - Project must be located on a *Vacant or underutilized* lot.

Payment:

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred, or the maximum value of the grant, whichever is less.

6.5.9. Public Safety Improvement Grant

Purpose and Anticipated Benefits:

Southwest Middlesex places the health and well-being of its community first and foremost. The COVID-19 pandemic has changed the way in which people engage in normal day-to-day activities. Businesses and workplaces must comply with strict public health measures and operate safely during the COVID-19 outbreak, including physical distancing and proper sanitization.

The objective of this Public Safety Improvement Grant is to help ensure the public is safe when within enclosed spaces and to restore consumer confidence to shop, dine, and use local services. This grant will also help businesses to ‘return to normal’ once the pandemic is over.



The purpose is to protect the public and business employees by providing financial assistance.

Value of Grant:

The proposed value of the Public Safety Improvement Grant is up to 50% of *eligible costs* to complete the project up to a maximum of \$1,000 per project/property.

Eligibility Criteria:

Eligibility is restricted to "enclosed public places" within a property located within the CIPA. An enclosed public place shall mean the indoor areas of any buildings or facilities that are open to the general public, meaning the public is, in the ordinary course, invited or permitted access to such establishments, buildings or facilities whether or not a fee is charged, or membership is required for entry.

Eligible Projects and Costs:

Eligible properties could include:

- Stores and other establishments that sell or offer to sell food, beverages, consumer products, vehicles, equipment, or other goods;
- Restaurants, bars, and other establishments that sell or offer to sell food or drink to the public for on-site consumption or take-out;
- Establishments that provide or offer to provide services, including but not limited to professional, counseling, personal care, funeral home, transportation, repair, and rental services;
- Lobby areas of commercial buildings;
- Laundromats;
- Museums, galleries, historic sites, and similar attractions

Improvements must be considered *eligible costs* under section 28 (7.1) of the Planning Act which includes costs associated with 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. Improvements should also be recommended by the *Province of Ontario's Health and Safety Association Guidance Documents for Workplaces* during the COVID-19 Outbreak and/or the Middlesex-London Health Unit.

Eligible projects or costs may include, but are not limited to:

- Installation of barriers to protect employees and the public;
- Improved ventilation systems
- Permanent signage, kiosks, and other markings to promote physical distancing;



- Rearranging of store aisles and displays to allow for greater distancing;
- Other permanent modifications meet the intent of the Province's Guidance or Middlesex-London Health Unit.

Payment:

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred, or the maximum value of the grant, whichever is less.

6.5.10. Farm Gate Grant

Purpose

The Farm Gate Grant aims to support local agriculturally related uses by providing retail opportunities for local foods or produce. The grant will support the development of semi-permanent or seasonal kiosks/stands along *Arterial roads* (as designated in the municipal Official Plan), and with direct access to such *Arterial roads*.

Value of Grant

The proposed value of the Farm Gate Grant is up to 75% of *eligible costs* to complete the project up to a maximum of \$2,000 per project/property.

Eligible Projects and Costs

Eligible costs for the Farm Gate Grant may include the following:

- Re-purposing an agricultural building to support expanded agriculturally-related uses and secondary farm occupations
- Construction of farm-stands and on-farm stores/markets, where permitted in the current Municipal Zoning By-law, as amended;
- Design and construction of Farm stand, or farm gate sales, signage for existing uses;
- Bringing any existing farm stand structure into compliance with the Building Code

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 75% of costs incurred, or the maximum value of the grant, whichever is less.



6.5.11. Public Art Grant

Purpose

There is existing pride in the Barn Quilt and Mural programs within the community. The Public Art Grant is intended to encourage the installation of public art programming to improve overall aesthetics, promote local art and culture, and contribute to a sense of community pride throughout Southwest Middlesex.

Value of Grant

For the Public Art projects, a grant may be provided for 75% of *eligible costs* up to a total of \$1,000.

Eligible Projects and Costs

Eligible costs for the Public Art Grant may include the following:

- Material, fees for the services of an artist, installation costs, and lighting which highlights the art piece for projects such as:
 - murals, barn quilts, sculptures, paintings, local heritage-based art pieces and displays and commemorations, and other public art projects deemed appropriate by Council.

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 75% of costs incurred, or the maximum value of the grant, whichever is less.

6.5.12. Technology Expansion Grant

Purpose

The Technology Expansion Grant will assist business owners cover the costs of improving and/or expanding technological infrastructure. These improvements are frequently required to enhance connectivity or to implement digital practices to move a business online.

Value of Grant

A grant may be provided for 75% of *eligible costs* up to a total of \$1,000.

Eligible Projects and Costs

Eligible costs for the Technology Expansion Grant may include the following:

- Implementation of optional payment methods (cashless transactions, tap on merchant machines).



- Physical infrastructure required to enhance internet connectivity.
- Cost of professionals hired to integrate physical updates to websites, online payment systems or to build and enhance e-commerce platforms.
- Other improvements as deemed appropriate by Council

Payment

All completed projects must comply with the description as provided in the grant application form. The Grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of 75% of costs incurred, or the maximum value of the grant, whichever is less.

6.5.13. Multiple Properties Supplemental Grant

Purpose

The Multiple Properties Supplemental Grant is designed to encourage a coordinated, 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 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 25% of the total value of the grant provided to each owner or tenant, to a maximum of \$1,000 per owner or tenant.

Program-Specific Eligibility Criteria

To be eligible, the following criteria must be met:

- 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 and show that the proposed projects are being coordinated.
- Applicants need to be approved for at least one of the following financial incentives:
 - Design and Study Grant
 - Façade Improvement Grant





- Sign Improvement Grant
- Building, Property, and Accessibility Grant;
- Commercial Conversion/Rental Housing Grant

6.6. Provincial Incentive Programs

6.6.1. *Brownfield* Financial Tax Incentive Grant

The Brownfields financial tax incentive program (BFTIP) is a financing tool from the Government of Ontario that helps municipalities give tax assistance to clean up brownfield properties. Under the program municipalities can get provincial education property tax assistance to match municipal property tax assistance so that a property owner can clean up eligible brownfield properties.

Purpose

The *Brownfield* Financial Tax Incentive Program provides tax assistance to eligible applicants whose properties require environmental remediation and/or risk assessment/management prior to *redevelopment*, in accordance with the Municipal Act, 2001.

Municipal property tax assistance for the municipal portion is provided by the *Municipality* of Southwest Middlesex through this grant. This grant also provides the opportunity for education tax assistance through the *Brownfield* Financial Tax Incentive – a 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.

