



Town of Halton Hills

Community Improvement Plan Update Background Discussion Report

June 2021



Contents

| | |
|--|-----------|
| EXECUTIVE SUMMARY..... | IV |
| 1 PURPOSE & OBJECTIVES OF BACKGROUND REPORT..... | 1 |
| 1.1 The Project and Process..... | 1 |
| 1.2 Project Objectives | 2 |
| 1.3 Specific Goals of this Document..... | 3 |
| 2 ENABLING PROVINCIAL & MUNICIPAL FRAMEWORK..... | 4 |
| 2.1 Planning Act Provisions for CIPs..... | 4 |
| 2.2 Municipal Act Provisions for CIP Grants and Loans..... | 5 |
| 2.3 CIP Policy Provisions of the Town’s Official Plan..... | 5 |
| 3 POLICY SUPPORTS FOR THE CIP..... | 7 |
| 3.1 Provincial Policy | 7 |
| 3.1.1 Provincial Policy Statement (2020 Update) | 7 |
| 3.1.2 Growth Plan for the GGH (2020 Consolidation)..... | 7 |
| 3.2 Regional Policies & Initiatives | 8 |
| 3.2.1 Halton Region Official Plan (2018 Consolidation)..... | 8 |
| 3.2.2 Integrated Growth Management Strategy (2020 Discussion Paper)..... | 8 |
| 3.2.3 Halton Region Economic Development Strategy (2011 - 2021)..... | 9 |
| 3.3 Local Policies, Strategies and Initiatives | 9 |
| 3.3.1 Town Official Plan (2019 Consolidation)..... | 9 |
| 3.3.2 Secondary Plans | 10 |
| 3.3.3 Strategic Plan (2019 - 2022)..... | 11 |
| 3.3.4 Economic Development and Tourism Strategy (2021) | 12 |
| 3.3.5 Other Town Initiatives | 13 |
| 4 RELEVANT CIP BACKGROUND..... | 14 |
| 4.1 Project Area Description..... | 14 |
| 4.2 Existing CIP Programs | 15 |
| 4.3 Complementary Incentive Programs..... | 17 |

| | | |
|------------|--|-----------|
| 4.4 | Existing Application and Approval Process | 19 |
| 4.5 | Program Funding History | 20 |
| 5 | AREA CHARACTERIZATION | 21 |
| 5.1 | Purpose of Characterizing the Areas | 21 |
| 5.2 | Georgetown Sub-Areas..... | 22 |
| 5.2.1 | Downtown Georgetown | 25 |
| 5.2.2 | Georgetown Community Node | 27 |
| 5.2.3 | Georgetown GO Station Lands..... | 28 |
| 5.2.4 | Georgetown Industrial Park | 29 |
| 5.3 | Acton Sub-Areas..... | 30 |
| 5.3.1 | Downtown Acton | 33 |
| 5.3.2 | Acton Industrial Park..... | 35 |
| 5.3.3 | South Acton Special Study Area | 36 |
| 5.4 | Agricultural/Rural Lands..... | 37 |
| 5.5 | Premier Gateway Employment Area | 38 |
| 6 | RELEVANT SECTOR CONSIDERATIONS..... | 39 |
| 6.1 | Business Profile | 39 |
| 6.1.1 | Businesses and Jobs | 39 |
| 6.1.2 | Top Economic Sectors..... | 39 |
| 6.1.3 | Anticipated Employment Growth | 39 |
| 6.1.4 | Profile of Development and Investment Dynamics | 40 |
| 6.2 | Housing Profile..... | 41 |
| 6.3 | Agri-Business and Agricultural Profile | 43 |
| 6.4 | Other Relevant Sectors..... | 44 |
| 7 | CASE REVIEW: WHAT OTHERS ARE DOING | 45 |
| 7.1 | Overview and Focus of Research | 45 |
| 7.2 | Observations & Key Findings | 45 |
| 7.2.1 | General vs. Target-Driven Programs | 45 |
| 7.2.2 | Addressing Known Issues..... | 46 |
| 7.2.3 | Regional Participation | 46 |
| 7.2.4 | Program Offer | 46 |
| 7.2.5 | Application Process..... | 47 |
| 7.2.6 | Evaluation Methods..... | 47 |

| | |
|-------------------------------------|----|
| 7.2.7 Funding Approaches | 48 |
| 8 NEXT STEPS..... | 50 |
| APPENDIX A: CASE STUDY REVIEW | 51 |

Executive Summary

A Community Improvement Plan (CIP) is a planning tool that allows municipalities to target specific areas for rehabilitation and/or growth by directing funds and implementing policy initiatives. Through Section 28 of the Planning Act, municipalities have the authority to implement CIPs through tax assistance, grants and loan programs for projects that enable development or rehabilitation of lands and buildings within a specified Community Improvement Plan Area.

The Town's existing CIP, approved in 2010, encourages private sector investment and revitalization throughout the community by providing financial incentives to eligible projects within specific areas of Halton Hills.

Over the past ten years, the CIP has successfully stimulated and/or supported private sector investment through the provision of 29 grants (with a total value of nearly \$350,000), particularly related to building, façade and landscape improvements, and environmental site assessments.

The Town is now looking to build upon the strengths and resulting success of the existing CIP and seeks to explore other potential tools and incentives to stimulate broader community improvement through a CIP Update. The key areas for consideration as part of the CIP Update include:

- Affordable housing
- Brownfield redevelopment
- Storefront/main street revitalization
- Agriculture/agri-business

- Heritage
- Arts and culture
- Climate change
- Accessibility
- Economic Assistance Program

This CIP Background Discussion Report seeks to establish an updated framework for the delivery of incentives and incentive-related actions to support the community improvement goals of the Town.

Sections 2 and 3 of this Background Discussion Report identify the relevant legislative and local policy framework within which the CIP will be crafted. This includes the enabling provincial and municipal framework as well as the policy supports for the CIP at a provincial, regional, and local level.

A baseline understanding of Halton Hills' existing CIP programs, historic take-up and funding history, evaluation process, and overall success is provided in Section 4.

Section 5 provides an area character assessment of the existing CIP sub-areas and other areas for consideration within the CIP Update. This review documents the distinct role and function of each area, existing uses and planned development, existing vacancies (land or buildings), key development sites, opportunities, and constraints.

An overview of relevant sector considerations is detailed in Section 6, providing information and analysis on the existing business, housing, agri-business and

agricultural sectors, as determined to be relevant to the CIP Update.

Also included is a case review that investigates and analyzes CIP best practices across the GTA and in other jurisdictions like Halton Hills. A number of key observations and key findings are identified, specifically related to:

- General versus target driven programs
- Regional participation
- Programs on offer
- Application process and evaluation methods
- Approaches to funding of CIPs

These findings will help to inform key decisions that will be required for the CIP Update, and are detailed in Section 7 with supplementary information provided in the appendices.

The report concludes with an overview of next steps in the project's process, which is focused on completing the initial engagement activities and developing the Justification and Strategy Report as part of Phase 2 of the work plan.

1 Purpose & Objectives of Background Report

1.1 The Project and Process

The Town's existing Community Improvement Plan (CIP), approved in 2010, encourages private sector investment and revitalization throughout the community by providing financial incentives to eligible projects within specific areas of Halton Hills.

Over the past ten years, the CIP has successfully stimulated and/or supported private sector investment through the provision of 29 grants (with a total value of nearly \$350,000), particularly related to building, façade and landscape improvements, and environmental site assessments.

The Town is now looking to build upon the strengths and resulting success of the existing CIP and seeks to explore other potential tools and incentives to stimulate broader community improvement. This will result in an update of the Town's existing CIP. The key areas for consideration as part of the update include:

- Affordable housing
- Brownfield redevelopment
- Storefront/main street revitalization
- Agriculture/agri-business
- Heritage
- Arts and culture
- Climate change
- Accessibility
- Economic Assistance Program

This project follows a linear four phase process:

Phase 1: Background Review

Target: Q4 2020 to Q1 2021

Background research and analysis of local context - the results of which are documented within this Background Discussion Report.

Phase 2: Stakeholder Engagement

Target: Q1 to Q2 2021

Engagement with regional and local stakeholders including the development and business community, industry groups, Town staff, and Advisory Committees of Council.

Phase 3: Draft CIP

Target: Q2 to Q3 2021

Identification of the preferred program suite, crafting of program details, detailing the funding strategy, and developing the monitoring program.

Phase 4: Final CIP

Target: Q3 2021

Plan finalization and identification of marketing strategies to best promote the updated CIP.



1.2 Project Objectives

The key objectives of the CIP Update, as identified by the Town, include:

- Conduct a thorough assessment of critical needs and opportunities throughout Halton Hills, including an assessment of gaps and opportunities contained within the existing CIP.
- Review current and emerging legislation for potential opportunities and limitations, and identify leading and emerging municipal tools, incentives, and opportunities that stimulate community improvement, as well as investment attraction, and business retention and expansion.
- Recommend programs for inclusion into the CIP as well as for potential future implementation outside of the CIP Update – where appropriate.
- Assess opportunities and provide recommendations for the Town to align with, leverage and/or advocate for changes to relevant Halton Region and/or provincial policies/programs related to the CIP Update.
- Recommend and incorporate appropriate CIP programs and eligibility criteria that address the Town's priorities, opportunities, and areas of consideration.
- Ensure meaningful stakeholder engagement throughout the CIP Update project.
- Incorporate an affordable housing component into the updated CIP.
- Guide and support the Town through the policy approval process (as required).
- Recommend opportunities to expand program access and allow for a more universal and flexible application of the CIP throughout Halton Hills.
- Restructure the CIP document to allow for an enhanced Marketing Strategy and a streamlined administration process.
- Provide a fulsome Funding Strategy for funding all CIP incentive programs, including local, and potential regional, provincial and/or federal funding sources. The Funding Strategy must ensure alignment with the Town's Long Range Financial Plan as well as budget considerations.
- Draft a comprehensive CIP document(s) for consolidation along with all relevant administration documents for program implementation.

1.3 Specific Goals of this Document

This CIP Background Discussion Report seeks to establish an updated framework for the delivery of incentives and incentive-related actions to support the community improvement goals of the Town. The purpose of this CIP Background Discussion Report is to:

- Identify the relevant legislative and local policy framework within which the CIP will be crafted.
- Provide a baseline understanding of Halton Hills' existing CIP programs, historic take-up, evaluation process, and overall success.
- Provide an area character assessment of the existing CIP sub-areas and other areas for consideration within the CIP Update. This review documents the distinct role and function of each area, existing uses and planned development, existing vacancies (land or buildings), key development sites, opportunities, and constraints.
- Investigate and analyze CIP best practices across the GTA and in other jurisdictions similar to Halton Hills.

This document is the first of several deliverables as part of this project. This report and its analysis will inform the future development of an appropriate suite of program options to support the Town's economic development priorities, program administration and monitoring protocols.

As per the Town's Terms of Reference for the project, other key deliverables over the course of the assignment will include:

- A **Planning and CIP Justification Report** and associated **Draft Official Plan**

Amendment. This will provide the rationale for the CIP, and quantitative and qualitative analysis of the economic benefit to the Town from the proposed program options.

- **Recommended Strategy Report** which will summarize the outcomes of the engagement activities, present the recommended suite of incentive programs, and lay out the structure of the CIP document.
- The **Draft CIP** document will include detailed protocols for each of the programs. This will be accompanied by a **Funding Strategy** and **Monitoring Program**.
- The **Final CIP** will consider feedback received on the Draft document, as appropriate. This will be accompanied by the identification of **Marketing Strategies** to support success in implementation.

It is recommended that the Planning and Justification Report and the Recommended Strategy Report are developed as one comprehensive document going forward, which will succinctly lay the foundation upon which the Draft CIP document will be based.

The project also includes the development of an **Economic Assistance Program Report**, with recommendations related to the provision of an Economic Assistance Program in response to the COVID-19 Pandemic and its impacts on local businesses. This work is ongoing.

It should be noted that some of the 'key areas of consideration' for the CIP Update may not be suitable for implementation under a CIP, and, as applicable, would be recommended for potential consideration through a separate program, plan, or initiative.

2 Enabling Provincial & Municipal Framework

2.1 Planning Act Provisions for CIPs

Section 28 of the Planning Act defines the parameters of community improvement initiatives which can be offered by the Town. Only those municipalities with community improvement policies in their Official Plans have the authority to designate a Community Improvement Project Area (hereafter referred to as the 'CIPA'), and to prepare and adopt a Community Improvement Plan (CIP).

In implementing the CIP, municipalities may provide 'grants or loans' for/towards eligible costs, in conformity with the CIP, to registered owners, assessed owners and tenants of lands and buildings within the CIPA (Section 28(7)). Eligible costs include '...those 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, improvement of facilities (Section 28 (7.1)).'

Section 28 (1.1) Affordable Housing specifically identifies the provision of affordable housing as part of community improvement.

Relevant definitions under Section 28(1) of the Planning Act

"community improvement" means 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 therefor, as may be appropriate or necessary.

"community improvement plan" means a plan for the community improvement of a community improvement project area.

"community improvement project area" means a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. R.S.O. 1990, c. P.13, s. 28 (1); 2001, c. 17, s. 7 (1, 2); 2006, c. 23, s. 14 (1).

2.2 Municipal Act Provisions for CIP Grants and Loans

The following section of the Ontario Municipal Act, 2001 (last amended in 2020, consolidated in 2020) are relevant to the implementation of Community Improvement Plans:

- Section 106(1) prohibits municipalities from engaging in bonusing – the practice of providing direct or indirect assistance to manufacturing, industrial or commercial businesses through the use of financial incentives. However, a municipality exercising its authority to implement a Community Improvement Plan under Section 28 of the Planning Act is exempt from this section (Municipal Act, Section 106(3)).
- Section 365.1 (2) is exempt from Section 106(1) and allows municipalities to pass by-laws that cancel “all or a portion of the taxes for municipal and school purposes levied on one or more specified eligible properties, on such conditions as the municipality may determine.” This section of the Act applies to Brownfield land – specifically, ‘eligible properties’ are those where a Phase Two Environmental Site Assessment has been conducted. Tax assistance is available for up to an 18-month rehabilitation period. Cancelling taxes for school purposes requires written approval by the Minister of Finance.
- Section 365.2 permits local municipalities – despite the prohibition set out in Section 106 – to provide tax reductions or refunds with respect to eligible heritage properties.

2.3 CIP Policy Provisions of the Town's Official Plan

The Halton Hills Official Plan states that the purpose of a Community Improvement Plan is to identify projects that need to be carried out in a particular area to improve the quality of life and the built environment in an area.

Section G7 of the Halton Hills Official Plan provides that Community Improvement Project Areas may be established if:

- a) a number of the non-residential land uses conflict with residential uses in a predominantly residential area; or,
- b) a number of incompatible land uses conflict with commercial or industrial uses in a commercial or industrial area; or,
- c) the area contains a number of buildings in need of maintenance, repair or rehabilitation; or,
- d) there are deficiencies in the sanitary sewer, water or stormwater systems in the area; or,
- e) there are deficiencies in the road network and associated infrastructure in the area; or,
- f) there is a lack of appropriate parkland and other recreational facilities within the area; or,
- g) the potential exists to achieve economic growth in an area as a result of building improvement, repair and/or replacement; or,
- h) a number of environmental problems such as soil contamination exist in the area; or,
- i) there are a number of screening, buffering or landscaping deficiencies in the area; or,
- j) there are significant cultural heritage resources in an area warranting protection and/or enhancement; or,

- k) the area contains a number of vacant lots, vacant retail space or underutilized properties.

On the basis of that criteria, the Official Plan designates the entirety of the Town as a Community Improvement Project Area, with the following eight CIP sub-areas:

- Georgetown Community Node Sub-Area
- Georgetown Downtown Sub-Area
- Acton Downtown Sub-Area
- GO Station Land Sub-Area
- South Acton Sub-Area
- Agricultural Sub-Area
- Acton Industrial Park Sub-Area
- Georgetown Industrial Park Sub-Area

A map of the CIP sub-areas is provided in Section 4.1 of this report (see Exhibit 2). Section 5 provides further details of these eight sub-areas.

The Official Plan states that Council will seek participation of Halton Region.

3 Policy Supports for the CIP

3.1 Provincial Policy

3.1.1 Provincial Policy Statement (2020 Update)

The Government of Ontario issued an update to the Provincial Policy Statement (PPS) in 2020. This document provides direction on matters of provincial interest as it relates to planning and development. Section 1.7.1 supports the goals of this CIP by calling for the following:

- “a) promoting opportunities for economic development and community investment-readiness;*
- b) encouraging residential uses to respond to dynamic market-based needs and provide necessary housing supply and range of housing options for a diverse workforce;*
- c) optimizing the long-term availability and use of land, resources, infrastructure and public service facilities;*
- d) maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;*
- e) 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;”*

3.1.2 Growth Plan for the GGH (2020 Consolidation)

The Growth Plan provides a framework for managing growth in the Greater Golden Horseshoe to 2051 and helps guide local and regional decision-making as it relates to issues such as land use planning, housing, transportation and infrastructure planning. The Growth Plan projections anticipate Halton Region’s population reaching 1.1 million and employment reaching 500,000.

The intensification target for Halton Region calls for a minimum of 50% of residential development to occur within the delineated built-up area. The minimum density target for the designated greenfield area is 50 residents and jobs combined per hectare.

The Growth Plan also identifies Major Transit Station Areas within a 500 to an 800-metre radius of a transit station, representing a 10-minute walk. They are primarily along existing or planned transit corridors (e.g., Bus Rapid Transit, and GO Train). Major Transit Station Areas are intended to be developed as higher density, mixed-use communities that enable people to rely on transit to access local amenities, housing, and work. Halton Hills has two Major Transit Station areas: Georgetown GO Station and Acton GO Station.

3.2 Regional Policies & Initiatives

3.2.1 Halton Region Official Plan (2018 Consolidation)

The Regional Official Plan is the guiding legislative framework for all municipal planning policy in Halton Region, serving to guide and coordinate growth and development across local municipalities. Section 81 of the Halton Region Official Plan states that intensification and development of Intensification Areas are the highest priority of urban development within the Region and it is the policy of the Region to implement programs and incentives, including Community Improvement Plans, to promote and support intensification. Section 86 states that the Region will also consider CIPs for the provision of "Assisted, Affordable, and Special Needs Housing", and mentions that the Region should work in partnership with local municipalities and the private sector to stimulate redevelopment on brownfields sites (and to include components of affordable housing, etc.) where the CIP tool can be used to help facilitate its development. Section 101 indicates the same consideration in support of agriculture.

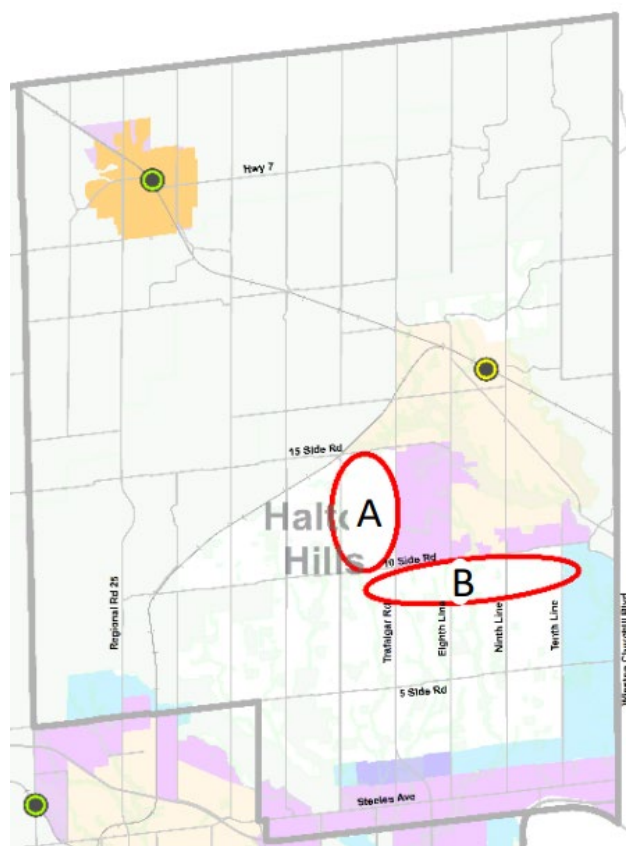
In addition to the possibility of developing its own CIP for infrastructure, land and buildings within intensification areas, and affordable housing, the Halton Region Official Plan states in Section 205 that the Region may participate in a local municipality's CIP and make loans and grants in support of the local CIP. This is currently done through the Regional Program for Community Improvement Plans, which allocates a total of \$75,000 per year to implement, and has provided funding (\$50,000 in principle, \$11,250 of which has been disbursed to date) towards the Town's CIP for a residential intensification project in Acton.

3.2.2 Integrated Growth Management Strategy (2020 Discussion Paper)

To address the need to plan to 2051, the Region is currently working on an Official Plan Review. The Regional Urban Structure Discussion Paper has been prepared as part of the Integrated Growth Management Strategy part of this project. The Discussion Paper explores where and how to grow. The strategy identifies two areas in Halton Hills, to the south and west of Georgetown, that are potential locations for new Community Area Designated Greenfield Areas, identified as "A" and "B" on Exhibit 1.

The report also proposes revisions to Employment Area boundaries within Halton Hills.

Exhibit 1: Identified Community Designated Greenfield Areas for Growth in Halton Hills



3.2.3 Halton Region Economic Development Strategy (2011 - 2021)

The Halton Region Economic Development Strategy, approved in 2011, sets out 23 directions to help achieve the key priority of attracting and retaining jobs. The Strategic Directions Report identifies five key pillars in supporting growth: employment lands, existing and emerging sectors, investment attraction and retention, entrepreneurship and innovation, and quality of place. Under the pillar of Investment Attraction and Retention, the report includes a strategic direction to establish a Regional Investment Response team to provide timely responses for major new non-residential investment inquiries and applications. As a key action to meet that direction, the strategy calls for reporting to Council on consideration of local municipal requests for Regional participation in non-residential CIPs.

3.3 Local Policies, Strategies and Initiatives

3.3.1 Town Official Plan (2019 Consolidation)

The Town of Halton Hills' Official Plan provides the policy framework that guides long-term growth and development of the municipality.

The long-term vision for the Town is one of self-reliance and supporting managed growth, which preserves the unique features of the community, uses land wisely, elevates the quality of the built environment, and provides a diversity of economic opportunities.

The Town's three urban areas of Acton, Georgetown, and the Premier Gateway

Employment Area, are poised to accommodate most new residential and employment growth.

One of the key goals of the Official Plan is to encourage additional economic development in the Town, with provisions for opportunities for additional development in the urban areas, specifically in the Georgetown Community Node designation and the Acton and Georgetown Downtowns.

Another key goal, relating specifically to agriculture, is to preserve areas demonstrating high capability for agricultural production, with an identified objective of encouraging the establishment of small-scale secondary uses on farm properties to improve the livelihood of area farmers.

The Official Plan identifies strategic objectives for housing that encourages the provision of additional housing through the use of financial incentives to the private sector (objective A2.9.2.g).

The land use designations and sub-designations identified in the Official Plan correspond with the sub-areas of the existing CIP, providing guidance in terms of how the Town plans for these areas. The Official Plan provides the following directives for the existing CIP sub-areas:

- **Downtown Areas** (includes Downtown Acton and Georgetown) are intended to be "focal points for commerce, tourism and pedestrian-scale activity in the Town", where development of a mix of uses is encouraged to enhance the overall character of the areas.
- **Georgetown Community Node** is a major multi-use, multi-purpose commercial area, where

redevelopment of existing major commercial uses is encouraged to foster a more pedestrian-friendly environment.

- **General Employment Areas** (including the Acton and Georgetown Industrial/Employment Lands) provide opportunities for a "diversified economic base which supports a wide-range of economic activities", as well as expansion and redevelopment of existing employment uses.
- **South Acton Special Study Area** is an area of vacant land at present that is a vital part of the Acton Urban Area. While there is the need for comprehensive planning of this area, potential future land uses are identified as residential, industrial, public open space and recreational uses.
- **Intensification Areas** are intended to accommodate most of the planned population and employment growth within the Urban areas to 2031. Consideration for incentives to support development/redevelopment within these areas, including use of CIPs, is an objective of the Plan. The Georgetown GO Station Area is just one example of an Intensification Area.
- **Agricultural Areas** are intended to preserve the agricultural resource base and protect lands suitable for agricultural uses. Specific policies related to commercial uses on farm properties, and farm-related tourism establishments are provided for (Section E1.4.6 and E1.4.7).

Community Improvement policies of the Town's Official Plan are summarized in Section 2 of this report.

3.3.2 Secondary Plans

There are four secondary plans contained within the Official Plan that are in effect within Halton Hills:

3.3.2.1 *The Georgetown GO Station Area Secondary Plan*

The Georgetown GO Station Area Secondary Plan provides detailed policy direction with respect to the redevelopment of strategic locations in the Secondary Plan area, and the maintenance and enhancement of the neighbourhood as a whole.

The boundaries of the Plan area are Mountainview Road North to the northeast, Maple Avenue to the southeast, Guelph Street to the south and southwest, and John Street and CNR Rail to the northwest. The Secondary Plan is an integral part of the Town's planning initiatives related to the implementation of Sustainable Halton Plan, and builds on the policy framework of the Official Plan, and implements the Georgetown GO Station Area Land Use Study.

The goals of the plan are to focus intensification primarily on strategic redevelopment sites, protect and enhance the environmental function of Silver Creek and the surrounding valley lands, improve circulation for pedestrians and cyclists, ensure high quality urban design, and ensure that there is the necessary infrastructure capacity for any proposed redevelopment and intensification.

3.3.2.2 *Premier Gateway Employment Area Phase 1B*

The Premier Gateway Employment Area is strategically located in proximity to 400-series highways and planned to accommodate 18,000 new jobs between 2006 and 2031. This represents 75% of all employment growth

allocated in the Town over that period. To date, the area has been successful in attracting prestige manufacturing and logistics uses, among others.

3.3.2.3 *The Hamlet of Norval Secondary Plan*

The Hamlet of Norval is located at the crossroads of Highway 7 and Adamson Street (Winston Churchill Boulevard), and at the confluence of the Credit River and Silver Creek. It is situated directly east of the Georgetown Urban Area and directly west of the Region of Peel and City of Brampton municipal boundaries. Norval is a predominantly residential community. The plan provides for a limited amount of growth through infilling and the promotion of existing businesses focused on Guelph Street and small-scale tourist/retail related activities. Strengthening of the commercial core, and support for the existing businesses and the tourism industry is a major theme of the Secondary Plan. No new automotive uses will be permitted. The plan implements Provincial and Credit Valley Conservation policy for floodplain management and allows for minor expansions of existing development within flood impacted areas subject to flood proofing criteria. The preservation of the hamlet core is critical to the maintenance and protection of Norval's significant cultural heritage resources and tourism potential. The plan provides clear guidelines aimed at creating a consistent hamlet image and preservation of the character of the Hamlet.

3.3.2.4 *The Hamlet of Glen Williams Secondary Plan*

Glen Williams is located to the north of Georgetown, along both sides of the Credit River. The objectives of the Hamlet of Glen Williams Secondary Plan are to permit limited appropriate growth and preserve the character of the hamlet, build upon the significant cultural heritage resources of Glen Williams, protect environmental features,

enhance the vitality of the commercial core, and ensure a diversity of lot sizes in subdivision design.

3.3.2.5 *Other Secondary Plans in Progress*

Vision Georgetown Secondary Plan

The Vision Georgetown Secondary Plan area is in southern Georgetown bounded by 15 Side Road, Trafalgar Road, 10 Side Road and 8th Line. It is a 404-hectare greenfield parcel envisioned to be home to 19,000 residents and provide about 1,800 jobs. The Secondary Plan was adopted by by-law in July 2018, and the Region approved the Vision Georgetown Secondary Plan with modifications. Six appeals were filed with the Region, for which a hearing date at the Local Planning Appeal Tribunal (LPAT) has yet to be set.

Destination Downtown Secondary Plan

The Destination Downtown study provides a vision and planning framework for Downtown Georgetown. The Plan envisions Downtown Georgetown to become a complete community, high-quality, healthy, viable, and sustainable downtown.

The Secondary Plan was adopted by Council in September 2019 and is now going through the Regional approval process.

3.3.3 *Strategic Plan (2019 - 2022)*

The Halton Hills Strategic Plan's mission is:

"To plan for a vibrant urban and rural community, the Town of Halton Hills will deliver a broad range of public service while providing leadership on issues of concern in line with our stated values."

To fulfill this mission, the Plan outlines the following priority areas:

- Shaping growth
- Transportation
- Climate change and the environment
- Fiscal and corporate management
- Local autonomy and advocacy
- Ensure a vibrant agricultural community
- Youth and senior initiatives

Shaping growth is of most relevance to defining and updating the Community Improvement Plan, and the Strategic Plan identifies the following focus areas in support of that priority:

- Residential Greenfield Growth
- Intensification
- Downtown Revitalization
- Employment Lands
- Affordable Housing
- Water and Wastewater infrastructure

3.3.4 Economic Development and Tourism Strategy (2021)

Halton Hills' new five-year Economic Development and Tourism Strategy (2021-2026) was approved by Town Council in February 2021. Making up the 'umbrella' Economic Development and Tourism Strategy, in addition to the main Economic Development Sub-Strategy, are four Sub-Strategies:

1. Tourism Sub-Strategy
2. Green Economy Sub-Strategy
3. Brownfield Redevelopment Sub-Strategy
4. Marketing and Communications

The Strategy also aligns with the Town's Foreign Direct Investment (FDI) Strategy,

which was approved by Council in March 2020.

A practical Implementation Plan is currently being developed with timelines, budget requirements, outcome measurements and Key Performance Indicators (KPIs).

Under the Economic Development section of the Strategy, two of the key goals that are most relevant to the CIP are 'vibrant downtowns' focused on increasing the economic and tourism activity in the downtown cores, and 'sector-specific initiatives for investment attraction and business growth' which supports further development of the advanced manufacturing, agri-business, clean technology, and food processing sectors.

The Brownfield sub-strategy calls for refining the CIP to expand the available incentives for redevelopment of Brownfields and marketing incentives, as well as making the application process more accessible to landowners. Specifically, the sub-strategy recommends:

1. Renaming the Brownfield Redevelopment Grant Program to clarify that it is a Tax-Increment Grant (Brownfield Tax Increment Grant Program).
2. Reviewing, revising, or eliminating the Brownfields Parkland Dedications Reductions to reflect the introduction of Community Benefits Charges through Bill 108.
3. Revising the CIP to make it explicit that the Brownfield specific programs apply to the Downtown Georgetown, Downtown Acton, and the Guelph Street Sub-Areas.

4. Developing information guides about the Brownfield programs for the Invest Halton Hills website.
5. Advocating for a Joint Brownfield Redevelopment Program with Halton Region

3.3.5 Other Town Initiatives

The Town of Halton Hills has several additional policy documents, strategies and initiatives that guide decision making within the Town and have elements that are/may be relevant to the CIP Update, including, but not limited to:

- Active Living Strategy
- Active Transportation Master Plan
- Climate Change Adaptation Plan
- Community Sustainability Strategy
- Corporate Energy Plan
- Culture Master Plan
- Cultural Heritage Master Plan
- Cycling Master Plan
- Employment Land Needs Study
- Foreign Direct Investment Strategy
- Green Development Standards
- Intensification Opportunities Study
- Premier Gateway Employment Area Studies
- Public Art Master Plan and Action Plan
- Recreation and Parks Strategic Action Plan
- Sustainable Neighbourhood Action Plan
- Transportation Master Plan
- Trucking Strategy
- Urban Area Expansion to 2031 (OPA No. 10)

4 Relevant CIP Background

4.1 Project Area Description

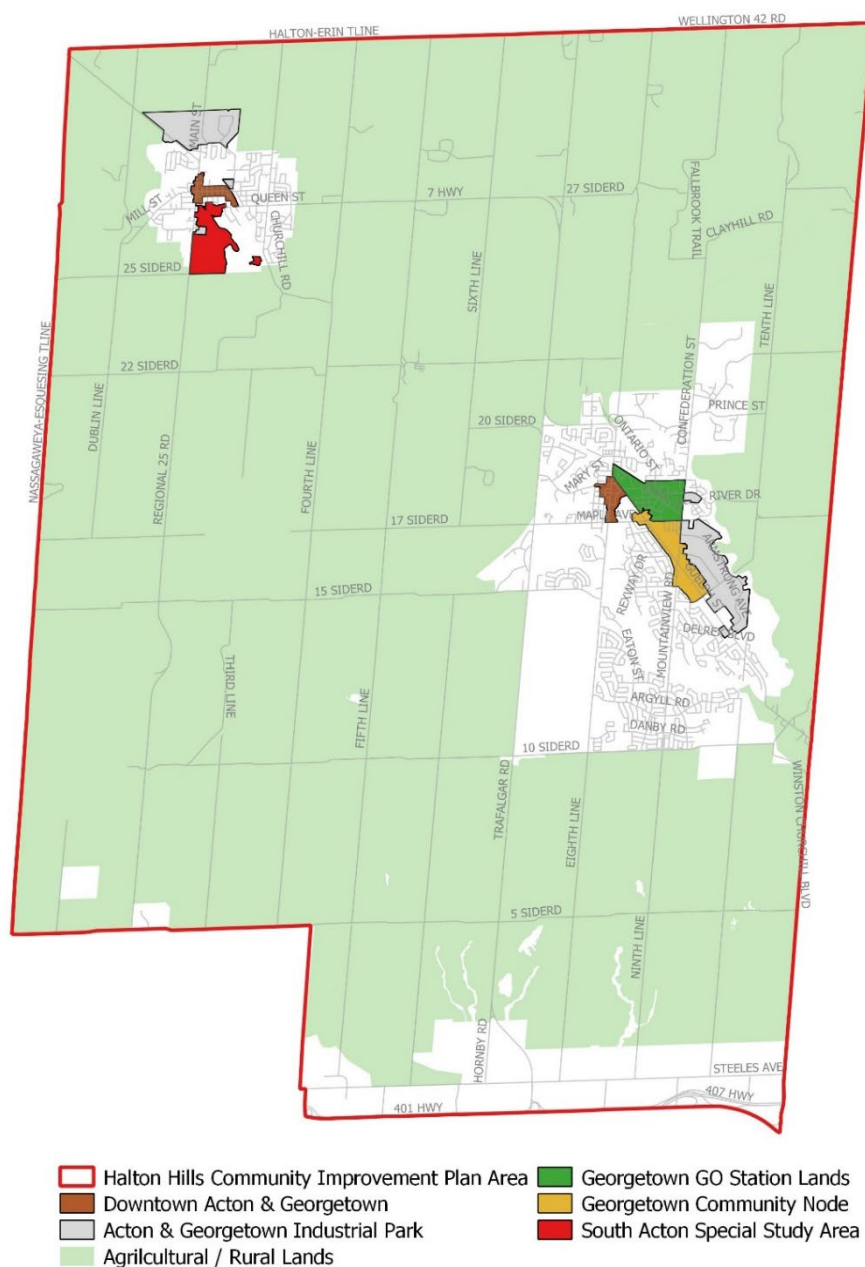
The entire municipality of Halton Hills is designated as the CIP Project Area, with eight sub-areas identified. These sub-areas are based on area delineations identified within the Town's Official Plan.

The agricultural/rural lands sub-area encompasses the majority of the municipality, and excludes the urban areas of Acton and Georgetown, as well as the Premier Gateway area at the Town's southern boundary along Highway 401.

Acton and Georgetown are comprised of the other seven sub-areas, which are generally focused in the core areas, including the Downtowns, GO Station lands, Georgetown Community Node area, and industrial/employment lands.

A By-law was introduced in 2017 (By-law No. 2017-0071) that provides flexibility to consider the eligibility of commercial, mixed-use, and institutional properties outside of the delineated sub-areas (but within the urban areas of Georgetown and Acton and frontage on an Arterial Road or Provincial Highway) for some CIP programs. This has been incorporated into the 2018 Consolidated version of the CIP.

Exhibit 2: Existing Community Improvement Project Area and Sub-Areas



4.2 Existing CIP Programs

The current CIP is one of many tools utilized by Halton Hills to revitalize and enhance various areas of the town as a focal area for public and private investment. The emphasis of the CIP is to deliver municipal incentive programs to support and encourage private sector investment in the form of façade improvements, building renovations, feasibility study grants, brownfield redevelopment, and tax-based grants, among others.

The existing CIP has 12 distinct programs that provide a variety of financial incentives to landowners and developers. Exhibit 3 provides

Exhibit 3: Overview of Existing CIP Programs

| Program | Applicable CIP Sub-Area | Maximum Grant |
|--|--|--|
| Building/Façade/Property Improvement Grant Program <i>Façade and storefront improvement/restoration works to commercial, institutional, and mixed-use buildings.</i> | <ul style="list-style-type: none"> Downtown Acton and Georgetown Georgetown Community Node Other properties in urban Acton and Georgetown | <ul style="list-style-type: none"> Grant equal to 50% of costs of improvements (70% in Downtown Acton) Max. \$10,000/building (\$12,500 in Downtown Acton) Max. \$15,000 where designated under Part IV/Part V of the <i>Ontario Heritage Act</i> or 3 contiguous properties (\$17,500 in downtown Acton) |
| Landscape Improvement Grant Program | <ul style="list-style-type: none"> Acton and Georgetown Industrial Parks | <ul style="list-style-type: none"> Grant equal to 50% of costs of fencing, landscaping, and screening of industrial properties Max. \$12,500/property Max. 1 grant/property |
| Building Improvement Loan (owner only) <i>Interior/exterior building maintenance and improvement works to commercial, institutional, and mixed-use buildings.</i> | <ul style="list-style-type: none"> Downtown Acton and Georgetown Georgetown Community Node Agricultural/Rural | <ul style="list-style-type: none"> Grant equal to 70% of cost of improvements Max. \$20,000/building (\$25,000 in Downtown Acton) Min. loan of \$5,000/building |
| Revitalization Grant Program (owner only) | <ul style="list-style-type: none"> Downtown Acton and Georgetown Georgetown Community Node | <ul style="list-style-type: none"> Grant equal to 80% of municipal property tax increase created by project for up to 10 years after completion. |

an overview of these programs, the sub-areas to which they are applicable, and the funding details related to each.

With funding for the CIP beginning in 2014, two programs were initially approved - the Façade Improvement Grant and the Revitalization Grant. In 2016, two additional programs were approved - the Brownfield Parkland dedication reduction Program and the Landscape Improvement Program. A staff report brought forward in October 2017 (ADMIN-2017-0032) recommended that all programs be approved and become available for participation.

Subsequent phases of the project will look at ways in which the program structure could be simplified.

| Program | Applicable CIP Sub-Area | Maximum Grant |
|---|---|---|
| | <ul style="list-style-type: none"> Agricultural/Rural | |
| Comprehensive Planning Study | <ul style="list-style-type: none"> Downtown Acton and Georgetown Georgetown Community Node | <ul style="list-style-type: none"> Grant equal to 50% of costs of preparing plans/studies Max. \$7,500/project |
| Agricultural Feasibility Study/Business Plan Grant Program | <ul style="list-style-type: none"> Agricultural/Rural | <ul style="list-style-type: none"> Grant equal to 50% of costs of preparing plans/study Max. \$7,500/project Max. 1 study/project |
| Environmental Site Assessment (ESA) Grant Program | <ul style="list-style-type: none"> GO Station Lands South Acton Other brownfield sites | <ul style="list-style-type: none"> Grant equal to 50% of costs of an ESA, remedial action plan or risk assessment Max. \$12,500/study Max. 2 studies/project Max. grant of \$22,500/project |
| Residential Conversion/Rehabilitation and Retail Conversion Grant Program (owner only) | <ul style="list-style-type: none"> Downtown Acton and Georgetown Other properties in urban Acton and Georgetown | <ul style="list-style-type: none"> Grant equal to \$15/sf of residential/retail commercial space rehabilitated Max. grant of \$15,000/unit Max. 4 units/residential project |
| Brownfield Tax Assistance Program (owner only) | <ul style="list-style-type: none"> GO Station Lands South Acton Other brownfield sites | <ul style="list-style-type: none"> Cancellation of municipal property tax increase for up to 5 years. Cancellation of education property tax increase for up to 3 years. |
| Brownfield Redevelopment Tax Increment Based Grant Program (owner only) | <ul style="list-style-type: none"> GO Station Lands South Acton Other brownfield sites | <ul style="list-style-type: none"> Grant equal to 80% of municipal property tax increase created by project for up to 10 years after project completion. |
| Brownfield Parkland Dedication Reduction Program (owner only) | <ul style="list-style-type: none"> GO Station Lands South Acton Other brownfield sites | <ul style="list-style-type: none"> Grant equal up to 50% of parkland dedication fees paid for high density residential. |
| Brownfield Development Charge Reduction Program (owner only) | <ul style="list-style-type: none"> GO Station Lands South Acton | <ul style="list-style-type: none"> Up to 60% reduction of DCs payable on brownfield site approved under the Brownfields Redevelopment Grant Program. |

4.3 Complementary Incentive Programs

The Town of Halton Hills provides additional incentive programs, outside of the provisions for a CIP included in Section 28 of the Planning Act, to help facilitate building improvements

and growth of businesses within the Town. The table below provides general details of each of these programs that complement the current CIP.