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 also during the *redevelopment* stage. The program will also promote improvement of the physical and environmental condition of private property;
- Increase the supply of serviced residential and commercial land by redeveloping existing *brownfield* sites for the purpose of these uses; and
- Promote *infill* development on previously undevelopable lands due to contamination.

Value of Grant

The *Brownfield* Financial Tax Incentive Program will provide a cancellation of all or part of the Municipal portion of taxes and provincial educational portion of taxes a *brownfield* site during the rehabilitation period and development period, as defined in the Municipal Act, 2001.



The value of the Municipal portion of the tax cancellation will be determined by the *Municipality* upon approval of a financial incentive application. If a property is eligible for the program, the Minister of Finance can cancel all or a portion of the property owner's education property taxes for up to 3 years through the Provincial *Brownfield* Financial Tax Incentive Program. Matching is proportional, so if a municipality cancels 50% of municipal property taxes to help the property owner, then the Province would consider cancelling 50% of the education portion of the property tax. An extension prior to the termination of tax assistance may be possible.

Eligibility Criteria

Properties will only be eligible for the municipal portion of the *Brownfield* Financial Tax Incentive Program if:

- i. The eligible site must be qualified as a *brownfield*,

Properties wanting to also apply for education tax assistance from the Province through the *Brownfield* Financial Tax Incentive must meet the additional following requirements:

- i. A Phase II 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.

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.

An application for additional education tax assistance from the Province through the *Brownfield* Financial Tax Incentive 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 an 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/risk management actions.

All other General Eligibility Criteria set out in Section 5.1 of this CIP must be met. Applicants receiving the *Brownfield* Financial Tax Assistance Grant will be eligible for the TIG but will not be eligible for any other incentive programs offered through this CIP.



Eligible Projects and Costs

Eligible costs include the following:

- i. Environmental Site Assessments (Phase I and II ESAs and Risk Assessment)*;
- ii. Environmental remediation activities;
- iii. Costs of preparing an RSC, including subsequent subsurface characterization work required to support RSC filing;
- iv. Placing clean fill and grading;
- v. Installing environmental and/or engineering controls/works as specified in a Risk Assessment completed for the property;
- vi. Monitoring, maintaining, and operating environmental and engineering controls/works; and
- vii. 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

All completed projects must comply with the description as provided in the grant application form. The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum based on *eligible costs* incurred.

* Applicable only to properties not applying for additional education tax assistance from the Province through the *Brownfield* Financial Tax Incentive





7

IMPLEMENTATION PLAN



7. IMPLEMENTATION PLAN

The Implementation Plan is an important component of the CIP, as it outlines a number of administrative details.

7.1. Implementation Period

It is anticipated that the CIP will be implemented over a 10-year period ending June 2031. The implementation period may be extended or reduce the implementation period as deemed appropriate or necessary, subject to an amendment to the CIP.

7.2. Administration

7.2.1. Council Roles and Responsibilities

- a) Municipal Council will adopt the Community Improvement Plan through Bylaw.
- b) Municipal Council will appoint a *CIP Administrator*, which in many cases is the Economic Development Officer. The Economic Development Officer has direct communications with local business owners, and therefore can incorporate marketing efforts and support applicants through their daily responsibilities. The *CIP Administrator* will be responsible for managing the day-to-day responsibilities of the CIP, including undertaking pre-consultation meetings with potential applicants for financial incentives and coordinating application submission process.
- c) Municipal Council will delegate its responsibility for approving or refusing applications for Financial Incentive Programs to the *CIP Implementation Committee*.
- d) In addition, Municipal Council will contribute to the overall administration of the CIP (subject to the *Municipality's* priorities and the availability of resources/funding) as follows:
 - i. Providing approval for which of the CIP Financial Incentive Programs will be put into effect in any given year during the implementation period, if any; and
 - ii. Providing approval for (as part of the annual budgeting process) a community improvement budget for Financial Incentives that have been put into effect for that year, if any, in accordance with Section 7.3 of this CIP.

7.2.2. CIP Implementation Committee

The existing *CIP Implementation Committee* for the Southwest Middlesex CIP consists of the following members:

1. Planning department representative



2. Council representative
3. Business Representative
4. Economic Development representative

A staff person with expertise on site-specific or building-specific matters may also be consulted to assist with the review and evaluation of applications. The *CIP Implementation Committee* shall also be authorized to retain other qualified professionals as required.

The *CIP Implementation Committee* will be responsible for:

- Reviewing and evaluating applications for Financial Incentive Programs;
- Approving or refusing applications for Financial Incentive Programs (in accordance with Section 7.2.1 c);
- Marketing the CIP, in accordance with the Marketing Plan set out in Section 8;
- Monitoring the CIP, in accordance with the Monitoring Plan set out in Section 9, and providing annual reports to Council and citizens with respect to the costs and benefits of the CIP; and
- Making recommendations to Council with respect to:
 - Financial Incentive Programs to be put into effect in any given year; and
 - Identifying an annual community improvement budget for Financial Incentives.

7.2.3. Administration and Financial Incentives

The *Municipality* may put into effect any number of the Financial Incentives identified in this Plan during the implementation period, subject to the availability of Municipal funds and other resources.

Annually, the *CIP Implementation Committee* may make recommendations to Council with respect to the administration of Financial Incentives. An annual/bi-annual deadline for financial incentive applications will be identified by the Implementation Committee. All applications will be received and evaluated in accordance with this deadline.

The following criteria will be used to evaluate all financial incentive applications received in advance of the deadline:

- General eligibility requirements, as outlined in Section 6.2;
- Program eligibility requirements, as outlined in each grant program detail (Section 6.5.1 to 6.6.1);
- Application requirements, as outlined in Section 7.4.2; and
- A Council approved budget.



Following the evaluation of all financial incentive applications received at the time of the annual/bi-annual deadline, successful applicants will be selected based on the results of the evaluation and on the limit of available funding for that year.

In cases where the Implementation Committee refuses an application for Financial Incentives, all applicants will have the right to appeal the decision to Council. If a decision is appealed, a staff report will be prepared for Council detailing the Committee's decision. The applicant may appear before Council to detail their appeal.

7.3. Financial Management

As part of the annual Municipal budgeting exercise, Council will approve a community improvement budget for Financial Incentives that have been put into effect for that year, if any.

The provision of any incentives shall be to the limit of the available funding for that year.

During the implementation period of this Plan, Council will determine if funding and incentive levels are necessary or warranted to ensure that the CIP functions properly in respect of the goal statement and the objectives (as set out in Section 3) and the *Municipality's* financial circumstances.