Exhibit 4: Other Incentives Offered by Halton Hills

| Incentive Program | Details |
|---|---|
| Business Improvement Area (BIA) Façade Improvement Grant | <ul style="list-style-type: none"> Offered through partnership between the Town and the Downtown Acton BIA and the Georgetown BIA. Program offers matching grants (up to \$2,000) to BIA members to promote the restoration and aesthetic improvement of building façades and storefronts. |
| Manufacturing Expansion Fund | <ul style="list-style-type: none"> This fund covers the cost of Town fees (including Site Plan, Site Alteration, Minor Variance, Cash-in-Lieu of Parkland, and fees to obtain Conditional Building Permits) for manufacturing businesses when they expand their facilities. Eligible businesses must be in the manufacturing sector, employ a minimum of 50 employees, be located on-site for at least 5 years, and be planning an expansion of at least 5,000 sq. ft. |
| Development Charge Relief | <ul style="list-style-type: none"> Development Charge (DC) reductions¹ and exemptions for eligible properties, including: <ul style="list-style-type: none"> Non-residential development - potential for DC reduction based on lot coverage. Agriculture - DC exempt from non-residential agricultural buildings. Industrial development - potential for DC exemption or reduction for industrial expansions. Non-profit and charities - can seek Council relief from DCs. The Development Charges Act (Section 26.1) allows municipalities to defer DCs for rental and non-profit housing. This is currently approved by Council on a case-by-case basis. Rental housing allows for a 5-year DC deferral and non-profit housing allows for a 20-year deferral. This is complemented by Halton Region incentives, which, through a recently |

¹ Section 2 (1) (e) of the Town's Development Charges By-law (No. 2017-0049) enables a reduction in DCs based on the amount of lot coverage where 50% of applicable DC rate shall apply to the portion of the Total Floor Area of non-residential portion of development that is greater than 1 but not exceeding 1.5 times the lot area; and 25% of applicable DC rate shall apply to the portion of the Total Floor Area of non-residential portion of development that is greater than 1.5 times the lot area.

| Incentive Program | Details |
|---|--|
| | updated DC by-law, goes above and beyond this, specifically for rental housing by providing for interest free 20-year DC deferrals for rental housing developments that include a component of affordable rental housing. |
| Heritage Property Tax Refund | <ul style="list-style-type: none"> Designated properties are eligible for a 20% refund of the local, school board, and regional taxes (subject to eligibility). |
| Heritage Property Grant Program | <ul style="list-style-type: none"> Designated properties are eligible for a matching grant of up to \$3,000 per year to help with property improvements related to a home's heritage attributes. Subject to eligibility and funding available through the Heritage Foundation of Halton Hills. |
| Planning and Development Fees Program | <ul style="list-style-type: none"> The Commissioner of Planning has the ability to reduce planning and development fees by 50% for a number of reasons. Includes industrial, commercial and office uses in designated General Employment Areas in Acton or Georgetown. It also includes "quasi-institutional uses such as non-profit special needs housing" i.e., assisted/supportive housing. |
| Retrofit Halton Hills | <ul style="list-style-type: none"> Pilot program seeking to help up to 20 homeowners implement home energy retrofits by providing access to funding using the local improvement charge as a financing mechanism. Targets energy and greenhouse gas emissions reductions in existing homes in the residential sector. |
| Business Concierge Program | <ul style="list-style-type: none"> Program provides a white-glove customer service experience and fast tracks the development review process for strategic non-residential development projects. The focus is on attracting large developments to the Premier Gateway, Acton, or Georgetown Employment Areas. |
| Community Sustainability Fund | <ul style="list-style-type: none"> Provides microloans to organizations implementing emission reduction projects. |
| Community Partnership Program (formerly Municipal Assistance Program) | <ul style="list-style-type: none"> Provides grants (and fee waivers) to community groups involved in delivering activities, events, and initiatives in Halton Hills. |

4.4 Existing Application and Approval Process

Applications for the Town's existing CIP programs are accepted on an on-going basis. As projects arise, applicants can submit their application for consideration and approval.

Each program under the Town's existing CIP has its own unique application form and program guide that is provided to applicants to assist with their submission.

Evaluation of applications is conducted on a first-come, first-serve basis, as submissions are received. Eligible works and costs are determined by Town staff, guided by Town approved guidelines, policies, and other standards. At present, there is no formal evaluation checklist or scoring system in place to determine project eligibility. Staff report No. ADMIN-2017-0032 also recommended that authority for minor/administrative changes to CIP Program criteria/requirements be delegated to Town staff.

The current CIP identifies a multi-step process for application, approval, and delivery of CIP programs. While each program's submission requirements vary, the general process for application is summarized as follows:

Step 1

Pre-Application Consultation

- Applicants will meet with Town staff to discuss the scope of work, program requirements, and eligibility.

Step 2

Submit Application

- Applicants will submit a complete submission. This includes the application form and supplemental information such as photos of existing façade, drawings of work to be completed, and pricing quotations from at least 2 qualified contractors.

Step 3

Review and Evaluation

- The submission will be reviewed and evaluated by the CIP Steering Committee (comprised of Town staff) to ensure compliance with the Town's property standards, by-laws and policies.
- The site will also be visited and reviewed in person.

Step 4

Approval

- Upon staff's consideration and approval, a formal grant/loan agreement will be required between the applicant and the Town.

Step 5

Payment

- Construction will be authorized to begin once the grant/loan agreement has been signed and applicable permits have been issued.
- The grant or loan is payable once the project has been completed and Town staff has ensured that the property/work is in compliance with Town and program requirements.

4.5 Program Funding History

While the CIP was approved in 2010, funding for the CIP programs began in 2014. Over the time that funding has been in place, take-up of the CIP programs and value of grants provided has grown significantly. Annual funding has recently been \$107,500.

A total of 29 grants have been provided to date with a total value of nearly \$350,000, equating to an average of \$69,417 per annum between 2015 and 2019 (period of analysis available at the time of reporting). The Town's Capital Budget indicates that since 2017, total Town and private sector investment directly related to CIP-funded works is over \$1.1 million.

To date, the uptake has been focused on façade improvements, with very few grants given for the other programs available.

The Town is currently processing three CIP applications, one for façade improvement, one for an Environmental Site Assessment (ESA) Grant, and one for a Brownfield Parkland Dedication Reduction Grant.

To date, the following programs have not been made available to applicants:

- Revitalization Grant/Brownfield Rehabilitation TIG
- Brownfield Tax Assistance Program
- Brownfield DC Reduction Program

Exhibit 5: Existing CIP Program Uptake and Funding

| Program | No. Grants Provided | Total Grant Funding |
|-------------------------------------|---------------------|---------------------|
| Façade Grant | 20 | \$ 189,898 |
| Landscape Grant | 2 | \$ 25,000 |
| Loan for Building Improvement | 1 | \$ 13,650 |
| ESA Grant | 2 | \$ 46,250 |
| Resident Rehabilitation | 2 | \$ 26,064 |
| Retail Conversion | 1 | \$ 10,725 |
| Façade & Rehabilitation | 1 | \$ 35,500 |
| Planning / Agricultural Study Grant | 0 | - |
| TOTAL | 29 | \$ 347,087 |

5 Area Characterization

5.1 Purpose of Characterizing the Areas

This section of the report provides a review of the form and function of development, and nature of property uses within the various CIP sub-areas identified in the existing CIP, in addition to the Premier Gateway Employment Area. This will assist in identifying specific community improvement needs and challenges of each sub-area.

This review is informed by field work undertaken in March 2021 by the consulting team, as well as information and analysis garnered through background review. Information has been provided on key development sites and priority properties, where available.

The sub-areas have been organized by their location for reporting purposes, and include:

- Georgetown Sub-Areas
 - Downtown
 - Industrial Park
 - Community Node
 - GO Station Lands
- Acton Sub-Areas
 - Downtown
 - Industrial Park
 - South Acton Special Study Area
- Agricultural/Rural Lands
- Premier Gateway Employment Area



Downtown Acton

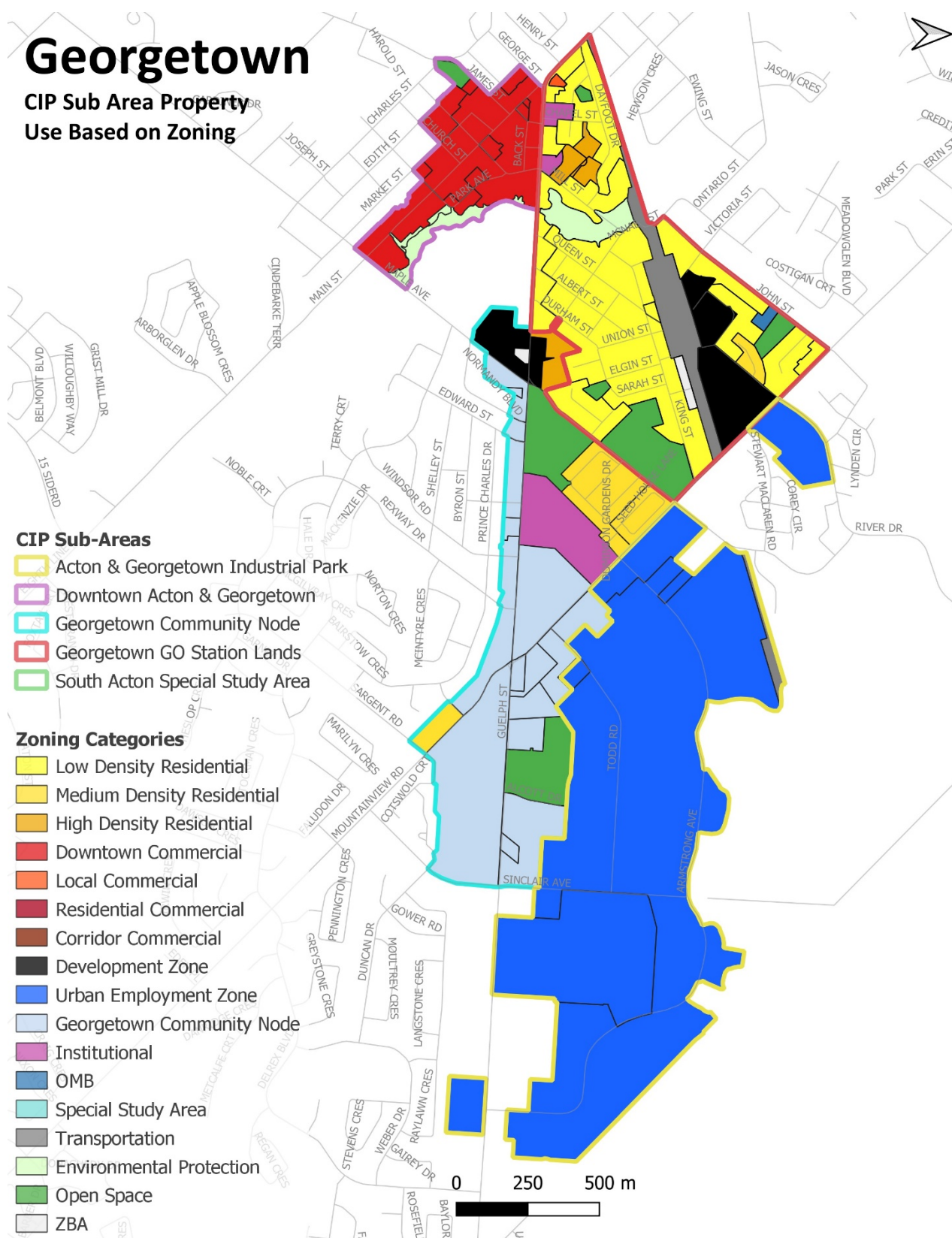


Georgetown Industrial Park



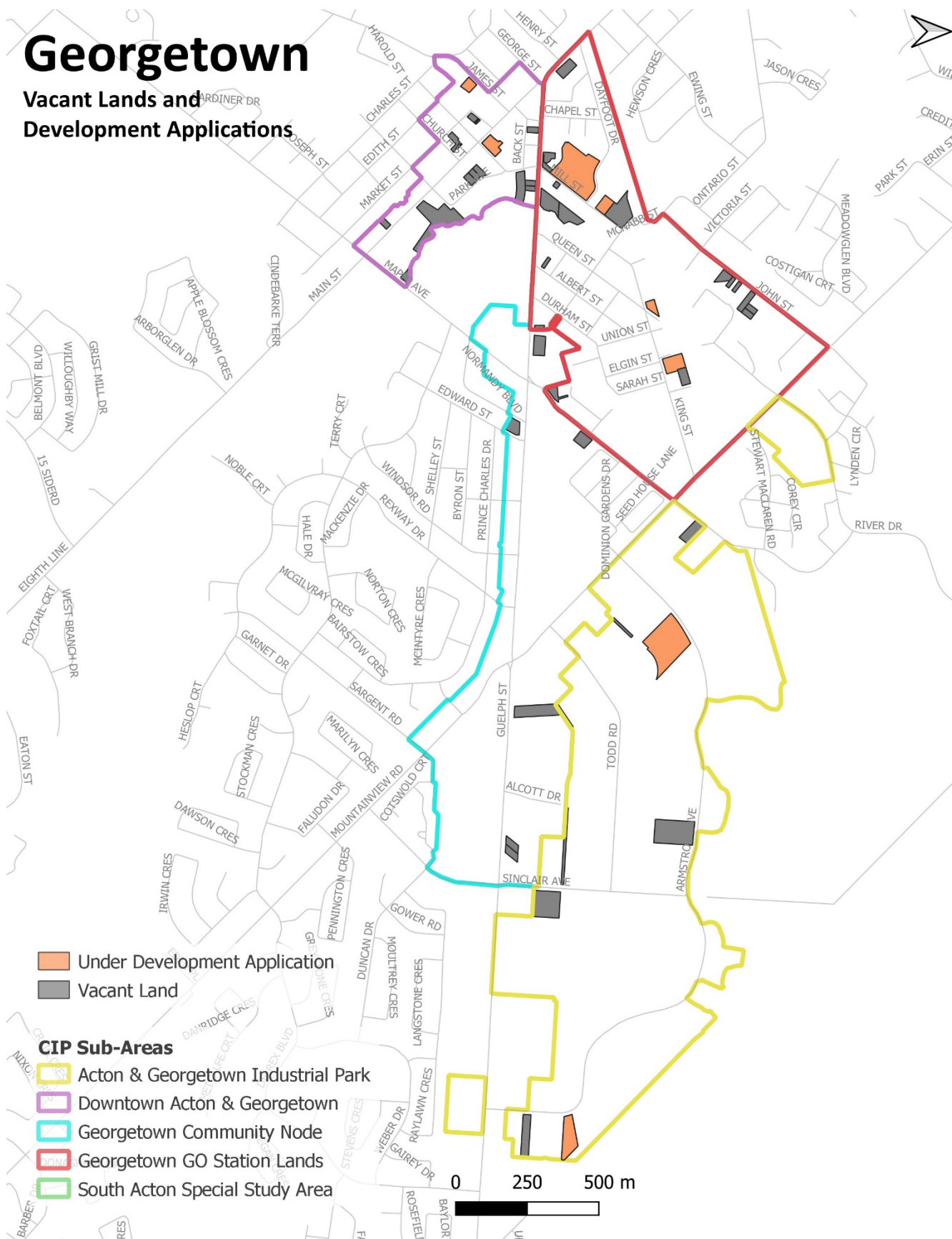
Downtown Georgetown

5.2 Georgetown Sub-Areas



Georgetown

Vacant Lands and Development Applications



5.2.1 Downtown Georgetown

The area defined as Downtown Georgetown is bounded by Guelph Street in the north, George Street in the west, Maple Avenue in the east, and Market Street/Edith Street/Charles Street in the south.

The Town's Official Plan identifies three primary sub-areas that comprise the downtown:

- Downtown Core Sub-Area - area north of Park Street on either side of Main Street.
- Downtown Complementary Sub-Area - south of Park Street on either side of Main Street, and areas on the western edge of Downtown Georgetown.
- Downtown Redevelopment Sub-Area - includes those properties fronting onto Guelph Street.

All properties within Downtown Georgetown are zoned as downtown commercial.

The Downtown Core Sub-Area (applicable to both Georgetown and Acton) accommodates a variety of commercial, residential, cultural, and social uses, and serves as the focal point for commerce and hospitality in the Town. This area is characterized by two and three storey buildings located close to the street (zero lot line), providing a comfortable pedestrian experience. This area has a high concentration of heritage properties. The accessibility of some buildings, including access points into the building and accessibility requirements within the buildings themselves, has been identified as a challenge.

The vision for the area includes maximizing use of the existing buildings, in particular an emphasis on utilizing the upper floors of building for offices, residential and accommodation uses. Land assembly is

encouraged to enable more viable development parcels.



Main Street, Georgetown

The Downtown Complementary Sub-Area acts as a transitional area between the Downtown Core and the established residential neighbourhoods nearby. Small-scale commercial and residential uses that utilize the existing residential built form are the focus of this area and complement the mixed-use nature of the Downtown Core.

The Downtown Redevelopment Sub-Area is intended to become the focal point for higher density residential uses, with complementary commercial and institutional uses. Densities are aimed at being in the range of 75 to 150 units per net residential hectare with minimum densities of townhouses being 21 to 50 units per net hectare, and heights of four to eight storeys. This area is envisioned to be primarily residential with provisions for long term care facilities and retirement homes, as well as retail and service commercial uses that are in existing buildings. The area is currently characterized by low to medium density residential and stand-alone commercial development (some appear to be within existing residential buildings).

There are a number of vacant land parcels within the Downtown - two along Main Street, three along Guelph Street, and others located throughout the area. Two development applications are currently active, including an application for the former McGibbon Hotel property (at Main Street and Mill Street), which is proposing a mixed-use residential/commercial, 10 storey terraced building. This site provides a major development opportunity within the Downtown. An application for 6 free-hold townhouses on James Street represents infill residential development within the Downtown.



Main Street Transition Areas, Georgetown



Development Site on Main Street (Former McGibbon Hotel)

5.2.2 Georgetown Community Node

The Georgetown Community Node is generally located around the intersection of Guelph Street and Mountainview Road.

The area is characterized by large format retail that is setback from the street, often with parking between the store and the roadway. Some areas to the north of Mountainview Road are characterized by older strip plaza type development that is closer to the roadway and parking along the front of the buildings. Accessibility within these older strip plazas has been identified as a challenge in some locations.

The Official Plan identifies this area to be developed/redeveloped to provide a wide range of retail, service, community, institutional and recreational uses serving all or most of the Town. Key objectives include:

- To encourage the redevelopment of major commercial areas to become a more pedestrian-friendly environment.
- To encourage development of complementary residential and institutional uses to capitalize on the location of the area and existing infrastructure.

Five vacant properties are identified within the Community Node area, and no active development applications.



Large Format Retail along Guelph Street, near Sinclair Avenue



Strip Plazas on Guelph Street, north of Mountainview Road

5.2.3 Georgetown GO Station Lands

The Georgetown GO Station Area is bounded by John Street in the west, Mountainview Road in the north, and Maple Avenue/Guelph Street in the south and east.

At present, the area is characterized by low density, single family residential as well as some commercial uses close to the GO Station itself.

Beyond the downtown core, this area also has concentrations of heritage properties, focused within the Queen Street, Albert Street and King Street area.

The area is currently zoned primarily for low density residential uses, while there are some properties with medium and high-density residential zoning. Areas directly adjacent to (east of) the GO Station are zoned as a development zone.

The Official Plan identifies that this area is intended to be the primary place for high density residential and mixed-use intensification that is to occur within the Town to help support the viability of existing and planned transit infrastructure and service.

The Georgetown GO Station Secondary Plan identifies that redevelopment sites shall only be permitted on certain strategic sites, with attention to adjacent existing low density residential areas, site topography, building orientation that reinforces the streetscape, and relationship to the rail corridor (to minimize impacts).

This area has several properties that are identified as vacant, particularly in the vicinity of Mill Street and Guelph Street. There are four active development applications within the GO Station Lands, including:

- 12 unit townhouse development with commercial element.

- 4 townhouse units and a duplex dwelling (inside the reconstructed Exchange Hotel).
- 52 unit, 6 storey residential development.
- 116 unit, 3-5 storey condominium and 14 unit, 2-3 storey townhouse development.



Underutilized buildings/site in Georgetown GO Station Lands



Site for Future Habitat for Humanity Development (near GO Station)

5.2.4 Georgetown Industrial Park

The Georgetown Industrial Park, designated as an Urban Employment Area, is generally located to the north east of the Mountainview Road and Guelph Street intersection.

The industrial park is comprised of a total of 117 net hectares of developed land, 16% (19 net hectares) of which are identified as underutilized/may have intensification potential.

It is a well-established industrial park, and is nearing build-out, with vacant land in this Area being limited to 2 net hectares (as of August 2018)², meaning there are limited development opportunities available.

The Georgetown Industrial Park comprises 27% of the Town's developed employment lands, and 55% of the Town's employment base that is located on employment lands.

Approximately 4,670 jobs and 186 businesses are located within the park. The industrial park accommodates approximately 84% of the manufacturing employment and 72% of the total employment base within the Town of Halton Hills³. This results in the highest density among employment areas in the Town, with 40 jobs per net hectare. The area is anticipated to accommodate 6% of the employment growth to 2041.

Established and growing uses within this industrial park include small industrial shops, food and beverage processing, consumer goods manufacturing, metal product fabrication, building material fabrication, and small professional, scientific, and technical offices. Advanced manufacturing operations

is an emerging use that could be a future opportunity for growth.

Recent development in the Georgetown Industrial Park has been modest over the past 10 years, accounting for only 1% of the gross floor area absorbed on employment lands within Halton Hills. Two properties within the park are currently under development application, including an application for light industrial manufacturing uses at 30 Armstrong Avenue, and for a truck maintenance facility and surface parking area at 303 Armstrong Avenue.



Typical Uses in Georgetown Industrial Park

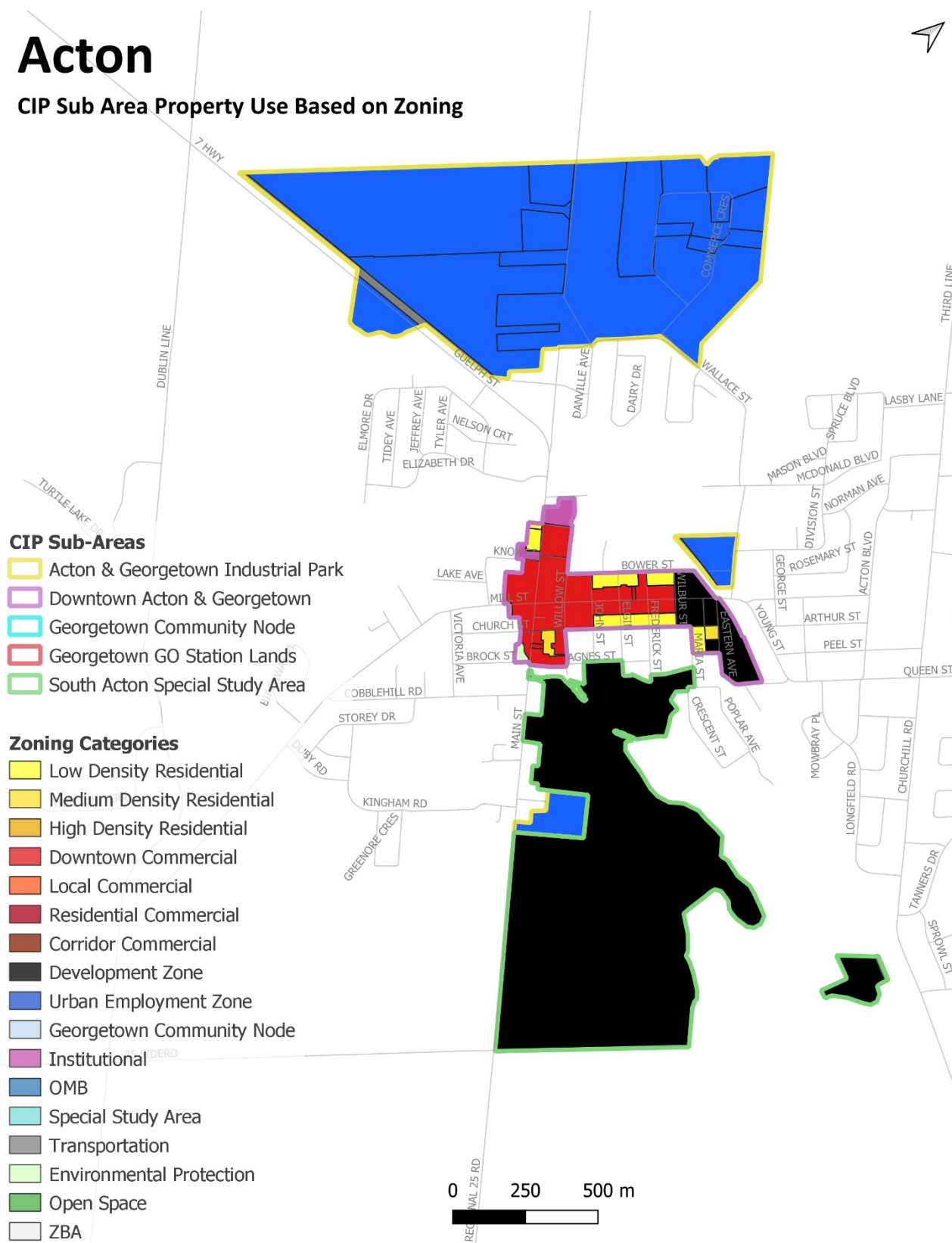
² Watson & Associates, Halton Hills Employment Land Needs Assessment, 2020.

³ Ibid.

5.3 Acton Sub-Areas

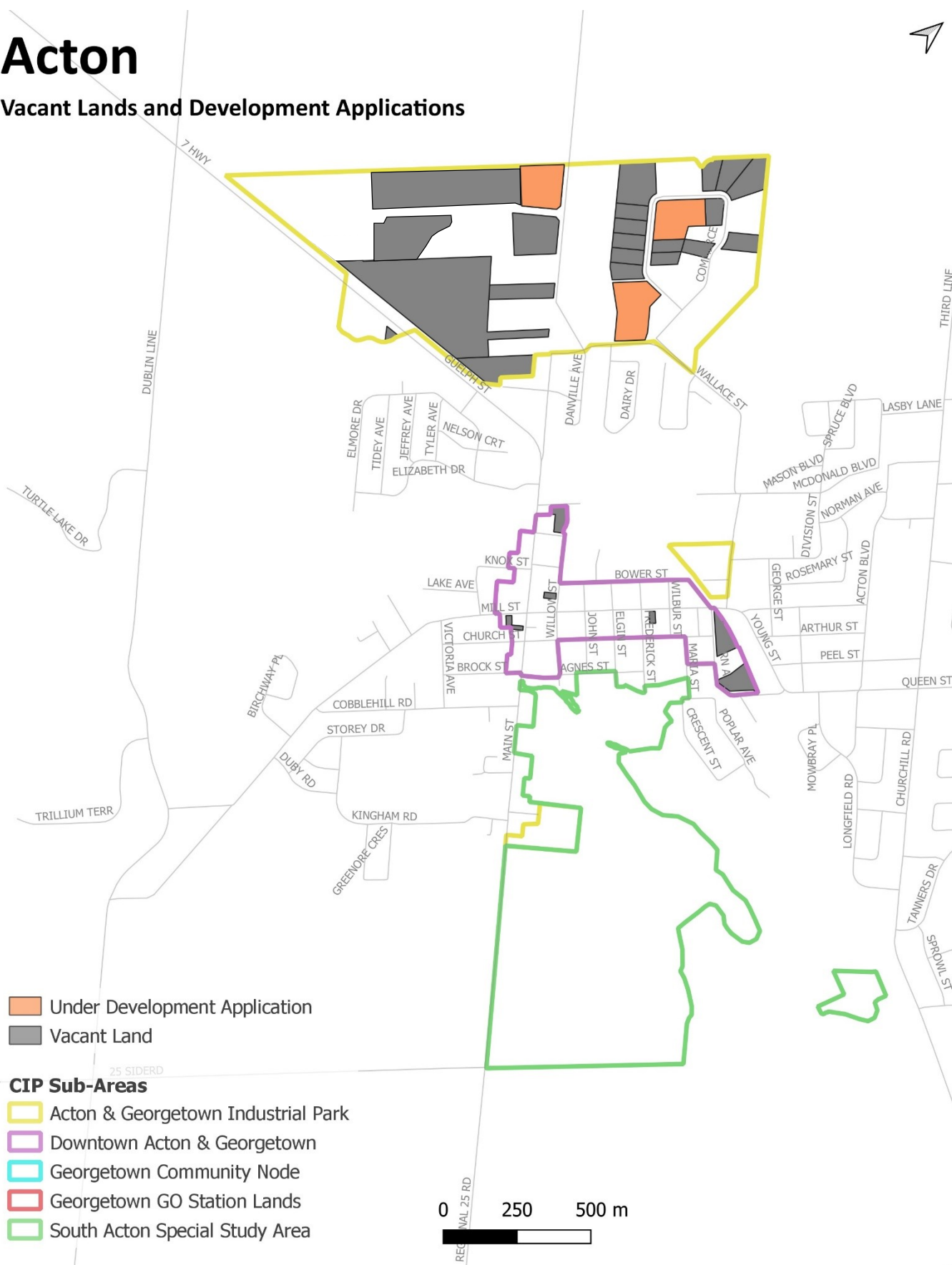
Acton

CIP Sub Area Property Use Based on Zoning



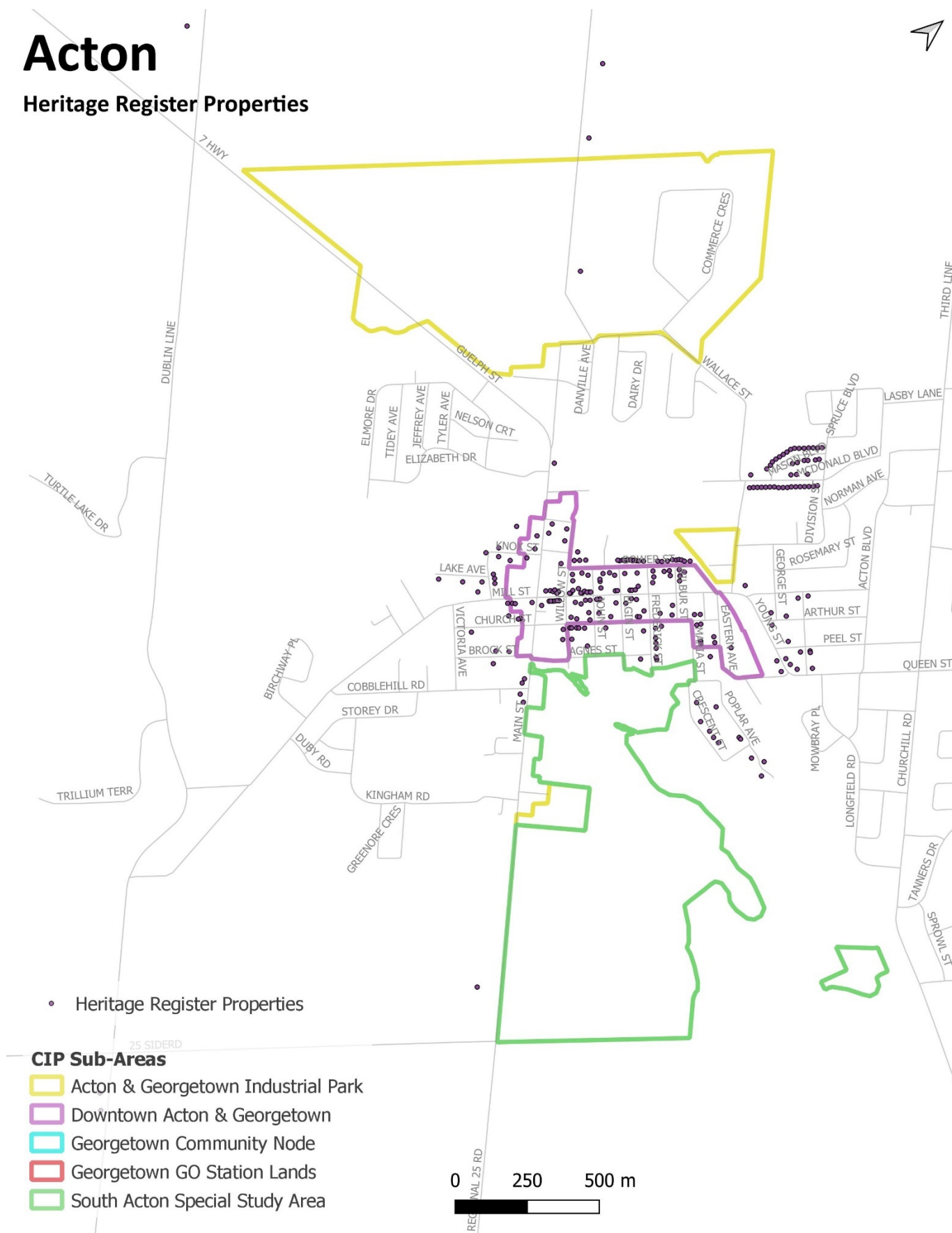
Acton

Vacant Lands and Development Applications



Acton

Heritage Register Properties



5.3.1 Downtown Acton

Downtown Acton is centered on Mill Street East and Main Street and is generally bounded by Eastern Avenue in the north, Church Street in the east, Main Street South in the south, and Bower Street in the west. A majority of the heritage properties in Acton are located in and around downtown.

The Official Plan identifies 4 primary sub-areas within Downtown Acton:

- Downtown Core Sub-Area - includes those properties that front onto Mill Street East, Willow Street, and Main Street South.
- Downtown Residential/Office Sub-Area - includes those properties that front onto Guelph Street West and Bower Street.
- Downtown Redevelopment Sub-Area - includes the area around the Acton GO Station between the rail lines and Eastern Avenue.
- Downtown Medium Density Residential/Commercial Sub-Area - includes the development block between Eastern Avenue and Fellows Street, from Church Street West to York Street.

As described in Section 5.2.1, the Downtown Core Sub-Area accommodates a variety of commercial, residential, cultural, and social uses, and serves as the focal point for commerce and hospitality in the Town. The vision for the area includes maximizing use of the existing buildings, in particular an emphasis on utilizing the upper floors of building for offices, residential and accommodation uses. Land assembly is encouraged to enable more viable development parcels.

Properties in the Downtown Core Sub-Area are zoned mostly as Downtown Commercial. Four

properties within the Downtown Core are identified as vacant.



Intersection of Mill and Main Street, looking west



Intersection of Mill and Main Street, looking north

The Downtown Residential/Office Sub-Area is intended to function as a residential area with some opportunities for accommodating complementary office uses. Properties in this sub-area are primarily zoned as low density residential. An amendment to the Zoning By-law would be required for the development of new business office uses.

The Downtown Redevelopment Sub-Area in Acton is intended to be the focus for higher density residential uses in Acton surrounding the GO Station. The Official Plan indicates density to be in the range of 75 to 100 units per net hectare, with building heights between four to six storeys. Land assembly in this sub-area is encouraged to create more viable development parcels. Zoning By-law amendments will likely be required for new development or redevelopment. Two properties within this area are identified as vacant on the map above, which flank the Acton GO Station and The Hide House. The western property identified as vacant is currently used as the parking area for the Acton GO Station.

The Downtown Medium Density Residential/Commercial Sub-Area is intended to act as a transition zone between the lower density downtown core and the higher density development zone around the GO Station lands. Permitted densities are in the range of 21 to 50 units per net residential hectare with a maximum building height of three storeys. Development of commercial uses within this sub-area will require a zoning By-law amendment and must have consideration for the Urban Design Guidelines in place.



Mill Street, North Side



Mill Street, South Side

5.3.2 Acton Industrial Park

A majority of the Acton Industrial Area is bounded by Guelph Street and Wallace Street in the south and centered along Main Street North. Two other small areas within Acton are also included in the Acton Industrial Park area, which currently house industrial uses, including properties to the northwest of Wallace Street and Mill Street East intersection, and the Superior Glove Works site on Main Street South. These areas are zoned as Urban Employment Lands.

The Acton Industrial Area is comprised of a total of 71 net hectares, 13 net hectares (18%) of which are identified as underutilized/may have intensification potential. As of August 2018, almost half of the land (48%, 34 hectares) was identified as vacant, as per the Employment Land Needs Assessment. Since this time, and based on recent data provided by the Town, the number of vacant land parcels seems to have decreased, one of which has a development application for a new 2-storey transport terminal and associated truck parking. Development activity within the area has increased in the past 5 years, with the purchase of 22 hectares of industrial land. This property is envisioned to be developed into a high-quality industrial subdivision with lots ranging from 1 to 10 hectares.

The area provides rail access but lacks proximity to the 400-series highway system, which may be viewed as a constraint to development.

The Acton Industrial Area comprises 17% of total developed employment lands within the Town, and 10% of the existing employment base on employment lands. This area accommodates 73 businesses, mainly comprised of small to medium-sized firms. An estimated 1,530 employees work in this area, which translates into an employment density of

22 net jobs per hectare. The area is anticipated to accommodate 5% (704 employees) of the employment growth to 2041.

A majority of the uses at present are in the manufacturing sector, accounting for 53% of the employment in the industrial area. Established and growing uses identified in the Acton Industrial Park include transportation and construction laydown yards, small industrial shops, metal product fabrication, building materials fabrication, and recycled products recovery facilities. Bio-products manufacturing operations was identified as an emerging use and area of future opportunity.



Typical Uses in Acton Industrial Park

5.3.3 South Acton Special Study Area

The South Acton Special Study Area can be defined as the former Beardmore Tannery lands, located to the south east of Acton's Downtown Area. The land is zoned as a Development Zone in the Zoning By-law.

The Official Plan, and current Community Improvement Plan, recognizes that a Comprehensive Development Plan (CDP) is required for the lands due to its location in a key area in Acton. This CDP is intended to look at which uses are appropriate on the lands and how they should be serviced and sited. The CDP is anticipated to address the proposed form of servicing for the site, natural heritage and ecological protection and enhancement, location, and density of all uses and how they will be integrated with existing and proposed development, transportation-related impacts and requirements, urban design standards, and remediation of potential site contamination.

The current CIP identified that any applications received for programs within the South Acton Sub-Area should be considered high priority.



Locked Gates at Entrance to Former Beardmore Tannery Lands, at Elgin Street



View of South Acton Special Study Area from 25 Side Road, looking North

5.4 Agricultural/Rural Lands

The agricultural/rural land designation includes all lands outside of the urban and employment areas, making up a majority of the Town. This designation is intended to, among other things, “promote the agricultural industry and associated activities and enhance their capacity to contribute to the economy of the Town.”

The Economic Development and Tourism Strategy identifies Agri-tourism as one of the key product and experience categories to focus on going forward.

As per Section E1.3 of the Town's Official Plan, the primary use of land in this designation is to be agriculture, however additional permitted uses include bed and breakfast establishments, cottage industries, home industries located on a commercial farm, commercial uses on a commercial farm, and farm-related tourism establishments on a commercial farm, among others. This enables opportunities for on-farm diversification, providing economic development and tourism-related benefits for the Town as a whole.



Agricultural/Rural Lands in Halton Hills

5.5 Premier Gateway Employment Area

While the Premier Gateway Employment Area is not a designated sub-area within the existing CIP it will be considered as part of the CIP Update and therefore has been included as part of the area characterization exercise.

The Premier Gateway Employment Area is located on the north and south sides of Steeles Avenue between the boundary with the Town of Milton and Winston Churchill. This area is located directly adjacent to the Highway 401 corridor, providing high visibility and excellent access to the broader 400 series highway system. However, the area is not in proximity to the Town's current population base.