7.4. Applying for Incentives

7.4.1. The Application Process

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

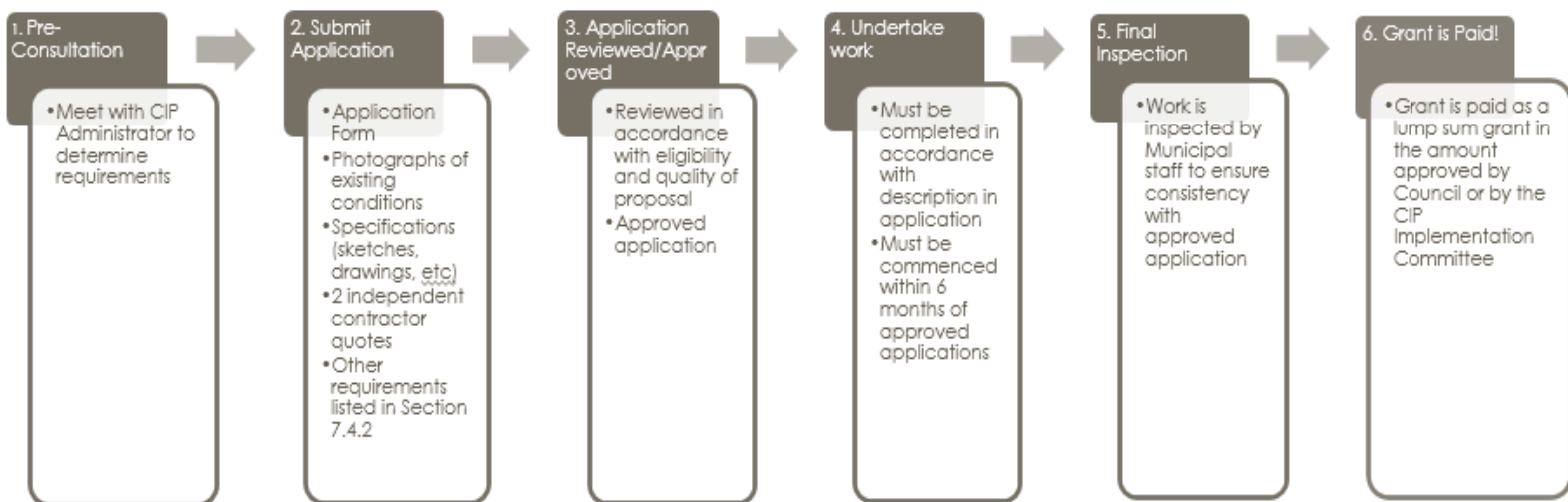
- Applicants must discuss their application with the *CIP Administrator* prior to submitting their application. This is to discuss eligibility, identify application requirements, and to ensure that applicants make use of all available funding opportunities.
- The *CIP Implementation Committee* will evaluate all applications and supporting materials in a timely manner. Applicants will be notified if their submission is incomplete.
- Based on the evaluation of complete applications, the *CIP Implementation Committee* will make a recommendation to Council. Council may delegate authority to the *CIP Implementation Committee* to approve or deny applications.
- For applications that are approved, a Financial Assistance Agreement will be prepared and executed by the *CIP Implementation Committee* or *CIP Administrator* and signed by the property owner or tenant (with consent of the owner);
- If an application is not approved by the *CIP Implementation Committee*, the applicant will be provided an opportunity to appeal the decision to the Council. In such cases, Council will reconsider the application. If Council



approves the application, the *CIP 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 is 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;

- 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;
- When projects are completed, a statement with supporting invoices shall be submitted to the *CIP Implementation Committee* or *CIP Administrator*. Following this, the work will be inspected by the *CIP Implementation Committee* or *CIP Administrator* and, if approved, notice of completion will be issued and the financial assistance will be initiated;
- Upon completion of a community improvement project, the *CIP Implementation Committee* or *CIP Administrator* reserves the right to inspect any properties/buildings, or to audit final costs at the owner’s expense;
- 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;
- The *CIP Implementation Committee* or *CIP Administrator* 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
- Should the applicant fall into default of any of the requirements of the incentive program or other requirements established by the ‘Implementation Committee’, incentives may be delayed, reduced, or cancelled. Applicants may be required to repay benefits.

The following figure summarizes the key steps in the application and review process.



7.4.2. Application Requirements

Applications for financial incentives offered through this Plan must include:

- One (1) copy of the completed application form;
- One (1) copy of all supporting documentation, as determined by the *CIP Implementation Committee* or *CIP Administrator*, which may include (but is not limited to):
- A completed application form;
- Specifications of the proposed project, including good quality plans, drawing, and studies;
- Good quality photographs of the existing building condition;
- Past/historical photographs and/or drawings;
- Two (2) cost estimates for eligible work provided by licensed contractors. This is a requirement for proposed works to be completed by a licensed contractor and for proposed work to be completed by the applicant;
- All sources of additional funding/incentives for eligible work;
- A statement with respect to how the proposed project meets the goals and objectives of the CIP; and
- Any additional requirements as determined by the Committee.

Additional application requirements may be identified for certain financial incentive program application. Requirements should be confirmed during initial discussions with the *CIP Administrator*.





8

MARKETING PLAN

8. MARKETING PLAN

8.1. Overview

Active marketing of the CIP is crucial. The success of the CIP in affecting physical improvements within the *Municipality* requires participation and investment by private landowners.

The following is meant to be a guide for the *Municipality* of Southwest Middlesex to market the CIP and promote the programs available during implementation. The marketing initiatives will help the *Municipality* communicate opportunities available by means of the CIP.

8.2. Target Market

The following have been identified as the target markets of the CIP:

- Property owners and operating businesses located within the Southwest Middlesex CIPA;
- Potential investors in the community;
- Local realtors;
- Business associations, which can serve as an information source about the CIP and its programs;
- Middlesex County Economic Development;
- The public; and
- Municipal Council, who will receive annual reports on program take-up and results.

The messages to be conveyed to each of these markets are outlined in the following table.