The Premier Gateway Employment Area is the Town's newest employment area and is envisioned to accommodate a majority (85%) of employment growth over the next 20 years. It is envisioned to provide mostly prestige industrial uses that restrict outdoor storage and heavy industry. Other designated uses include office, commercial and institutional.

The Employment Area offers a substantial supply of designated vacant employment lands (including large parcels) that are available for development. Phase 1 build-out is planned to accommodate employment growth to 2021 and Phase 2 build-out for the 2021 to 2031 planning period.

183 net hectares of land within the Premier Gateway Employment Area have been developed to date, with an additional 260 net hectares of vacant land anticipated to be available for development by 2041. This figure is net of the GTA West Corridor Protection Area Refined Corridor that traverses this Employment Area with a total gross area of 180 hectares.

The Employment Land Needs Assessment indicates that as of 2018, 3,700 people were employed within the Premier Gateway Employment Area in 147 businesses. This results in 16 gross jobs per hectare (20 net jobs per hectare). At present, these jobs are mostly concentrated in the retail trade at the Toronto Premium Outlets mall located at the intersection of Trafalgar Road and Steeles Avenue. In addition, transportation (16%), and warehousing and manufacturing (5%) comprise the top three sectors in the area.

Emerging uses within the Premier Gateway Employment Area include cold storage facilities, wholesale facilities with large office components, E-commerce fulfillment centres, specialized construction branches, advanced manufacturing, corporate offices, food and accommodation services, and commercial services.

There are many large parcels of land within this Employment Area which would be suitable for warehousing and logistics facilities. However, it is noted that there are some environmental and existing land use constraints to the supply of large blocks available for development, in particular the lack of servicing and planning approvals which make large parts of the Premier Gateway not 'investment' or 'shovel' ready.



Typical Uses in Premier Gateway Employment Area

6 Relevant Sector Considerations

6.1 Business Profile

6.1.1 Businesses and Jobs

Halton Region's 2019 Employment Survey Report of Findings identifies that there were 1,464 businesses in Halton Hills. This represents 10.7% of the 13,650 businesses identified within Halton Region.

Within Halton Hills these businesses are concentrated within the core settlement areas of Acton and Georgetown.

Over the past five years, the Town saw an average annual increase of 0.8% (2019-2019). This is higher than that experienced in Burlington (0.2%) but lower than that in Oakville (1.0%) and Milton (1.1%).

Within the region, a total of 241,423 jobs were identified in 2019, the majority of which were full-time positions (71.3%). Halton Hills reported 23,216 jobs in 2019 (9.6% of the Region's total jobs), with an average increase of 4.5% per year. This is the highest annual rate of increase in the number of jobs identified in the Region and is on par with Milton. 50% of the jobs within Halton Hills are held by residents of the Town⁴.

6.1.2 Top Economic Sectors

The top sectors within Halton Region include retail trade (17.8%), other services including public administration (12.8%), and health care and social assistance (12.2%) when considered by business count; and manufacturing (15.2%), retail trade (14.2%), and health care and social

assistance (10.4%) when considered by job count.

When looking at Halton Hills specifically, and the employment base (jobs) by sector, the largest is retail trade (22%), followed by manufacturing (17%), and health care and social assistance (9%)⁵.

The top priority sectors identified for growth by Halton Hills include:

- Advanced manufacturing
- Agri-business
- Clean technologies/renewables
- Food/beverage processing

6.1.3 Anticipated Employment Growth

The Halton Hills Employment Land Needs Assessment (2020) identifies that the Town's employment base is forecast to grow from 25,500 in 2019 to 53,000 by 2041. This represents an annual employment growth rate of 3.4%. Between 2019 and 2041, nearly half of the forecasted employment growth within Halton Hills is anticipated to be accommodated within the existing and planned Employment Areas.

The Town's Employment Areas (Georgetown, Acton, Premier Gateway, and Mansewood) play a central role in the economic development potential of Halton Hills. The Town's current supply of designated vacant lands within Employment Areas is estimated at 376 net hectares, 89% of which is located in the Premier Gateway Employment Area. The Land Needs

⁴ Watson & Associates, Halton Hills Employment Land Needs Assessment, 2020.

⁵ Ibid.

Assessment identified that there are opportunities within the established Georgetown and Acton Employment Areas for intensification, but this will not significantly impact the Town's future land needs. These Employment Areas accommodate approximately 44% of the Town's estimated employment as of 2016⁶. Future Strategic Employment Areas include the potential expansion to the Premier Gateway Employment Area and the Mansewood Employment Industrial Area.

The future demand for employment lands is expected to include a variety of industrial sectors such as warehousing and distribution, wholesale trade, manufacturing, construction, and utilities. The market demand for employment lands has seen growth in the "knowledge-based" or "creative class" economies, including such sectors as advanced manufacturing, professional, science and technology services, finance, insurance, real estate, information and culture, health, and education. Ensuring that Halton Hills remains competitive, and to grow and diversify the local economy, the Town's focus on planning, marketing, and targeting/attracting specific priority sector investment will continue to be important.

When looking at the projected employment growth by sector, the Employment Land Needs Assessment estimates that 57% of total employment growth in Halton Hills will occur in the Commercial/Population-Related sector, with 84% of this growth occurring within the urban areas (Community Areas), and 16% occurring in employment areas. Major Office employment is not expected to comprise a significant share of future employment growth (estimated at 5%) due to the limited access to public transit in Halton Hills, and with the market

demand for speculative office uses within a more urbanized context. Growth in the Industrial employment sector is expected to continue. The Town's FDI Attraction Strategy and recently launched Business Concierge Program are aimed at doing just that.

6.1.4 Profile of Development and Investment Dynamics

Between 2008 and 2017 non-residential development activity has averaged approximately 54,900 sq. m. (591,000 sq. ft.) annually⁷. Since 2012, the Town has experienced a steady increase in non-residential development activity.

Over the past 10 years, industrial uses have accounted for most of the non-residential development at 71%, followed by commercial (23%), and institutional (6%). 78% of the total non-residential development over this time has occurred within employment lands. 41% of new non-residential gross floor area (GFA) is expansion-related, being additions to existing buildings or additional buildings on site.

The Employment Land Needs Assessment included a comparative analysis of the regional competitiveness of Halton Hills Employment Lands for both industrial and office development. On average, it was concluded that the Town is cost competitive among the comparative markets within the GTA for these sectors, largely due to lower costs of development (i.e., land costs, DCs, etc.) than the other municipalities.

The Needs Assessment concluded that in order to ensure that employment lands in Halton Hills are adequately protected, serviced, phased and to accommodate forecast employment

⁶ Ibid.

⁷ Ibid.

lands employment growth, an additional 270 net hectares (667 net acres) or 338 gross hectares (835 gross acres) of lands need to be brought into the Town's urban boundary and designated as Employment Area through the Regional Official Plan Review exercise.

6.2 Housing Profile

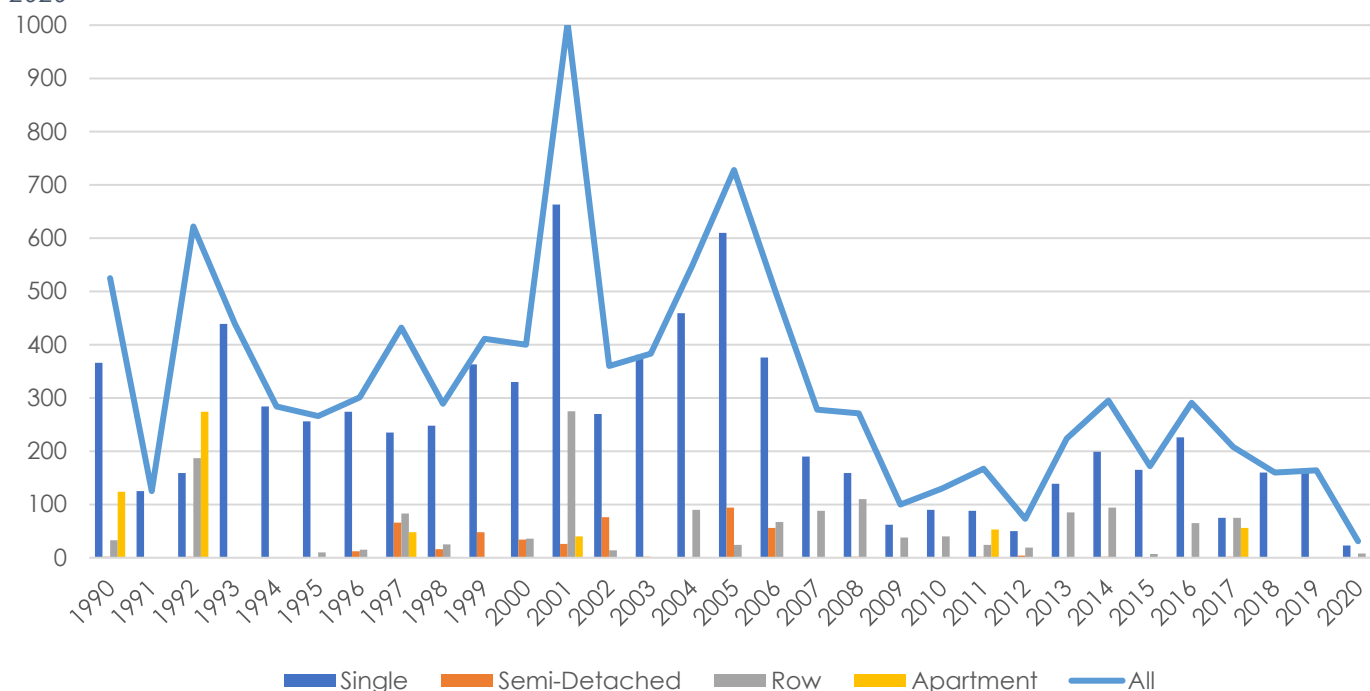
Understanding the housing profile is an important consideration in defining the issues faced by the Town of Halton Hills, local business community, developers, and landowners.

More recently, according to the initial findings from the Economic Development and Tourism Strategy, Halton Hills has been experiencing an out-migration from communities where housing is relatively more expensive (e.g., Toronto) to

more suburban communities where housing is relatively more affordable. This is putting pressure on the local housing supply and affordability. At the same time, downsizing is creating demand for smaller dwelling types. Some participants in the Strategy's consultation process have suggested a connection between employee shortages and lack of housing diversity in Halton Hills. Some have suggested that there is potential to support more residential development of a variety of housing types in Georgetown and Acton.

Halton Hills housing completion data from the Canadian Mortgage Housing Corporation (CMHC) indicates that new housing completions averaged 369 from 1990 to 1999, and 457 from 2000 to 2009 (peaking in 2001), before declining to an average of 188 from 2010 to 2019. There has been some success in increasing the diversity of the new housing

Exhibit 6: Housing Completions in Halton Hills, 1990 - 2020



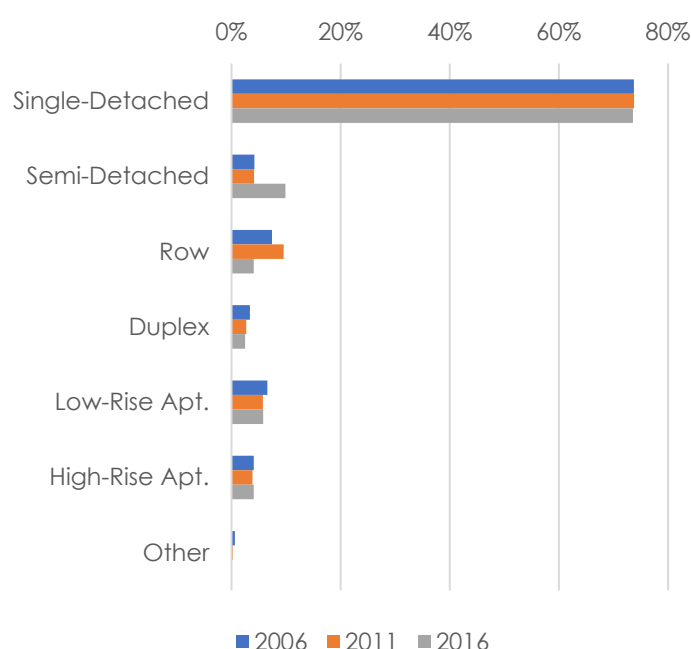
Source: SPM based on data from the Canadian Mortgage and Housing Corporation

stock, with alternatives to single detached housing (semi-detached, row, and

apartments) increasing from 19% of completions on average from 1990 to 1999 to 27% between 2010 and 2019.

However, from 2006 to 2016, single detached housing as a share of total housing remained constant at 74%. The most significant change was a spike in semi-detached dwellings to 10% of housing, up from 4% in 2006 and 2011. There are currently 22 active residential development applications encompassing 18 sites. Of those 18, 7 are for single detached lot subdivisions.

Exhibit 7: Housing Structure Type (%), 2006 - 2016



Source: SPM based on data from Statistics Canada

A majority of the housing stock (56%) was built before 1990, with only 5% built between 2011 and 2016. This marks the slowest rate of construction since the 1980s.

Exhibit 8: Dwellings by Construction Period

| Construction Period | Dwellings | % of Total Dwellings |
|---------------------|-----------|----------------------|
| 1960 or before | 4,530 | 21% |
| 1961 to 1980 | 5,630 | 27% |
| 1981 to 1990 | 1,705 | 8% |
| 1991 to 2000 | 3,895 | 18% |
| 2001 to 2005 | 2,635 | 13% |
| 2006 to 2010 | 1,640 | 8% |
| 2011 to 2016 | 1,045 | 5% |

Source: SPM based on data from Statistics Canada

Rental market indicators appear to be fairly stable. The 2016 Census indicates that 14% of households (3,000 of 21,080) in Halton Hills were renters in 2016, unchanged from 2006. As of October 2020, the rental vacancy rate from the CMHC was 1.9%, very close to the average of 1.85% from 1990 to 2020. CMHC notes that a healthy rental vacancy rate is around 3%. This indicates a potential need for incentives to develop rental units and eventually achieve a higher vacancy rate.

When considering the stock of affordable housing, it is quite limited, with 768 rental units in the town, based on CMHC data. No new affordable rental units have been developed in Halton Hills since 2011⁸, indicating that the rental housing construction market has been stagnant over the past decade.

Average annual rent increases from 2010 to 2019 were 2.76%, up from the 2000 to 2009 average of 1.9% but below the 1990 to 1999 average of 3.14%. It is understood that 42% of renter households in Halton Hills currently live in unaffordable housing, compared to 15% of owner households.

⁸ There was 1 unit sold in Halton Hills in 2019 that was below the affordable ownership threshold, as

defined by Halton Region in their State of Housing report.

Council has identified affordable housing as one of its Strategic Plan priorities. An Affordable Housing Working Group has been established to guide these efforts, and dedicated staff resources allocated. In a relatively short period of time, considerable progress has already been made.

6.3 Agri-Business and Agricultural Profile

Agri-business is an important sector in Halton Hills, with a 50% higher than the national average share of the workforce. Employment in this sector grew from 576 jobs in 2012 to 724 by December 2018. The Halton Hills Economic Development and Tourism Strategy identifies agri-business as a sector-specific economic development priority for investment attraction and business growth.

The previous CIP noted that the Town's agricultural base is under pressure from urbanization and market forces negatively affecting agriculture. The CIP was viewed as an opportunity to support reinvestment in farm capital as a way of strengthening agri-business in Halton Hills and improving the viability of farming and the agricultural sector.

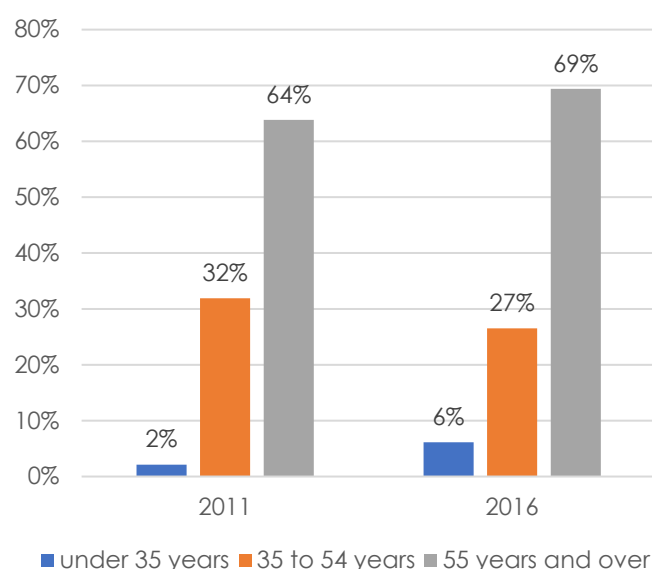
The Economic Development and Tourism Strategy Background Report found there were threats to the agricultural sector including restrictions imposed on on-farm activities by landowners and regulatory bodies, an aging farmer population, and developer ownership of agricultural land being held to facilitate future development limiting agri-tourism and agri-business opportunities. The strategy identifies that there is potential to engage the private sector to promote agri-tourism in partnership with the local Regional Tourism Organization (RTO3).

The 2016 Halton Region Rural Agricultural Strategy also identified declining agricultural land under production in addition to the aforementioned issues of urbanization (including higher land costs and conflicts between rural and non-rural land uses), partially offset by a trend towards an evolving production profile focused on high value, lower acreage operations such as nursery, greenhouse, mushroom, fruit, and equine production.

The declines identified in the 2016 Strategy appear to have been reversed in the ensuing five years, with gross farm receipts in Halton Hills increasing by 24% from 2011 to 2016, compared with 16% for the region as a whole. The number of farms increased from 169 to 180 in Halton Hills over the same period, while regionally the number of farms declined from 469 to 451.

The small increase in the number of farms is consistent with a similar number of new young (under the age of 35) farm operators. This trend appears to have been relatively recent, as the number of operators aged 35 to 54 has declined from 2011 to 2016 as that cohort aged into the above 55 age group. The average age has remained constant, at 59.6 in 2016 compared with 59.5 in 2011.

Exhibit 9: Halton Hills Farm Operators by Age



Source: SPM based on data from Statistics Canada

According to Statistics Canada, the most significant subsectors within agriculture in Halton Hills are horse and other equine production, hay farming (although it has declined since 2011), and beef cattle ranching and farming. Nursery and tree production and vegetable/melon farming has seen the most growth.

6.4 Other Relevant Focus Areas

As previously identified, the CIP Update includes the consideration of key focus areas, including arts and culture, climate change, heritage, accessibility, etc., that will aim to impact a variety of key sectors beyond those mentioned above. The Halton Hills Economic Development and Tourism Strategy includes goals related to these and other key sectors that will be considered.

Exhibit 10: Halton Hills Farms by Subsector

| Industry Classification | 2011 | 2016 |
|--|------------|------------|
| Horse and other equine production | 24 | 31 |
| Hay farming | 29 | 19 |
| Beef cattle ranching and farming, including feedlots | 14 | 18 |
| Nursery and tree production | 6 | 16 |
| Soybean farming | 17 | 14 |
| Other grain farming | 14 | 13 |
| Corn farming | 9 | 10 |
| Other vegetable (except potato) and melon farming | 4 | 10 |
| Floriculture production | 7 | 7 |
| Wheat farming | 4 | 6 |
| Apiculture | 5 | 6 |
| Fruit and tree nut farming | 8 | 5 |
| Animal combination farming | 5 | 5 |
| Dairy cattle and milk production | 10 | 4 |
| All other miscellaneous crop farming | 6 | 4 |
| Chicken egg production | 2 | 4 |
| Fruit and vegetable combination farming | 0 | 2 |
| Sheep farming | 4 | 2 |
| Goat farming | 0 | 2 |
| All other miscellaneous animal production | 0 | 1 |
| Potato farming | 0 | 1 |
| Maple syrup and products production | 1 | 0 |
| Total | 169 | 180 |

Source: SPM based on data from Statistics Canada

7 Case Review: What Others are Doing

7.1 Overview and Focus of Research

This section provides a case study review of CIP supports in general. These incentive programs were assessed in light of the priority areas for consideration in Halton Hills.

For the purposes of this review, CIP programs in the following Greater Golden Horseshoe (GGH) municipalities have been reviewed:

- City of Toronto
- City of Hamilton
- City of Oshawa
- Town of Ajax
- City of Waterloo
- Town of Lincoln
- Township of King
- Town of Newmarket
- City of Mississauga
- Town of Richmond Hill
- City of Vaughan

The CIPs reviewed represent a cross-section of locations, scales, urban-rural contexts, and municipalities that are actively involved in CIPs or those which have recently approved them or are in the process of doing so.

Details regarding each municipality's CIP incentive programs are provided in Appendix A. The examples provided include a variety of incentives including, but not limited to, those related to:

- Community/downtown revitalization,
- Brownfield development,
- Affordable housing, and
- Sector-specific plans.

This broad range is relevant to assess opportunities relating to the key areas identified for consideration within the updated CIP.

The research was focused on looking at existing CIP programs from other municipalities in terms of their program details as well as the application process for the CIP. This research provides a snapshot of how CIPs are organized in other GGH municipalities and therefore provides potential implications for updating the CIP for Halton Hills.

7.2 Observations & Key Findings

7.2.1 General vs. Target-Driven Programs

While many CIPs and their associated programs are general in nature with overarching goals of revitalization and economic development, some CIPs include target-driven programs that are developed to deliver a specific outcome. This differs from those programs that do not specify targets other than the common ones (e.g., eligible area and type of development, residential or commercial, brownfield clean-up or building or landscape improvements, heritage properties, etc.) to programs which are highly sector focused. Outcome-focused CIPs are those that specify a target achievement of investment of built space. It is recognized that this is easier to achieve in some markets and development contexts than others.

The City of Vaughan and the City of Mississauga, for example, both major centres

within the GTA, have both initiated Community Improvement Plans to incentivize office development focused within the downtown core areas. The CIP for Vaughan offers incentives that are geared towards encouraging major office development in the Vaughan Metropolitan Centre (VMC) (i.e., 107,639 sq. ft. (10,000 sq. m) or above in GFA), while office projects with a minimum of 53,820 sq. ft. (5,000 sq. m) are eligible for support under Mississauga's CIP.

Both municipalities have set targets for the amount of office space to be developed through the CIP – Vaughan is targeting the development of 1.5 million sq. ft. (139,355 sq. m) of office space while Mississauga is targeting 500,000 sq. ft. (46,452 sq. m) within the downtown core.

With the delivery of specific outcomes, and once the defined targets are achieved, the specific CIP programs would be suspended. This approach has the potential to be applied to a variety of sectors as it relates to Halton Hills, including affordable housing, green technology, or other emerging industries.

7.2.2 Addressing Known Issues

There are many municipalities that have utilized Section 28 provisions to meet specific economic development goals. In these cases, CIPs are developed specific to areas which can promote certain sectors. Sometimes the CIPs are even more prescriptive, limited to one specific kind of development, such as targeting:

1. Wind farm manufacturing;
2. Agri-tourism;
3. Hotel; or
4. Seniors Housing.

Some are broader employment land CIPs designed to achieve build-out of existing older

business parks, retain existing employers by facilitating expansion in-situ, or act as inward investment attractors. These plans are based on a willingness to design a suite of financial incentive programs, a community improvement project area, and an eligibility framework that targets certain outcomes and is more surgical in nature as a result.

Operationalizing these plans on an as needed basis is also important. This means using the CIP and programs created for certain periods of time until some level of development is achieved (such as the development of a hotel), then withdrawing the program until warranted in the future. Re-engagement of the CIP program should be based on the municipality's understanding of the real estate and investment market.

7.2.3 Regional Participation

The Town of Ajax and the City of Waterloo are examples of regional participation in incentivizing community improvement. Notably, the Region of Waterloo and the City of Waterloo participate in the delivery of a Joint Tax Increment Program to support Brownfield Redevelopment. Non-CIP supports offered by the Region of Waterloo include Regional Development Charge Exemptions for Brownfields.

7.2.4 Program Offer

The Halton Hills CIP has a high number of programs (12) available to applicants, applicable across the 8 sub-areas to varying degrees. Observations of programs offered in other municipalities are often more limited in numbers, as there are typically between 3 and 6 programs on offer to provide greater focus to the issues. It is noted however, that many of these CIPs are either sector or location focused. Opportunities exist to streamline the program suite included within the CIP to be

more focused on addressing some of the key issues facing Halton Hills that emerge over the course of the project.

Of the CIPs featured in the appendices, the programs available reveal supports for diverse uses such as Brownfield redevelopment, affordable housing, heritage preservation, and improvements to rural/agricultural properties, specifically:

- Tax Increment Based Grants to offset the costs of remediating and rehabilitating eligible Brownfield properties, including environmental studies and costs for constructing energy efficient and green buildings.
- Affordable Housing Incentive Programs that exempt fees relating to planning applications and/or value of building permits (including sign permits) and provide tax-increment grants for development.
- Historic Property Improvement Grant encourages the restoration and preservation of historical attributes - including adaptive re-use of buildings and restorations to exterior features such as façades and windows.
- Rural Area Improvement Grants that encourage on-farm diversification and value-added agricultural uses and/or agricultural-related uses - including signage and landscape improvements, and building restoration, renovation, and improvement.

7.2.5 Application Process

Halton Hills currently accepts applications on a continuous year-round basis with no defined intake periods. This is consistent with many of the municipalities researched. The City of Oshawa and the City of Waterloo do have

defined semi-annual intake periods but only for their minor grant programs. Intakes occur semi-annually – one in the spring and one in the fall. Each intake period is approximately a 4 to 6-week window with a pre-requisite for applicants to attend a pre-application meeting with City staff.

The purpose of having specified periods for intake is to ease the administrative burden and required resources for application processing. Having specified period for receipt and evaluation also enables a comprehensive evaluation approach to unfold, so that funds can be apportioned based on relative merit. Evaluation on a first-come-first-served approach is still based on merit of the application but this is made far easier by having an intake deadline so that all projects in a given period (e.g., once a year) can be clearly evaluated on an “apples to apples” basis.

While administrative ease is important in a staff resource-constrained environment, so is the need to respond to investment opportunities. For the small-scale applications for façade improvement and building renovation grants there is no significant advantage to restricting intake to a limited number of times per year, other than administrative efficiency. Only if funds are highly limited for these programs does this approach offer a balanced solution.

7.2.6 Evaluation Methods

Based on the research undertaken for this assignment, municipalities across the Greater Golden Horseshoe (GGH) employ a variety of methods for assessing and evaluating applications as well as the criteria upon which the decision is based. These approaches are summarized below.

Identifying Priority Sites within the CIP

The Town of Ajax Downtown CIP identifies priority development sites which take precedence over other applications in the queue. The targeted sites are/were primarily vacant lands within the Downtown CIP project area. The CIP has generated a total of 6 development proposals, which are currently all in different stages of the development process, 3 of which are on priority sites. These are being developed as medium to high density residential and mixed-use developments.

Competitive Scoring

The City of Oshawa and City of Mississauga administer the Tax Increment Equivalent Grant (TIEG) program grants on a scored case-by-case basis. In Mississauga's case, scoring enables the level of incentive to be tied to the quality of the development and the City's strategic objectives. The criteria is weighted in favour of projects that advance the vision of the Downtown21 Master Plan and are aligned with the City's Official Plan, Downtown Built Form Standards, and other City policy documents.

The City of Oshawa provides for a similar evaluation or ranking process, prioritizing the highest scoring applications to receive grants. Criteria is focused on the level of job creation, intensity of uses, benefits to the community, and project construction value.

This type of evaluation is objective and detailed, but it is based on taking applications as they come, and adjudicating based on a concept of project merit. This is made easier where the assumption is that the tax increment funds from each project are net new funds and are foregone as a result of the grant.

Other Scoring Methods

The City of Waterloo employs an evaluation matrix to determine the total level of funding granted to applicants for the Major Activity Program (Tax Increment Grant) associated with Employment Uses. This is determined based on the constructed project square footage, floor space ratio (FSR), whether it is a designated under Part IV/Part V of the *Ontario Heritage Act*, and/or whether it achieves LEED or other sustainable standards recognized by the City. As the achievements increase for the built project, the amount of grant funding and the duration of the grant increases.

For example, those projects that achieve a minimum floor area of 5,000 sq. ft. (465 sq. m), minimum FSR of 1.0, and are not designated under Part IV/Part V of the *Ontario Heritage Act* and have no sustainability certification receive 80% of the municipal tax increment associated with employment uses over a 6-year period. Those projects that achieve a minimum floor area of 5,000 sq. ft. (465 sq. m), minimum FSR of 1.0, are designated under Part IV/Part V of the *Ontario Heritage Act*, and achieve sustainability certification receive 100% of municipal tax increment associated with employment uses over a 10-year period.

These evaluation methods are an attempt to set clear outcomes that are policy-desirable and work to achieve these. Despite its understanding of the local development market, the municipality cannot fully predict the market and other dynamics that impact when projects come forward.

7.2.7 Funding Approaches

Of the case studies reviewed, funds allocated to CIP programs were typically in the range of approximately \$100,000 to \$2.4 M per year. The City of Toronto is an outlier with an annual allocation of \$34 M from its operating budget

for just one of its incentive programs (Imagination, Manufacturing, Innovation and Technology (IMIT) Program).

Many of the CIPs reviewed have an enactment period⁹ in place which is typically 5 years. Those CIPs that do not identify an enactment period include:

1. City of Toronto IMIT Program which will be in force on a continual basis until the set goals of the CIP have been achieved, with a review undertaken every four years.
2. City of Oshawa Urban Growth Centre CIP, while continuous, the City has the ability to discontinue any program within the CIP without requiring an amendment to the CIP.
3. CIP for the communities of King City, Nobleton, and Schomberg is continuous with review set to be undertaken every five years.
4. Town of Newmarket Historic Downtown CIP will be in force on a continuous basis.
5. City of Cambridge Affordable Housing CIP is continuous with review set to be undertaken every five years.

The City of Hamilton identifies separate enactment periods and funding amounts available for its distinct CIPs, which are typically location oriented. For example, it allocated over \$1 M in 2018 for Downtown-

focused initiatives and just under \$1 M for initiatives specific to the Barton/Kenilworth Corridor. Additionally, it allocated \$250,000 for brownfield development through its ERASE CIP, the CIPA of which overlaps with the Downtown CIPA.

⁹ The enactment period of a CIP can be defined as the length of time the CIP will be offered/available to applicants.

8 Next Steps

As noted at the outset, the purpose of this Background Discussion Report is to provide the basis of evidence, research, and analysis necessary to provide a comprehensive update to the Town's existing CIP.

This document is the first of several deliverables as part of this project. This report, and its analysis, provides the necessary data to inform the future development of an appropriate suite of program options to support the Town's economic development priorities, program administration and monitoring protocols. This data and analysis will be utilized in the next phase of work to inform and identify the key issues, priorities, and future opportunities to be addressed by the CIP.

The **Planning and CIP Justification Report**, which will provide the rationale for the CIP, and quantitative and qualitative analysis of the economic benefit to the Town from the proposed program options and the **Recommended Strategy Report**, which will summarize the outcomes of the engagement activities, present the recommended suite of incentive programs, and lay out the structure of the CIP document, are the next steps in the CIP process. **It is recommended that these two reports be developed as one comprehensive document going forward, in order to succinctly lay the foundation upon which the Draft CIP document will be based.**

Following the development of this combined Justification and Strategy Report, the consulting team will move into the drafting stage for the CIP, as part of Phase 3 of the overall work plan.

Appendix A: Case Study Review

City of Toronto City-Wide Community Improvement Plan (enabled in 2008, updated in 2018): Imagination, Manufacturing, Innovation and Technology (IMIT) Program

| | |
|----------------------|--|
| CIP / Program Focus: | Aimed at reducing the business costs associated with new construction and / or building expansion in targeted sectors, uses and areas across the City. |
| Timeframe: | No end date identified – continuous until goals have been achieved. Review of plan to occur at four-year intervals. |

| Program Description | Eligibility | Amount/Funding |
|--|--|---|
| IMIT Program provides tax incentives to encourage the renovation or construction of buildings in targeted sectors and brownfield remediation for targeted non-retail employment uses by way of development grants or property tax cancellation. | <ul style="list-style-type: none"> Targeted sectors include biomedical operations, creative industries, financial services, information and communications technology, manufacturing, and tourism attractions. Targeted uses include broadcasting, call centres, computer system design and services, convergence centres, corporate office / headquarters, film studio complex, food & beverage wholesaling, office building, incubators, information services and data processing, scientific research and development, software development, and transformative projects. Construction value must be a minimum of \$1 M (City Staff Report PG31.5 dated June 12, 2018 recommends the minimum be increased to \$5 M), meet the City's green standards, be in an eligible location of the City. Development must increase the amount of GFA for eligible uses by a minimum of 500 sq. ft. Be a new build, expansion or substantial rehabilitation of an existing building. | <ul style="list-style-type: none"> Grant of 60% of the property tax increment attributable to the eligible development over a 10-year period. Incentive levels for construction of new buildings or substantial renovations of existing buildings within designated Employment Areas or Districts increase to 70% of the municipal tax increment for eligible commercial and industrial development over a 10-year period. This can be combined with the City's Brownfield Remediation Tax Assistance program which would result in a total incentive of 77% grant back on municipal level taxes. |

| | |
|-----------------------------|---|
| CIP Funding Reserve Amount: | 2018 operating budget includes \$34 M for IMIT grant payments for 2018. This is expected to increase to \$63 M for IMIT grants per annum once the approved and pending projects are on the assessment role. Current City commitments total \$618 M over the tax increment period for the 42 projects identified below. |
| CIP Performance: | <p>A total of 15 developments have been completed to date, are occupied (or partially occupied) and are receiving the IMIT grants. There are an additional 27 projects that have been approved and under construction.</p> <p>Office development within the expanded Financial District boundaries have been incentivized by the IMIT Program in the past. There is a continuing demand for office space to be located in the downtown core, and considering the financial viability of new construction, the Program is no longer considered necessary within this District of the City.</p> <p>Similarly, the Liberty (King-Liberty SmartTrack Station) and the Queen/Carlaw (East Harbour SmartTrack Station) zones are no longer eligible for IMIT Program incentives, as these areas have funding available for SmartTrack Tax Increment Financing incentives. The City determined that the combination of incentives was not required to achieve the vision for non-residential development over the planning period.</p> |
| Intake Period: | Continuous intake period. |
| Notes: | <p>City Staff Report PG31.5 recommends that a financial cap of \$30 M total be placed on individual incentives approvals (excluding Transformative Projects and the Brownfield Remediation Tax Assistance portion).</p> <p>The City of Toronto offers a broad variety of additional incentives for businesses, which do not necessarily fall under a CIP. These include, but are not limited to:</p> <ul style="list-style-type: none"> • Brownfield Remediation Tax Assistance; • Film & Television Tax Credits; • Financial Incentives for BIAs; • Open door Affordable Housing Program; • Greening your Business; • Heritage Property Tax Rebates; • Creative Co-Location Facilities Property Tax Subclass Designation; • Industrial Water Rate Program; • Property Tax Rebates for Charities; • Reducing Business Taxes; and • Sewer Surcharge Rebate Program, etc. |

City of Hamilton Downtown and Community Renewal Community Improvement Plan (2016)

| | |
|-------------------|--|
| CIP Focus: | To stimulate private sector investment through development and redevelopment in core areas within the City's downtowns, commercial areas and mixed-use corridors. |
| Timeframe: | No end date identified for most of the CIP Programs, however there are a few exceptions: <ul style="list-style-type: none"> • Barton/Kenilworth Commercial Corridor Building Improvement Grant Program, which was introduced in June 2016 (ended on December 31, 2018); • Barton/Kenilworth Tax Increment Grant Program, a pilot project (ended on December 31, 2018) and • GORE Building Improvement Grant Program, which was offered for a three-year period (ended in 2014). |

| Program Description | Eligibility | Amount/Funding |
|---|---|--|
| Multi-Residential Property Investment Program is intended to provide financial assistance for residential development projects including converting existing commercial space into multiple residential units, renovations to existing multiple dwelling units, or creation of new multiple dwelling on vacant land. | Multi-unit residential housing, including rental units. Student housing is eligible as long as it meets the definition of a dwelling unit as defined by the City. Hotels, including all-suite hotels, are not eligible. Additional incentives may be available if affordable housing is developed. | The maximum loan amount is 25% of the Cost to Construct Budget, up to a maximum loan amount per development of \$4 M. Maximum loan term is five years and six months (0% interest for first five years, interest on principle for the last six months is payable). The maximum loan amount outstanding under the program to a single developer or related group will not exceed \$10 M at one time. |
| Tax Increment Grant (TIG) Program is intended to provide an economic means for developing, redeveloping or renovating residential and/or commercial lands and buildings located in eligible priority areas. | All parking lots and vacant sites are eligible. Properties upon which commercial, residential or industrial buildings are cleared and demolished are eligible with the exception of designated heritage buildings. | Approved grants cannot go above 100% of the municipal realty tax increase during the first year, 80% in year two, 60% in year three, 40% in year four and 20% in year five (end of term). |
| Commercial Property Improvement Grant Program is intended to provide assistance for aesthetic improvement of commercial properties, including | Commercial properties eligible if: a new tenant / owner is occupying the property and applies for new signage; or property has been damaged due to fire, vandalism or natural disaster. | Maximum grants paid on matching basis (50/50%) to a maximum of \$10,000 per property. Corner properties can receive up to \$12,500. |

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| creating a barrier free environment. | | |
| Commercial Corridor Housing Loan and Grant Program is intended to provide assistance for converting existing built commercial into residential units, renovating existing residential, or constructing new units (by addition). The Program is also intended to provide assistance for the costs of creating new residential units on vacant land. | Development that includes: <ul style="list-style-type: none"> • Converting existing built commercial space into residential units, • Renovations to existing residential units, • Construction of new units via building additions, or Creating new residential units on vacant land. | The maximum loan amount is \$20,000 per dwelling unit to a maximum of \$600,000 per property (30 units). A minimum of 50% of the loan per unit must be spent on developing / renovating the unit. The remaining % can cover common elements of building (i.e. HVAC, roofing, etc.). Maximum loan term is five years and six months (0% interest for first five years, interest on principle for the last six months is payable). |
| Hamilton Heritage Property Grant Program assists in the development and re-use of heritage properties. | Work necessary to restore the building to structural soundness, work that conserves or enhances heritage elements / significant architectural features, reconstruction of storefronts, exterior painting in original colours, cleaning of masonry, among others. | Grants are offered up to a maximum of \$150 K (not including \$20 K for heritage reports / studies / assessments) per municipal address for eligible work. For projects valued at less than \$40,000, the grant will be based on a maximum of 50% of the total cost. |
| Office Tenancy Assistance Program is intended to facilitate the increased attractiveness and marketability of the office stock, attract new office tenants and owner-occupied office uses from outside the City to reduce the office vacancy rate, and to enable existing businesses to expand. | Leasehold improvements made for a tenant establishing a new office location in the City of Hamilton, or for a tenant expanding /relocating within the City. Each application must involve increasing leasehold improvements by a minimum of 1,000 square feet of gross leasable office space. | Maximum loan amount is \$450,000 per application for the term of lease (to a maximum of 5 years). Calculated at 90% of estimated eligible leasehold improvement costs, or an amount multiplied by the square footage of space based on terms of lease (i.e. 12 to 35 months - \$10/sf, 36 to 47 months - \$15/sf, 48 to 59 months - \$20/sf, 60+ months - \$25/sf). |
| Community Heritage Fund Loan Program is intended to stimulate the rejuvenation of designated heritage properties in the City. | Building must be designated under the Ontario Heritage Act. | City provides interest-free loans up to \$50,000 for the restoration and conservation of heritage elements on designated properties. Maximum loan term is 10 years. |
| Planning and Building Fee Rebate Program assists to alleviate the | Eligible projects must support the revitalization of the corridors, be approved by the | City provides a grant in the amount of the applicable fees. Includes Committee of |

| Program Description | Eligibility | Amount/Funding |
|---|--|--|
| property owner of some of the initial costs associated with development or redevelopment. | Committee, and have no appeals made to the Ontario Municipal Board (for Committee of Adjustment Minor Variance Appeals). | Adjustment Minor Variance Approval and Site Plan Control Applications. |