Target Market

Marketing / Communication Messages

<p>Property Owners and Operating Businesses in the CIPA</p>	<ul style="list-style-type: none"> • The CIP can help finance improvement projects to private property; • The CIP can multiply the value of private investment by up to 50%; • There is an efficient CIP application and approvals process; and • The CIP can contribute to personal business development goals by attracting more potential customers into the <i>Municipality's</i> urban, community, and hamlet areas through a range of physical improvements to the public and private realm.
<p>Potential Investors</p>	<ul style="list-style-type: none"> • The CIP is just one more way in which the <i>Municipality</i> of Southwest Middlesex is actively encouraging local investment and job growth
<p>Realtors</p>	<ul style="list-style-type: none"> • The CIP enhances the attractiveness of properties in the CIPA; and • Realtors should help spread the word about the opportunities of the CIP.
<p>Business Associations</p>	<ul style="list-style-type: none"> • Business associations can help spread the word about the opportunities of the CIP, which will benefit their members.
<p>Middlesex County Economic Development</p>	<ul style="list-style-type: none"> • Middlesex County Economic Development can further spread awareness of the CIP and work with the <i>Municipality</i> of Southwest Middlesex to align economic development goals and strategies.
<p>The Public</p>	<ul style="list-style-type: none"> • The <i>Municipality</i> is actively encouraging investment and job growth through the CIP, in alignment with its overall economic development goals and strategies.
<p>Council</p>	<ul style="list-style-type: none"> • The extent to which the CIP is achieving the goals and objectives identified in Section 3; and • The need for changes/revisions to the CIP programs.



8.3. Marketing Materials

The following are communications materials that the *Municipality* may develop to promote the CIP and the related opportunities:

- A section on the *Municipality's* website devoted to the CIP, including information on financial incentives the application process;
- Promotion of the CIP incentives via social media tools;
- An information package that would be sent to both property-owners and tenant businesses in the CIPA;
- A bi-annual E-newsletter (and/or hard-copy newsletter) highlighting new developments, businesses, and public realm improvements, as well as CIP success stories;
- Presentations can be tailored to business associations and other groups to communicate the opportunities available through the CIP;
- Information nights could be held to share information about the CIP programs and incentives;
- Information displays could be provided at local community events, conferences, and at municipal buildings, to broadly promote the CIP; and
- Annual progress reports could be prepared to outline the success of the CIP over the period of one year and to serve as case studies for future applicants.
- Periodic radio-announcements and newspaper articles highlighting available funding programs and success stories.

The *Municipality* may also identify target businesses and properties where improvements would be most desirable, and arrange short visits with owners/managers, to ensure awareness and encourage take-up.

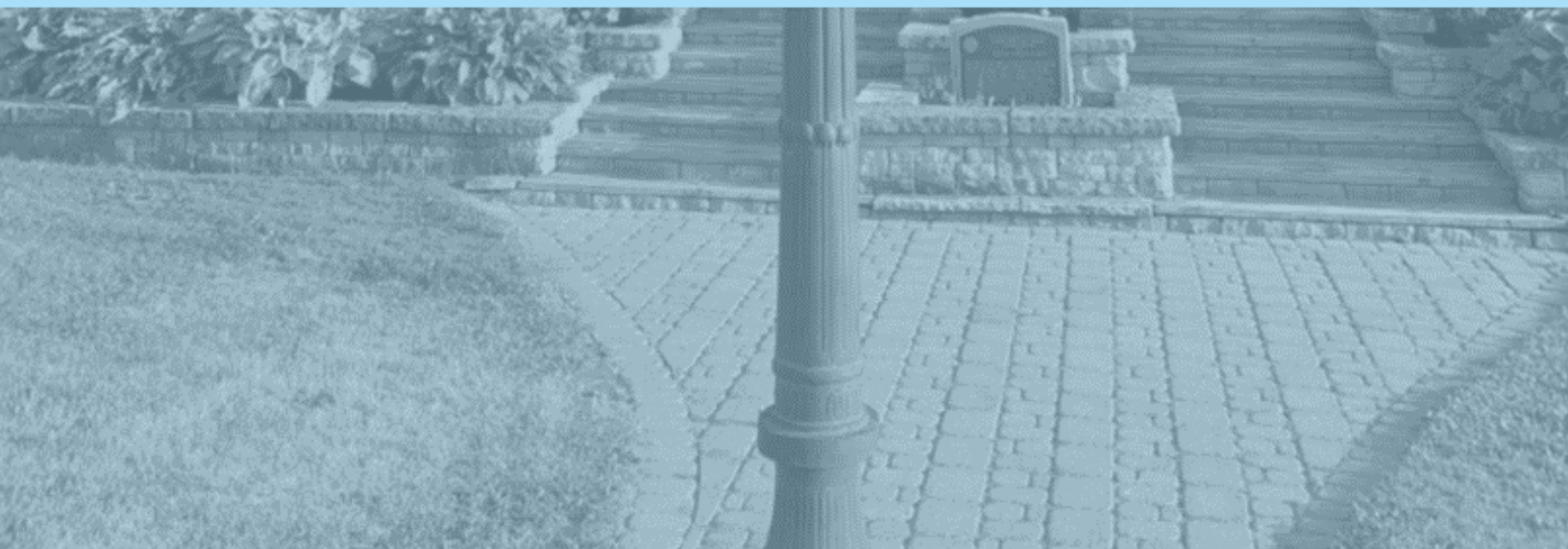
These activities may be undertaken as part of the initial launch of the new CIP program, and repeated annually or every few years as “reminders” of the CIP opportunities.





9

MONITORING PLAN



9. MONITORING PLAN

9.1. Purpose

The purpose of the following monitoring strategy is to:

- Track funds provided by the CIP to owners and tenants of land located within the Southwest Middlesex CIPA;
- Evaluate whether the programs are achieving the goals and objectives set out by the CIP;
- Determine whether program adjustments are required; and
- Provide the basis for reporting the results of the CIP, and specifically the uptake and success of Financial Incentive Programs, to Municipal Council.

9.2. Baseline Information and On-going Data Collection

In order to accurately track the progress and success of the CIP, the *Municipality* should begin by establishing baseline conditions, which may include but are not limited to:

- an inventory of *Vacant or underutilized* or derelict buildings; and
- an inventory of existing businesses in the CIPA.

The *Municipality* of Southwest Middlesex should monitor the following on an on-going basis for applications not approved:

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

For each approved financial incentive application, the *Municipality* should also monitor the following on an on-going basis:

- Project details as proposed in application;
- Approved value of grants, in total and by program;
- Total private sector investment/total value of construction, to determine the investments being leverage by the CIP municipal contributions;
- Number of building permits issued (if applicable);
- Timing of completion of the project and payment of the grant;
- Property tax assessment after the completion of the project, if relevant;



- Total value of tax incentives, planning application/building permit and/or development charges waived if applicable; and
- Project details of the completed project (“after” photos).