| CIP Funding Reserve Amount: | \$1,250,500 allocated in 2018 for Downtown and other City-wide initiatives (from operating levy). Additional funds were available for Brownfield Development (\$250,000), Barton/Kenilworth Corridor-specific programs (\$930,000). Similar allocation amounts were provided within the 2017 budget. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---------|------|------|------|------|------|------|------|---------------------------------------|---|---|---|---|---|---|---|---------------------|---|---|---|----|---|---|---|---------------------------------------|----|----|----|-----|----|----|----|--|----|----|----|----|----|----|----|----------------------------------|---|---|---|----|----|----|----|---------------------------|---|---|---|---|---|---|---|------------------------------|--|--|---|---|---|---|---|----------------------------------|--|--|--|--|--|---|---|--------------------|----|----|-----|-----|-----|-----|-----|
| CIP Performance: | <p>In 2017, development in Downtown Hamilton (Urban Growth Centre) was strong with 196 building permits issued equal to a construction value of \$82.5 M. This is an increase from 2016 building permits which had a construction value of less than \$60 M, but a decrease from 2015 which had the highest building permit construction value since 2002, at approximately \$130 M. This includes residential and non-residential developments. The City typically sees a higher number of building permits and higher total construction values for non-residential development.</p> <p>Development within the community downtowns (e.g. Binbrook, Dundas, etc.) saw a total of 53 building permits issued in 2017, equating to nearly \$9 M in construction value.</p> <p>The number of applications processed, or the program take-up, for each of the various programs is summarized below. This includes applications for all areas of the City as a total for each program type.</p> <table><tr><th>PROGRAM</th><th>2011</th><th>2012</th><th>2013</th><th>2014</th><th>2015</th><th>2016</th><th>2017</th></tr><tr><td>Multi-Residential Property Investment</td><td>2</td><td>4</td><td>2</td><td>1</td><td>3</td><td>0</td><td>2</td></tr><tr><td>Tax Increment Grant</td><td>2</td><td>8</td><td>8</td><td>10</td><td>9</td><td>7</td><td>8</td></tr><tr><td>Commercial Property Improvement Grant</td><td>34</td><td>55</td><td>84</td><td>116</td><td>59</td><td>79</td><td>87</td></tr><tr><td>Commercial Corridor Housing Loan and Grant</td><td>16</td><td>24</td><td>19</td><td>28</td><td>21</td><td>26</td><td>22</td></tr><tr><td>Hamilton Heritage Property Grant</td><td>2</td><td>2</td><td>8</td><td>22</td><td>15</td><td>11</td><td>22</td></tr><tr><td>Office Tenancy Assistance</td><td>1</td><td>1</td><td>1</td><td>2</td><td>5</td><td>1</td><td>5</td></tr><tr><td>Community Heritage Fund Loan</td><td></td><td></td><td>2</td><td>1</td><td>1</td><td>1</td><td>1</td></tr><tr><td>Planning and Building Fee Rebate</td><td></td><td></td><td></td><td></td><td></td><td>1</td><td>4</td></tr><tr><td>TOTAL APPLICATIONS</td><td>57</td><td>94</td><td>124</td><td>180</td><td>113</td><td>126</td><td>151</td></tr></table> | PROGRAM | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Multi-Residential Property Investment | 2 | 4 | 2 | 1 | 3 | 0 | 2 | Tax Increment Grant | 2 | 8 | 8 | 10 | 9 | 7 | 8 | Commercial Property Improvement Grant | 34 | 55 | 84 | 116 | 59 | 79 | 87 | Commercial Corridor Housing Loan and Grant | 16 | 24 | 19 | 28 | 21 | 26 | 22 | Hamilton Heritage Property Grant | 2 | 2 | 8 | 22 | 15 | 11 | 22 | Office Tenancy Assistance | 1 | 1 | 1 | 2 | 5 | 1 | 5 | Community Heritage Fund Loan | | | 2 | 1 | 1 | 1 | 1 | Planning and Building Fee Rebate | | | | | | 1 | 4 | TOTAL APPLICATIONS | 57 | 94 | 124 | 180 | 113 | 126 | 151 |
| PROGRAM | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Multi-Residential Property Investment | 2 | 4 | 2 | 1 | 3 | 0 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tax Increment Grant | 2 | 8 | 8 | 10 | 9 | 7 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commercial Property Improvement Grant | 34 | 55 | 84 | 116 | 59 | 79 | 87 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commercial Corridor Housing Loan and Grant | 16 | 24 | 19 | 28 | 21 | 26 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hamilton Heritage Property Grant | 2 | 2 | 8 | 22 | 15 | 11 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Office Tenancy Assistance | 1 | 1 | 1 | 2 | 5 | 1 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Heritage Fund Loan | | | 2 | 1 | 1 | 1 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Planning and Building Fee Rebate | | | | | | 1 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL APPLICATIONS | 57 | 94 | 124 | 180 | 113 | 126 | 151 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | |
|----------------|--|
| | The TIG Program has resulted in an increase in municipal taxes of \$5.6 M annually. Redeveloped properties help to increase the value and desirability of surrounding properties. |
| Intake Period: | Continuous - applications accepted year-round. Applicants may only apply once each calendar year. |
| Notes: | <p>An additional program was available between 2012 and 2014 which focused on the revitalization of a specific area within the downtown core (fronting on King Street between James Street and Catharine Street). Between 2012 and 2014, 26 applications were submitted for the GORE Building Improvement Grant Program, which offered a matching grant for building improvements to a maximum of \$50,000 per application.</p> <p>The City of Hamilton also has a separate CIP to promote the redevelopment of brownfields within the City and encourage productive economic land uses to occur on these lands (ERASE Community Improvement Plan). The City typically receives between 15 and 30 applications annually related to ERASE Incentive Programs.</p> |

City of Oshawa, Downtown Urban Growth Centre Community Improvement Plan (2016)

| | |
|-------------------|---|
| CIP Focus: | To encourage residential and non-residential development within the Urban Growth Centre and advance the Growth Plan for the Greater Golden Horseshoe to achieve a combined density of 200 persons/jobs per hectare by 2031. |
| Timeframe: | No end date identified for the CIP Programs. The City has the ability to discontinue any program within the CIP without requiring an amendment to the CIP. |

| Program Description | Eligibility | Amount/Funding |
|--|--|--|
| Increased Assessment Grant Program is intended to provide financial incentive for the rehabilitation, development and redevelopment of properties in the Urban Growth Centre CIPA by providing a maximum grant to pay a portion of City taxes attributable to the increased assessment over a nine-year period. | Available to all registered property owners within the Urban Growth Centre CIPA. | 90% of property tax increase on the Municipal portion in Year 1 declining to 10% in Year 9. |
| Façade and Accessibility Improvement Grant Program is intended to assist property owners with the financing of building façade and accessibility improvements, in order to create a more interesting, appealing and accessible streetscape to attract more people and businesses to Downtown Oshawa. | All non-residential and mixed-use buildings are eligible. Residential apartments and block townhouses are also eligible. | Grants under this program may be provided for up to 50% of the construction costs to a maximum of \$10,000 per municipal street address, storefront or commercial unit, whichever is less, subject to an overall maximum of \$30,000 per property for a building with multiple street addresses, storefronts or commercial units. |
| Economic Stimulus Grant Program is intended to assist property owners with the financing of leasehold improvements and associated accessibility enhancements to ground floor or upper storey units. Leasehold improvements are alterations made to rental premises in order to customize a rental unit for the specific | All commercial buildings are eligible. Permanent interior leasehold improvements and accessibility enhancements are eligible. Some examples include: installation of telecommunication infrastructure; installation or repair of plumbing, heating, HVAC; installation, repair or restoration of masonry, brickwork or wood; | Grants under this program may be provided up to 50% of the construction and/or renovation costs to a maximum of \$20,000 per eligible floor per municipal street address, whichever is less, where at least \$40,000 in eligible leasehold improvement costs will be undertaken. No municipal street address shall receive more than a total of \$20,000 per floor |

| | | |
|---|--|---|
| needs of a tenant, or to improve the overall quality of a unit. | installation, replacement or repair of other architectural features. | under this program within a five-year period. |
|---|--|---|

| | |
|-----------------------------|--|
| CIP Funding Reserve Amount: | Staff indicated that there is an annual budget allocation for CIP grant funding within the annual budgeting process, however, the amount was not disclosed. |
| CIP Performance: | <p>Oshawa City Council has approved 2 applications for the Increased Assessment Grant. The first approved application was for a 9 storey, 185-unit purpose-built student residence, which had an initial tax amount of \$3,238 per year which is anticipated to increase to \$341,340 annually upon completion based on a post-development assessed value of \$28 M. The second was for a 2-phase project consisting of (a) 12-storey, 239-unit apartment building with ground floor commercial space and (b) 18-storey, 370-unit condominium rental building with 5,000 sq. ft of ground floor commercial space. Phase 1 is complete and currently occupied.</p> <p>25-30 grants have been approved by the City under the other grant programs (e.g. façade and accessibility, economic stimulus grant, etc.).</p> |
| Intake Period: | <p>Applications for the Increased Assessment Grant Program are accepted year-round on a first-come, first-serve basis to the limit of available funding. Applications for the other programs are accepted twice annually with deadlines on March 1st and September 1st. The funding available for the second intake period is dependent on the number of approved grants during the first intake period and availability of funding.</p> <p>Evaluation of applications is based on a number of criteria and evaluation factors, with specific factors identified for each program. Criteria is generally focused on location (within BIA, type of road), number of units being upgraded, the benefit to the community, and the overall construction value of the project (the higher the value, the more points received).</p> |
| Notes: | The City also has a Conversion to Residential Grant Program to encourage the upgrading of upper floors above commercial frontages, and an Upgrade to Building, Fire and Electrical Safety Codes Grant Program to assist with the costs associated with bringing existing older buildings into compliance with Ontario Building and Fire Codes. |

Town of Ajax Downtown Community Improvement Plan (2005)

Note: On December 14, 2020, Town of Ajax Council voted to extend the suspension of the Rehabilitation Grant Program, Planning and Development Fee Grant Program and the Development Charge Exemption / Grant Program until December 31, 2021, pending a review of funding criteria, project area and other applicable parameters.

| | |
|-------------------|---|
| CIP Focus: | To encourage and support the (re)development of lands in the Downtown core and supplement the Town's ability to take a lead role as a direct participant in Downtown improvement initiatives. |
| Timeframe: | 20-year enactment period. Planned to end on December 31, 2025. |

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| Municipal Property Acquisition, Investment and Partnership Program to facilitate direct participation by the Town as an active player in Downtown rehabilitation projects. | Not Applicable. Property acquisition under this program may be pursued by the Town either through the marketplace, as a regular real-estate transaction, or through the Town exercising its powers under Section 28 of the Planning Act. | Allocating 20% of the value of building permit fees collected for all new residential and office/commercial construction in the Downtown CIPA pertaining to properties participating in the Planning and Development Fees Grant. Other direct municipal contributions, at Council's discretion. |
| Rehabilitation Grant Program to provide financial relief in the form of tax grants to property owners who undertake rehabilitation/improvement of their properties in the CIPA, which results in a re-valuation and tax increase on these properties. | Significant development proposals for identified Priority Sites including: <ul style="list-style-type: none"> Mix of high-density residential uses and/or office uses, with ground floor retail uses at a minimum density of 2.5 FSI; A minimum of 1,000 square metres GFA of new commercial/office. | Grant equal to 80% of the increase in the Town's portion of property taxes over 10 years. Grant value may not exceed the total value of improvement work. |
| Planning and Development Fees Grant Program to stimulate new investment in the Downtown CIPA through the provision of a grant to offset, in whole or in part, the cost of specific planning and development fees for residential and/or commercial/office (re)development. | Eligible costs: Official Plan Amendment; Zoning By-law Amendment; Minor Variance; Consent; Site Plan; Site Plan Amendment, etc. | Grant valued at 100% of applicable/eligible Planning fees. Grant of 80% of eligible Building Permit Fees for new residential and/or commercial/office construction (up to 100% for Priority Sites with significant development proposals). |

| Program Description | Eligibility | Amount/Funding |
|---|---|---|
| Development Charge Exemption/Grant Program to encourage higher density, more intensive development in Ajax's Downtown area for all eligible residential and/or commercial/office (re)development proposals. | The program shall apply to new construction only or the adaptive re-use of an existing structure where the payment of development charges would normally apply. | <ul style="list-style-type: none"> • Full DC exemption for office development consisting of two or more storeys; • Full DC exemption for commercial development provided the retail/personal service component is in a non-residential mixed-use building having two or more storeys of offices, and the GFA of the retail/personal service component does not exceed that of the office component; or is part of the high-density mixed-use residential development. |

| | |
|-----------------------------|---|
| CIP Funding Reserve Amount: | Reserve funds allocated to Downtown Improvements (e.g., streetscape improvements) between 2014-2018 totaled \$405,000. A 2015 Development Reserve for Pat Bayly Square totaled \$7,908,000. |
| CIP Performance: | The Downtown CIP has generated 6 development proposals, which are all at different stages within the development approvals process at present. Three of these are the priority sites identified within the CIP document, and are / have been developed as medium to high density residential and mixed-use developments, one of which is adjacent to the signature urban space – Pat Bayly Square (by Medallion). |
| Intake Period: | No designated intake periods. The Town accepts applications with submission of development proposals presented as part of the site plan applications or other planning related applications. |
| Notes: | <p>Priority sites are identified within the CIP document, which take precedent in the queue over other applications. These primarily consist of vacant lands within the Downtown CIP project area.</p> <p>Staff indicated that they are experiencing a mix of residential and non-residential uses, which is the goal of the CIP – to create a vibrant downtown for residents to live, work and play.</p> <p>While not part of the Downtown CIP, the documents identifies other downtown assistance initiatives that provide additional relief to property owners who undertake (re)development projects within the Downtown. This includes:</p> <ul style="list-style-type: none"> • <i>Reduced Parkland Dedication Requirements Program</i> for eligible residential development or redevelopment, where 5% of land area or appraised land value is accepted (rather than a higher requirement of one hectare or cash-in-lieu equivalent for every 300 dwelling units). The Town |

| | |
|--|--|
| | <p>identifies that where the amount of parkland collected under the 5% formula is less than the actual amount of parkland proposed by the applicant, credit for over-dedication will not be issued. Rather, to conform to the intent of urban design policies within the OP, the Town has the ability to require developments to provide parkland beyond what is strictly required under the lesser formula of 5%.</p> <ul style="list-style-type: none"> • <i>Exemption from Parking Requirements Program</i> reduces the number of on-site parking spaces required for improvement projects when located in areas where higher levels of transit usage exist or is planned. This program is considered by Town staff on a site-by-site basis. |
|--|--|

City of Waterloo Uptown Waterloo Community Improvement Plan (2015)

| | |
|-------------------|--|
| CIP Focus: | To encourage employment and affordable housing land uses within the uptown core. |
| Timeframe: | Document identifies a five-year lifespan, however programs are still listed on website for application intake (updated February 2021). |

| Program Description | Eligibility | Amount/Funding |
|---|---|---|
| Façade Improvement Grant | Goal to improve appearance of streetscape and buildings, and conserve heritage features city. UpTown BIA grants are matched to funding from the applicant heritage designation grant does not require matching funds. | Matching grant from city: up to \$10,000 for regular property, up to \$15,000 for corner property Additional grant for designated heritage properties: \$5,000. |
| Parking Exemption Program | Program to facilitate small scale non-residential building conversions and expansions with an emphasis on office expansions or changes in use where the developer is unable to provide the on-site parking as required by zoning bylaw. | |
| Major Activity Grant Program to promote major redevelopment projects that create a substantial amount of employment or affordable housing land uses. | Repair, renovation, expansion or redevelopment of existing buildings where activity results in increase in assessment value and taxes on property. | Annual grant equal to a percentage of the increase in municipal property taxes for up to 10 years after project completion. |

| | |
|------------------------------------|---|
| CIP Funding Reserve Amount: | <p>Total budget was \$2.77 M over the five-year period, allocated as follows: 2014 - \$43,450, 2015 - \$765,000, 2016 - \$765,000, 2017 - \$780,000, 2018 – \$424,000.</p> <p>2016 and 2018 capital budgets for the CIP reserve included additional funds from the BIA who increased the façade amounts available (i.e. from \$10,000 to \$15,000 to \$20,000 to \$30,000 per property).</p> |
| CIP Performance: | <p>Uptake in the CIP was slow at first due to LRT construction in the area but has become more popular - particularly the Façade Improvement Grant and the now discontinued Minor Activity Grant. The Minor Activity Grant, which allows property owners to renovate upper storeys for office employment uses saw considerable interest in 2017.</p> <p>A total of 12 applications were approved in 2016, with a total grant funding of \$179,657, which equals an average of \$3.20 private sector investment for every public dollar. 29 applications were approved in 2017 representing \$1.66</p> |

| | |
|-----------------------|--|
| | <p>million of construction value driven by \$825,290 worth of CIP grants and loans. 2018 has seen 8 applications processed in the Spring intake period. The total number of applications for 2018 is not currently available, as applications made in the fall are still in process.</p> <p>Over 50% of applicants in 2016 and 40% of applicants in 2017 applied for more than one CIP grant program.</p> |
| Intake Period: | <p>Two intake periods (Spring and Fall) annually typically a 4 to 6-week window with a requirement for a pre-application meeting with City staff to help expedite the process. This is not a competitive process as the CIP is only in effect for a five-year period (limited funding amount over the period), however applications are evaluated for completeness and eligibility.</p> <p>Benefits of limiting applications to the two intake periods, as identified by City staff, include:</p> <ul style="list-style-type: none"> • Helps City to focus the required resources for the application administration process (focusing efforts during these periods rather than continually throughout the year). • Overall organization of applications – they are all at the same stage. • Helps in terms of promotion – easier to promote in focused periods rather than continually throughout year. Advertise through Uptown BIA organization, small business centre, as well as the City's traditional social media and print channels. <p>Note: Applications for the Major Activity Grant Program are not restricted to the intake periods due to the fact that major development projects can vary in schedule and intake dates may not work with project progress.</p> |
| Notes: | <p>Previously offered CIP programs included fee grants, study grants, and minor activity grants, which were discontinued effective December 1, 2020. Staff recommend extending the Façade Improvement Grant until 2022, in addition to continuation of the Major Activity Grant and Parking Exemption Program.</p> |

City of Waterloo City-Wide Brownfields Community Improvement Plan (2013)

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| <p>Joint Tax Increment Grant (TIG) Program provides financial assistance to private sector developers to offset the costs of remediating brownfield sites.</p> | <ul style="list-style-type: none"> • The applicant/owner cannot be responsible for causing the on-site contamination that requires remediation; • Redevelopment must result in a minimum increased property reassessment value of \$100,000; • Phase I and Phase II Environmental Site Assessments (ESAs) must be completed | <p>Grant equal to, or a portion of, the municipal property tax increase (City and Regional) after reassessment.</p> |

| | | |
|--|---|--|
| | <p>before application; Eligible costs include:</p> <ul style="list-style-type: none"> • Phase I & Phase II ESAs; • Indirect remediation costs to a maximum of 10% of eligible brownfield remediation costs (e.g. planning fees, legal costs); • Remedial work plans and risk assessments; • Disposal of contaminated soil, etc. | |
|--|---|--|

Region of Waterloo Incentive Programs

Incentives are also provided at a regional scale. Programs offered by the Region of Waterloo include:

| Program Description | Eligibility | Amount/Funding |
|--|---|--|
| Regional Development Charge (RDC) Exemptions (Brownfields) is intended to help cover the cost of remediation. | The value of the RDC Exemption is based on the sum of direct costs of remediation plus 20 per cent for indirect costs, less any additional financial assistance previously received. This exemption applies to all of Waterloo Region, except for the core areas of Cambridge and Kitchener, where development charges are waived for all developments. | The value of the Brownfields RDC Exemption is calculated as the sum of the direct costs of remediating a brownfield site plus a predetermined allowance for indirect remediation costs. The exemption is then reduced by the value of any other financial assistance provided by the Brownfield Financial Incentive Program. |
| Phase 2 Environmental Site Assessment Grants (Brownfields) is intended to help cover the costs of this phase of ESA (groundwater assessment). | Owners of properties designated under the Ontario Heritage Act, protected by a conservation easement agreement, or a Historic Site designation, may receive grants in support of the restoration of their heritage resource. There are also grants for projects/ events and publications. | Capital grants may be approved for up to 50 % of project costs. |
| Development Charge Exemption for Industrial Development is intended to encourage industrial development throughout the Region. | If development includes the enlargement of the GFA of an existing industrial building, the amount of the development charge that is payable in respect of the enlargement is determined in accordance with Section 4 and Regulations of the Ontario Development Charge Act, 1997, c. 27. | If the GFA is enlarged by 50 % or less, the amount of the development charge in respect of the enlargement is zero. |

Town of Lincoln Industrial Lands and Rural Areas Community Improvement Plan (2019)

| | |
|-------------------|---|
| CIP Focus: | To promote private sector development on industrial designated and zoned lands, and to encourage value-added agricultural uses and/or agricultural-related uses on designated and zoned agricultural lands (or equivalent on Niagara Escarpment Plan Area). |
| Timeframe: | 5-year period (adopted April 15, 2019) |

| Program Description | Eligibility | Amount/Funding |
|---|---|--|
| Development Charge Reduction Grant | Property owners within the Industrial Lands and Rural Areas CIPA that meet eligibility requirements. 'Value-added' agricultural uses defined as 'home occupations' and 'home industries' in the Official Plan are not eligible. | Up to 50% or \$60,000 of payable charge (whichever is less) |
| Revitalization (Tax Increment) Grant | Property owners within the Industrial Lands and Rural Areas CIPA that meet eligibility requirements. 'Value-added' agricultural uses defined as 'home occupations' and 'home industries' in the Official Plan are not eligible. | Annual grant of 80% of municipal tax increment that results from the project for up to 10 years or when total grant payments equal the total eligible program costs. |
| Building Permit Fees Grant | Property owners within the Industrial Lands and Rural Areas CIPA that meet eligibility requirements. | Up to 100% reduction in Building Permit fees associated with eligible planning applications, up to a maximum of \$15,000 per industrial property, and \$7,500 per rural area property. |
| Rural Areas Signage and Landscape Improvement Grant | Property owners in Rural Areas CIPA. Grants will not be offered for landscape improvements only. In order to receive funding for landscaping, applications must include new or improved signage. | 1 grant per property over the CIP period. 50% of eligible costs up to a maximum grant of \$5,000 per property. |
| Rural Area Building Restoration, Renovation, and Improvement Grant | Development for 'on-farm diversified' and/or 'agriculture-related' uses as defined in the Town of Lincoln Official Plan, or equivalent in the Niagara Escarpment Plan Area. 'Home Occupations' and 'Home Industries' as defined in the Town's Official Plan are not eligible for support. | Grant valued at up to 50% of eligible costs, and up to a maximum grant of \$25,000. |

| | |
|------------------------------------|---|
| CIP Funding Reserve Amount: | Not available at the time of reporting. |
| CIP Performance: | Not available at the time of reporting. |
| Intake Period: | Continuous / ongoing. |

Township of King Community Improvement Plan for the communities of King City, Nobleton and Schomberg (2014)

| | |
|-------------------|---|
| CIP Focus: | Core areas of each town, where the greatest need for revitalization and economic vitality is present. |
| Timeframe: | No end date identified for the CIP Programs. A comprehensive review is recommended every 5 years. |

| Program Description | Eligibility | Amount/Funding |
|--|---|--|
| Façade and Signage Improvement Grant program supports improvements to street-fronting façades and signage as well as architectural/heritage professional services for façade improvements to mixed use, commercial or institutional buildings within the CIPA. | <ul style="list-style-type: none"> • Replacement or rehabilitation of existing signs; • Replacement, painting and improvement of architectural elements (including windows and doors); • Restoration of original building materials (e.g., original brick clad with synthetic materials); • Professional architectural / heritage services for the above. | Signage improvement: • Grant for 50% of the improvement cost or \$2,500, whichever is less. Façade improvement: • Grant for 50% of improvement cost or \$10,000, whichever is less. • For any building on a corner lot (i.e., the building façades two public streets): grant for 50% of improvement cost or \$15,000, whichever is less. |
| Building Accessibility Improvement Grant to assist mixed use, commercial or institutional buildings in achieving compliance with the Accessibility for Ontarians Disabilities Act, 2005 (AODA). | <ul style="list-style-type: none"> • Installation of automatic doors, accessibility ramps and other items that improve the accessibility of the building and are beyond the requirements of the Ontario Building Code; • Professional services for the above. | Grant to a maximum of \$3,000 or 50% of the eligible costs, whichever is less. |
| Motor Vehicle & Bicycle Parking Improvement Grant to assist in adding/improving motor vehicle parking and bicycle parking to mixed use, commercial or institutional buildings. | <ul style="list-style-type: none"> • Installation and replacement of outdoor bicycle parking racks which are publicly accessible; • Improvements to rear or side yard parking areas that result in an increased supply of parking spaces. | Grant to a maximum of \$5,000 or 50% of the eligible costs, whichever is less. |
| Property Conversion, Reuse or Repurposing Grant to encourage the reuse or conversion of existing residential space or vacant properties into non-residential use. | <ul style="list-style-type: none"> • Conversion of ground floor residential space or vacant space into commercial space; • Conversion of upper storey space into new residential units. | Grant to a maximum of \$5,000 or 50% of the eligible costs, whichever is less. |

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| Tax Increment Equivalent Grant to encourage the development of commercial, office or mixed development | <ul style="list-style-type: none"> • Vacant lots; • Non-historic and historic properties (as a major additions or renovation); • Professional engineer, heritage professional, architect or planner services for the above. | Grant up to 100% of the amount of the tax increment resulting from improvements for up to 10 years on a declining basis. Grant will not exceed the eligible costs of the project. |

| | |
|-----------------------------|---|
| CIP Funding Reserve Amount: | Council allocates funding to the incentive programs as part of the annual budgeting process. Funding availability can vary from year to year, as can program availability (based on available funding). |
| CIP Performance: | As per available information: Four businesses received grants greater than \$27,000 (in total) through the CIP in 2016; Three businesses were approved for \$20,000+ CIP grants in 2015. |
| Intake Period: | Continuous / ongoing. |

Town of Newmarket Historic Downtown Community Improvement Plan (2001)

| | |
|-------------------|---|
| CIP Focus: | Revitalization plan for downtown with Main Street as its focus. |
| Timeframe: | No end date identified for the CIP Programs. |

| Program Description | Eligibility | Amount/Funding |
|---|---|--|
| Redevelopment & Rehabilitation Tax Incremental Program | Property owners who undertake appropriate redevelopment of properties that increase property assessment resulting in increased Town property taxes. | Annual grant for up to 10 years equivalent to a portion of the tax increase the property will experience because of the improvements. Grant value at 90% of increase in Year 1, declining by 10% per annum. |
| Project Feasibility Study Program | <ul style="list-style-type: none"> All properties located in the CIPA. Adjacent properties under the same ownership and land assemblies would only be eligible for one grant. Eligible costs may include, but are not limited to: <ul style="list-style-type: none"> o Structural analysis o Condition assessment reports o Evaluation of mechanical systems | A grant equal to 50% of the eligible costs to a maximum of \$2,000. |
| Development Charges Rebate/ Credit Program | Eligible improvements include but are not limited to: - New construction; Building Preservation; Restoration of heritage buildings; Residential intensification | The degree of rebate/credit will be determined on a project-by-project basis and assessed on merit. |
| Façade Improvement and Restoration Program | Eligible improvements include but are not limited to re-painting, repointing masonry or brickwork; repairing cornices and other architectural details; redesign of storefronts; and window repair / renovation. | <p>Grant program: Property owners receive a matching grant of up to 50% of eligible costs to a maximum of \$15,000 per property, except for corners and laneway properties which are eligible to a matching grant of up to 50% of eligible costs to a maximum of \$20,000 per property.</p> <p>Loan program: Interest-free loan to pay for up to 50% of eligible costs to a maximum of \$100,000 per property.</p> |

| | |
|-----------------------------|---|
| CIP Funding Reserve Amount: | The Town has an annual reserve fund of approximately \$136,000. |
| CIP Performance: | The Historic Downtown CIP has experienced considerable uptake over the years - with 40 applications between 2013 and 2018. The most popular programs are the Façade Improvement and Restoration Program, and the Project Feasibility Study Program. |
| Intake Period: | Continuous / ongoing. |
| Notes: | Between 2006 and 2018, the CIP generated \$8.17 million in private sector funds, and an average of \$3.50 of private sector investment for every public dollar. The success of the CIP is also revealed through tracking of MPAC commercial assessment growth in the Downtown area. At the end of 2006, the area experienced 67% growth, whereas at the end of 2016, the area experienced 95% growth. An increase of local ownership Downtown has also contributed to positive outcomes in local business growth. |

City of Cambridge Affordable Housing Community Improvement Plan (2016)

| | |
|-------------------|---|
| CIP Focus: | Incentivizing the development of affordable housing in Cambridge, by both the public and private sectors. |
| Timeframe: | No end date identified for the CIP Programs. Comprehensive review is to be undertaken every 5 years. |

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| Affordable Housing Incentive Program will provide assistance in the form of exempting fees for a Planning Application and/or providing a grant equivalent to the value of the Building Permit (including sign permits) | Applicable affordable housing projects, defined by the Ministry of Housing in 2016 as a purchase price of \$274,500 and rental cost of \$842 per month | Full value of the Planning Application or Building Permit |
| Development Charges Deferral Program provides a 20-year deferral for affordable housing developers | Any property owner within the CIPA must apply in writing prior to making an application(s) for Building Permit to provide time for the City to process the request | The development charge will be paid 20 years after the issuance of a building permit. The development charge will immediately be due should the project no longer be affordable housing. |
| Tax Increment Grant Program is intended to encourage the rehabilitation or renovation of existing buildings, especially those that are vacant or underutilized | Applicable affordable housing projects, defined by the Ministry of Housing in 2016 as a purchase price of \$274,500 and rental cost of \$842 per month | Would be applied over a 20-year period. The grant amount for this program shall not exceed 100% of the increase in the City portion of the taxes in years one to 15, decreasing to 80% in year 16, 60% in year 17, 40% in year 18, 20% in year 19, with the owner paying the full amount of taxes in year 20. |

| | |
|------------------------------------|---|
| CIP Funding Reserve Amount: | Not available at the time of reporting. |
| CIP Performance: | Not available at the time of reporting. |
| Intake Period: | Continuous / ongoing. |
| Notes: | <p>Specific areas within the city are eligible for the Affordable Housing CIP, including core areas of Hespeler, Galt and Preston, and areas identified as appropriate for regeneration.</p> <p>Applicants must be willing to enter into an agreement with the City for a 20 year period and maintain the units as affordable throughout that time.</p> |

City of Mississauga Downtown Community Improvement Plan (2017)

| | |
|-------------------|---|
| CIP Focus: | To stimulate investment in office development and create more employment opportunities in downtown Mississauga resulting in a total of 500,000 square feet of new office space. |
| Timeframe: | The CIP was approved by Council in 2017, appealed and came into effect in summer 2018. Active for a five-year period of enactment (to July 2022). |

| Program Description | Eligibility | Amount/Funding |
|---|---|---|
| Tax Increment Equivalent Grant (TIEG) is intended to promote office development by removing financial disincentives associated with increased property taxes. | New office developments. | In year 1 value of grant is 100% of increase in municipal property taxes due. Grant amount reduces by 10% per year over 10-year period. |
| Development Processing Fees Grant aims to improve the feasibility of developing office uses downtown by rebating the development application and building permit fees. | Office development projects with fees relating to Official Plan Amendments; rezoning; minor variances and consents; site plans, site plan amendments; plans of subdivision. | Limited to application fees charged by City and pro-rated to apply to office portion of development. |
| Municipally Funded Parking Program is intended to provide parking at reduced costs to office developers. | City may offer below market-value rate for rental or lease of parking facility or may engage in co-locating municipally owned parking within private office building development. | Assessed on a case by case basis and limited to capital budget approval by Council. |
| Municipal Property Acquisition and Disposition is intended to provide land at market or below market value for developments that include office. | City may elect to dispose of City-owned lands for the purpose of attracting new office building development. Program also available to public agencies and governments wishing to build offices. | Assessed on a case by case basis and limited to capital budget approval by Council. |

| | |
|------------------------------------|--|
| CIP Funding Reserve Amount: | Not available at the time of reporting. |
| CIP Performance: | This is a relatively new initiative with the City still in the process of promoting the CIP to local landowners, and therefore performance metrics are not yet available. The City recommended that the Region of Peel provide incentives to enhance the City programs and promote office development in downtown Mississauga. |
| Intake Period: | Continuous / ongoing. |
| Notes: | Applications are evaluated on a case-by-case basis. |

Town of Richmond Hill Community Improvement Plan (2018)

| | |
|-------------------|---|
| CIP Focus: | To encourage new office development and redevelopment by providing grants for properties located within the defined areas, to ensure a range of office space to businesses to provide more opportunities for local employment that supports intensification, and to allow businesses to better access the workforce living in the Town. Target 125,000 to 150,000 sq. ft. of office space annually within the Town's Centres, Corridors and older business parks. |
| Timeframe: | Five-year plan (enacted July 2018). |

| Program Description | Eligibility | Amount/Funding |
|---|---|---|
| Tax Increment Equivalent Grant (TIEG) for Office supports the development of new office space that is 1,600 square metres or greater within the Town's Centres, Corridors, and Business Parks through the return of portions of property taxes over a 10-year period. | Minimum of 1,600 sq. metres of new office space (stand-alone or mixed-use developments). In mixed-use developments, grant only applies to tax increment associated with office uses. | Maximum grant of 90% of annual municipal tax increment in Year 1, declining by 10% per year over maximum of 10 years. Maximum total grant is the lesser of a) total tax increment over the programs duration, or b) total eligible costs. |
| Building Renovation Grant provides grants of up to \$50,000 for building renovations resulting in the creation of new office space within some of the Centres and Business Parks. | Conversion of existing commercial / industrial / residential space to office space is planned. Accessibility improvements within existing / new office space may be eligible. General tenant fit-ups are not supported. | Maximum grant of \$50,000 and minimum of \$10,000 per property. Grant provided on a matching funds basis, to a maximum of 50% of eligible costs. |
| Façade Improvement, Landscape and Signage Grant provides grants ranging in value from \$1,000 to \$32,500 for projects that contribute to the revitalization of the Downtown Local Centre, in particular the linked courtyard network. | Located within the Richmond Hill Downtown BIA and accommodates a non-residential use (can be multi-use, converted residential now being used (in part or whole) for commercial office use). | <p>Façade: Matching grant up to 50% of eligible costs to a maximum of \$15,000 per property (single façade); \$25,000 (more than one façade). Minimum grant is \$2,500 per property.</p> <p>Signage: Matching grant up to 50% of eligible costs to a maximum of \$2,500 per property. Minimum grant of \$1,000 per property.</p> <p>Landscaping: Matching grant up to 50% of eligible costs to a maximum of \$2,500 per property for single frontage; \$5,000 for more than one frontage. Minimum grant of \$2,000 per property.</p> |

| | |
|-----------------------------|---|
| CIP Funding Reserve Amount: | The initial funding allocation to fund the Building Renovation Grant and Façade, Landscape and Signage Improvement Grant was \$510,000, provided at the beginning of the fiscal year. This allocation was deposited into a CIP reserve fund which will be 'topped-up' on an annual basis. |
| CIP Performance: | While this is a new initiative, Town staff indicated that there has only been interest in the Building Renovation Grant and the Façade, Landscape and Signage Grant. They have not had any interest in the TIEG Program to date. |
| Intake Period: | Continuous intake period. Additional funding was made available through the Ontario Main Street Revitalization Initiative for projects under the Building Renovation Grant and located within the Downtown Local Centre (must be completed by March 31, 2020). |
| Notes: | The Town has experienced slow growth in the development of office space and wanted to focus support for it within the designated Centres, Corridors and older business parks to help meet municipal employment targets. Facilitating the attraction, retention and development of office uses within the Yonge Street / Downtown Local Centre to support a live / work balance. |

City of Vaughan Community Improvement Plan for Office Uses in Two Community Improvement Areas (Vaughan Metropolitan Centre (VMC) and the Weston Road & Highway 7 Primary Centre) (2015)

| | |
|-------------------|---|
| CIP Focus: | To accelerate office development in the VMC and primary centres by allowing for more competitive office market rents through alleviating certain financial barriers faced by landowners in developing office space. |
| Timeframe: | Five-year enactment period, with a target of 1.5 million square feet of office space developed. Program will conclude in December 2020 or earlier if all 1.5 million square feet of office space has qualified under the program. |

| Program Description | Eligibility | Amount/Funding |
|---|--|---|
| Development Charges Grant/Reduction to encourage the development of office uses by "freezing" the total applicable City-wide DCs at a discounted rate. | <ul style="list-style-type: none"> The office component of any development must be 10,000 square metres or larger; Office development can be in multiple buildings to reach the 10,000 square metre requirement but must be part of the same site plan and/or building permit. | 62% reduction in the City-wide DC rate applicable to office in the form of a rate "freeze". May be applied retroactively to development applications submitted on or after January 1, 2014. |
| Development Charge Deferral (VMC Only) is intended to match York Region's current DC deferral policy for high-rise office development. | <ul style="list-style-type: none"> The office component of any development must be 10,000 square metres or larger; Office development can be in multiple buildings to reach the 10,000 square metre requirement but must be part of the same site plan and/or building permit. | Payments of City-wide DCs relating to qualifying office uses may be deferred for up to a maximum of eighteen (18) months. |
| Tax Increment Equivalent Grants is intended to provide financial assistance to eligible owners who undertake qualifying office developments in the Weston Road and Highway 7 CIPA. | <ul style="list-style-type: none"> The office component of any development must be 10,000 square metres or larger; Office development can be in multiple buildings to reach the 10,000 square metre requirement but must be part of the same site plan and/or building permit. | <ul style="list-style-type: none"> Grant maximum of 70% of the Property Tax Increment for qualifying office uses on a declining basis of 7% per annum, over a 10-year period. Amount is pro-rated to office portion of development. |
| Cash-in-Lieu of Parkland Exemption/Reduction will be provided for qualifying developments that provide office space. | <ul style="list-style-type: none"> The office component of any development must be 10,000 square metres or larger; Office development can be in multiple buildings to reach the 10,000 square metre requirement, but must be part of the same site plan and/or building permit; For the mixed-use CIL of parkland incentive, the residential and office components must be part of the same site plan to qualify. | <ul style="list-style-type: none"> 100% parkland exemption for office uses; and A discount for high-density residential dwelling units of \$4,400 per unit for every 70 square metres of office space developed will be applied to the CIL of Parkland rate in force. |

| | |
|-----------------------------|--|
| CIP Funding Reserve Amount: | <p>\$999,155 in 2016, included funds set aside for CIP projects.</p> <p>Total investment budget of \$17.5 M over a 15-year period.</p> |
| CIP Performance: | <p>As of February 2018, the City had received and was processing four CIP applications, that collectively totaled approximately 67,300 m² (724,400 ft²) of new office space, representing 48% of the targeted office space goal. The four applications will generate an estimated \$13.3 million in new property tax revenue over the next 10 years. Estimated revenue to be forgone is \$9.9 million from Cash-in-Lieu of Parkland and property taxes (over 10 years). The four applications under review in 2018 represent nearly 4,000 new jobs added to the VMC and Weston / Hwy 7 primary centre when completed.</p> <p>With raised awareness amongst VMC landowners (through the marketing initiatives identified below) the investment in major office space has led to a number of office tenants relocating to the VMC – including KPMG, Miller Thomson, GFL Environmental, Harley Davidson Canada and FM Global.</p> |
| Intake Period: | Continuous - Applications are to be submitted as part of the site plan or plan of subdivision submission. |
| Notes: | <p>The City has undertaken broad marketing efforts to create awareness of the CIP and office development opportunities targeting the real estate brokerage community, as well as business within Vaughan and the GTA. This was done through print media to all VMC landowners, information packages provided to business and real estate professionals, and by delivering presentations at brokerage offices and engaging sales representatives that provide site selection advice directly to their office user clients.</p> <p>Applicants are required to have a pre-application consultation meeting with municipal staff in order to determine program eligibility.</p> <p>The City also promotes non-CIP related incentives such as ensuring an expedited development approval process for office and mixed-use development process where office uses are deemed to be the prevalent uses, whereby the City provides a dedicated staff team to meet with the applicant, its tenant(s) and/or its consultants to ensure that the project is delivered as efficiently as possible. Additionally, the City offers podium parking incentives by excluding up to two storeys of above-grade parking (integrated into the buildings podium) from calculations of height and density for those buildings with a minimum of two storeys of below-grade parking.</p> |