9.3. Measures

Table 2.1 provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified has different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported. Additional measures may be identified during the implementation of the CIP.

Objectives	Measures
<p>1. Retain and support existing businesses;</p>	<ul style="list-style-type: none"> • Number of new businesses established within the CIPAs. • Sustainability of business after 2nd year of operation. • Number of expansions to existing businesses in the CIPAs. • Number of new job positions that are associated with projects funded.
<p>2. Attract new investment, partnerships, and funding to the community;</p>	<ul style="list-style-type: none"> • Value of private sector investment leveraged as a result of funding. • Value of public sector investment leveraged to fund Municipal Programs and other public improvements/related projects.
<p>3. Reduce the number of vacant or under-utilized or non-performing buildings and properties</p>	<ul style="list-style-type: none"> • Number of previously vacant commercial buildings occupied as a result of funding. • Hectares of commercial or industrial land developed or redeveloped as a result of funding. • Follow up with developers of vacant/under-utilized/non-performing buildings who have used CIP provisions to determine degree of influence of CIP.





<p>4. Promote Southwest Middlesex’s agricultural heritage and character;</p>	<ul style="list-style-type: none"> • Amount of streetscape and public realm improvements implemented. • Number of façade improvements funded in accordance with guidelines. • Amount of signage and wayfinding implemented. • Number of heritage planning initiatives undertaken/commemorative displays implemented.
<p>5. Encourage the expansion of existing and the development of new agricultural and hamlet businesses to diversify Southwest Middlesex’s agricultural economy</p>	<ul style="list-style-type: none"> • Number of new businesses established within the agricultural and hamlet CIPAs. • Follow up with agricultural and hamlet businesses who have used CIP provisions to determine degree of influence of CIP • Number of grants issued within the agricultural and hamlet CIPAs
<p>6. Revitalize local streetscapes and gateways into the community to create a vibrant and stimulating public realm that attracts outside people and businesses;</p>	<ul style="list-style-type: none"> • Amount of municipal funding invested in streetscape and public realm improvements. • Visualization of streetscape and public realm improvements with ‘before’ and ‘after’; documentation for public properties.
<p>7. Increase opportunities for affordable housing options;</p>	<ul style="list-style-type: none"> • Number of previously <i>affordable</i> housing options created as a result of funding.

9.4. Reporting

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



9.5. Plan Amendments

As a result of the monitoring and evaluation of the *Municipality* of Southwest Middlesex CIP, amendments to the Plan may be required. The following summarizes when Plan amendments are and are not required:

- a) An amendment to the CIP will not be required to:
 - i. Reduce funding levels for the Financial Incentive Programs; or
 - ii. Discontinue or cancel any of the programs identified.
- b) An amendment will be required to the CIP or implementing By-laws to:
 - i. Extend the implementation period of the CIP;
 - ii. Add any new Financial Incentive Programs;
 - iii. Modify the eligibility criteria related to Financial Incentive Programs offered; and
 - iv. Modify the geographic area (i.e., the CIPAs) to which Financial Incentive Programs apply.

Amendments to this CIP will be passed by Municipal Council under the Planning Act. The *Municipality* of Southwest Middlesex will also be required to pre-consult with the Ministry of Municipal Affairs and Ministry of Housing on any amendments to this CIP.





10

CONCLUSION



10.CONCLUSION

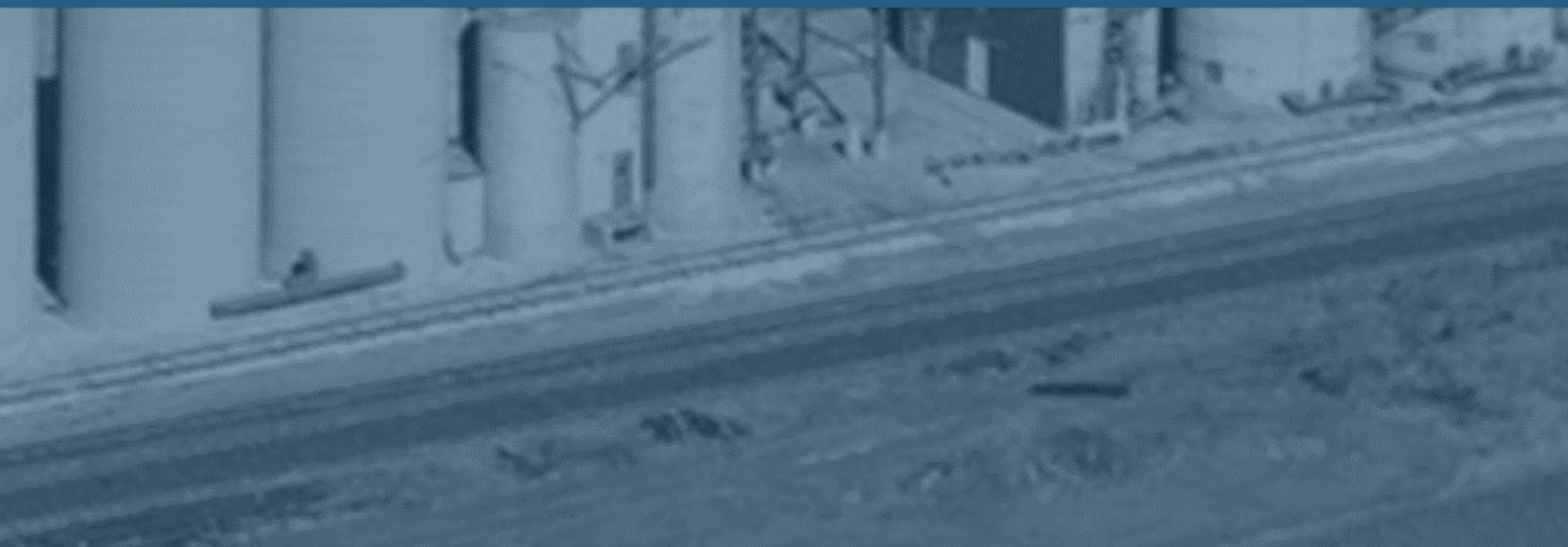
The CIP is a Municipal-wide planning document that is focused on implementing physical improvements to achieve a broad range of community and economic development goals. Through implementation of this Plan, the *Municipality* is demonstrating that it is highly committed to encouraging local investment, revitalization and beautification, and working with property owners and tenants to support existing businesses, promote the establishment of new businesses, and to attract more residents and visitors to the downtown core.

Property owners or tenants interested in any of the financial incentive programs identified within this CIPA are encouraged to contact the Economic Development/Planning Staff at the *Municipality* for more information.





GLOSSARY



GLOSSARY

The interpretation of this Plan rests solely with the *Municipality* of Southwest Middlesex. To assist in interpretation, the following definitions shall apply.

Adaptive reuse: means the recycling of a building and/or structure usually for a new function, such as the use of a former industrial building for residential purposes.

Affordable: means, in the case of ownership housing, housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the local market area.

Arterial Roads: are roads designed within the Southwest Middlesex Official Plan to carry relatively high volumes of vehicular traffic within and through settlement areas. Within Southwest Middlesex and this CIP, *Arterial Roads* refer to the following:

- Glendon Drive (Middlesex County Road 14);
- Concession Drive (Middlesex County Road 14);
- Longwoods Road (Middlesex County Road 2);
- Melbourne Road (Middlesex County Road 8); and,
- Main Street (Middlesex County Road 80).

Refer to the *Municipality* of Southwest Middlesex Official Plan Schedule 'E' – Rural Area: Land Use and Transportation Plan for further clarification.

Built Heritage Resources: are any human-made standing structure that provides information on a person, place, or event from the past or may have intrinsic value due to some element of its design or construction. Examples of *built heritage resources* include: residential structures, farm buildings, mills, industrial, commercial, institutional buildings, bridges, water systems, dams, canals, locks, cairns, statues, monuments, fountains, retaining walls, boundary or claim marker, or ruins.

Brownfield: means undeveloped or previously developed properties that are vacant, under-utilized, unsafe, unproductive, or abandoned where *redevelopment* is complicated by real or perceived environmental contamination. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

CIP Administrator: means a staff member appointed by Municipal Council (which in many cases is the Economic Development Officer) who is responsible for managing the day-to-day responsibilities of the CIP, including undertaking pre-consultation meetings with potential applicants for financial incentives and coordinating application submission process.

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



Cultural Heritage Landscapes: *Cultural heritage landscapes* provide the context, setting or support for the character of an area. *Cultural heritage landscapes* are groupings of buildings, structures, spaces, archaeological sites, and/or natural elements that collectively are significant or representative. Examples include: burial sites, cemeteries, historic roadways, rail corridors, waterscapes, historical settlements, battlefields, streetscapes, agricultural landscapes, a park or designed recreational community space, or a heritage conservation district.

The following definitions of *cultural heritage landscapes* are taken from the Operational Guidelines adopted by the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Committee in 1992, and are widely accepted as the three primary landscape types:

Designed landscapes: those which have been intentionally designed (e.g., a planned garden or downtown square).

Evolved landscapes: those which have evolved through use by people whose activities have directly shaped the landscape or area. This can include continuing or ongoing use, or a relict landscape where the evolutionary processes has come to an end (e.g., an abandoned mine or historical settlement area).

Associative landscapes: those with powerful religious, artistic, or cultural associations of the natural element, as well as with material cultural evidence (e.g., a sacred site within a natural environment or an historic battlefield). These landscapes may have material cultural evidence or material culture may be absent.

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.

Gateway: typically entrance features or landmarks which act as markers to indicate an entrance to, or exit from, the *Municipality* as a whole, and important neighbourhoods, districts, or other unique locations. This may take the form of unique buildings, signs, markers, or public art.

Infill: refers to a form of development which makes use of underutilized, vacant, or undeveloped lands that are surrounded or partially surrounded by existing development.

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 *Municipality* of Southwest Middlesex.

Redevelopment: means the creation of new units, uses or lots on previously developed land in existing communities, including *brownfield* sites, as defined in the County Official Plan.

Rental housing units: means any living accommodation used or intended for use as rented residential premises, and “rental unit” includes:

- i. a site for a mobile home or site on which there is a land lease home used or intended for use as rented residential premises; and
- ii. a room in a boarding house, rooming house or lodging house and a unit in a care home.



Tax Increment: means an increase in taxes, which is calculated by subtracting the Township portion of property taxes before assessment from the Township portion of the property taxes after reassessment. The *Tax Increment* does not include any increase/decrease in Township taxes due to a general tax increase/decrease or a change in assessment for any other reason.

Vacant or underutilized (land and/or buildings): means developable land within a district that would otherwise qualify as substantially developed land, but which contains land, buildings, and/or structures that are not being used to their full potential and may potentially be developed, recycled, or converted into a better, more compatible use, such as a residential or *Mixed-use* development. Part or all of a parcel of land shall be considered vacant and/or underutilized if it is no longer necessary to support the current use, based on factors including but not limited to current and projected employment levels, vacancy rates, and parking demand.

ⁱ Southwest Middlesex (Ont.). (2006). *Municipality of Southwest Middlesex 2006-2026 Official Plan Consolidated June 2019*. Southwest Middlesex: Building and Planning Dept.

ⁱⁱ Southwest Middlesex (Ont.). (2006). *Municipality of Southwest Middlesex 2006-2026 Official Plan Consolidated June 2019*. Southwest Middlesex: Building and Planning Dept.

ⁱⁱⁱ Southwest Middlesex (Ont.). (2006). *Municipality of Southwest Middlesex Comprehensive Zoning By-law No. 2011/065, as Amended*. Southwest Middlesex: Building and Planning Dept.

^{iv} Province of Ontario (Ont.). (2006). *Heritage Resources in the Land Use Planning Process: Cultural Heritage and Archaeology Policies of the Ontario Provincial Policy Statement Information Sheet Series*. Queen's Printer for Ontario.












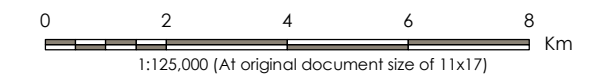
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APPENDIX A

Legend

-  Southwest Middlesex Municipal Limit
-  Surrounding Municipality Limit
-  Settlement Area
-  Arterial Road for CIPAs
- Community Improvement Plan Areas (CIPAs):**
-  Agricultural CIPA
-  Hamlet CIPA
-  Urban CIPA

* For more detail on Urban and Hamlet CIPAs refer associated text and mapping.

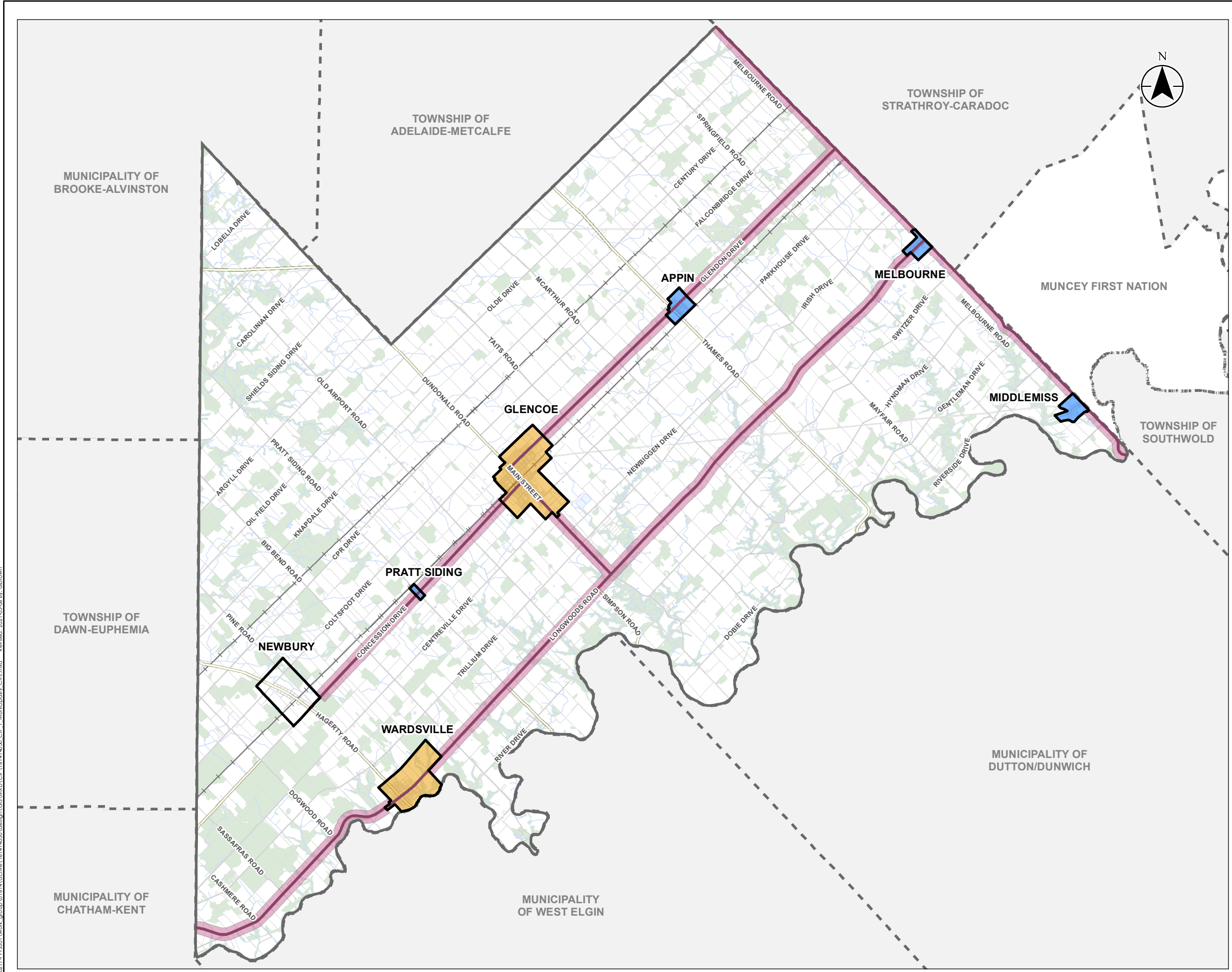


- Notes**
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Project Location: Southwest Middlesex
 Prepared by ASB on 2021-05-06
 Independent Review by MD on 2021-05-06
 161414030 REVA

Client/Project:
 MUNICIPALITY OF SOUTHWEST MIDDLESEX
 COMMUNITY IMPROVEMENT PLAN AREAS


Figure No.
1
 Title
**Community Improvement Plan Areas
 Southwest Middlesex**




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 Reviewed: 2021-05-06 By: abrown

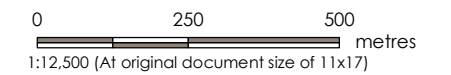
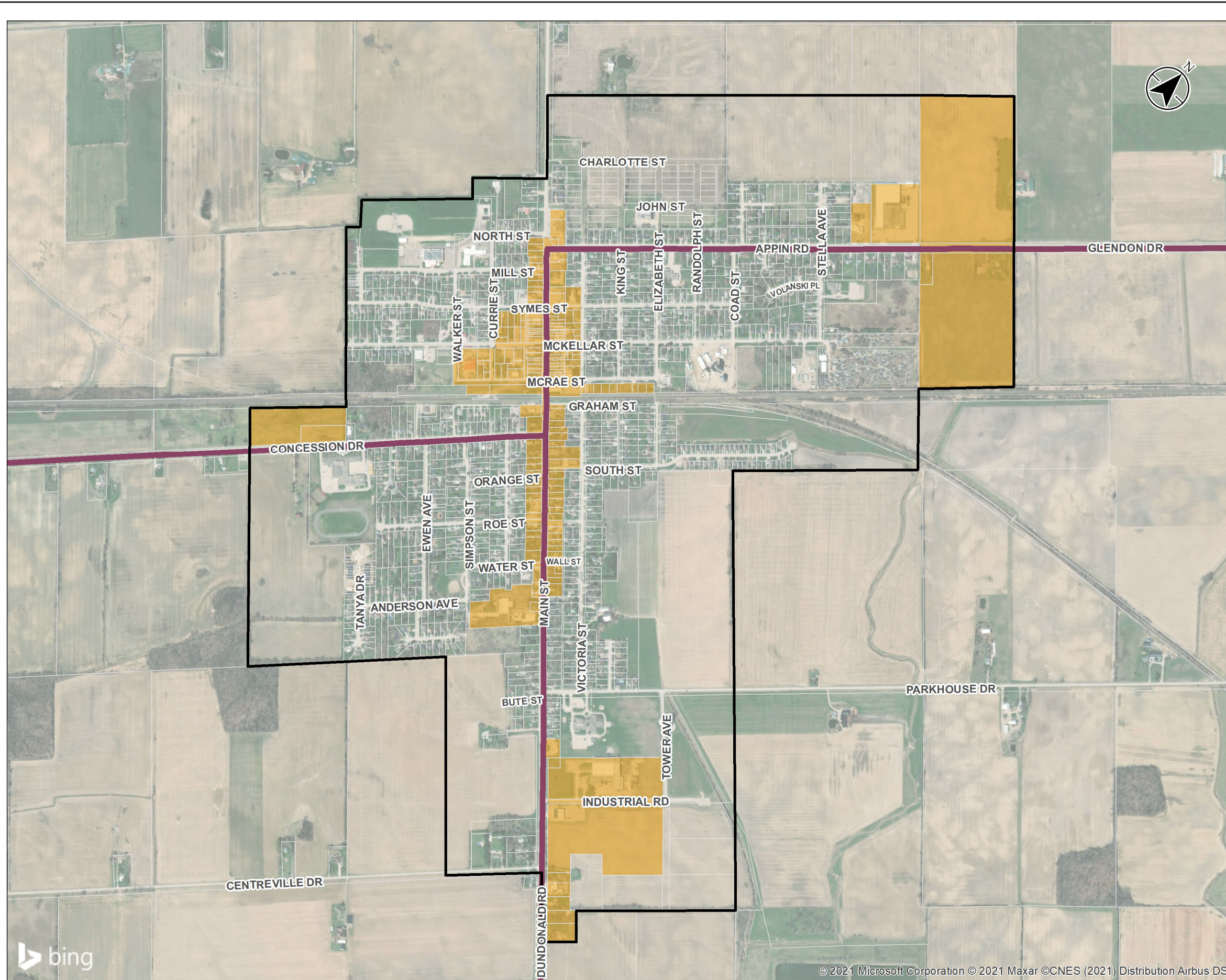
Legend

 Settlement Area

 Arterial Road for CIPAs

Community Improvement Plan Areas (CIPAs):

 Urban CIPA



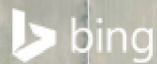
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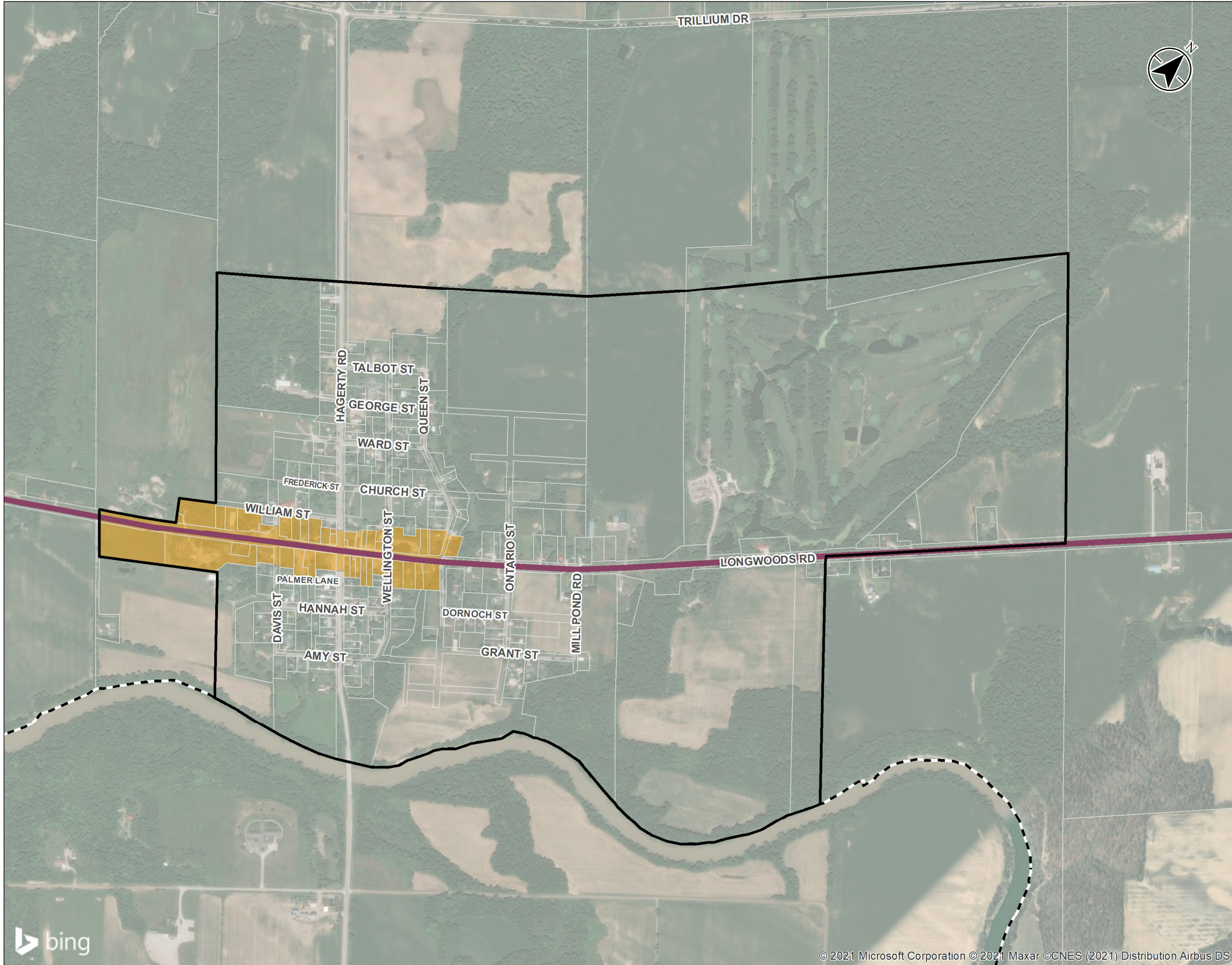
Project Location: Southwest Middlesex
 Prepared by ASB on 2021-05-06
 Independent Review by MD on 2021-05-06

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 MUNICIPALITY OF SOUTHWEST MIDDLESEX
 COMMUNITY IMPROVEMENT PLAN AREAS





Figure No.
2

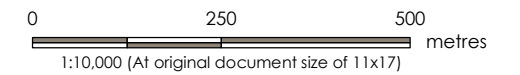
Title
**Community Improvement Plan Areas
 Glencoe**





Legend

-  Southwest Middlesex Municipal Limit
-  Settlement Area
-  Arterial Road for CIPAs
- Community Improvement Plan Areas (CIPAs):**
-  Urban CIPA



- Notes**
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Project Location: Southwest Middlesex
 Prepared by ASB on 2021-05-06
 Independent Review by MD on 2021-05-06

Client/Project:
 MUNICIPALITY OF SOUTHWEST MIDDLESEX
 COMMUNITY IMPROVEMENT PLAN AREAS

Figure No.
3

Title
**Community Improvement Plan Areas
 Wardville**