

Community Improvement Plan
Framework Application Guide
for Community Improvement Plan
Funding

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Introduction

Saugeen Shores is actively seeking proponents with the means and will to support economic activity and the construction of various forms of housing. Saugeen Shores already has numerous incentives to encourage the type of development that will continue to make Saugeen Shores a great place to live and work.

Currently, we've built in targeted Development Charges exemptions for industrial development, downtown investment and various forms of housing. However, we are willing to consider additional support as outlined in our Economic Development Community Improvement Plan (CIP). Support could come in the following ways:

- **Disposition of surplus municipal land**
- **Property tax relief**
- **Local improvement costs**
- **Parkland dedication relief**
- **Parking relief**
- **Municipal Fee reduction**
- **Additional or supplemental Development Charges relief**

Each request for major funding support or for municipal land shall be accompanied by a proposal comprehensively outlining the economic, social, financial and operational impacts expected to occur as a consequence of the identified proposal. This Guide contains information on how proponents may prepare proposals. Proponents shall be required to address each of the identified areas. Even if there is no applicable tie-in, the proponent shall provide a comment.

The Town will use the information submitted by applicants to determine what support, if any, financial or otherwise, may be proffered by the Town under the authority of the Economic Development Community Improvement Plan.

Requests for support may come in at any time of year. However, the Town will only consider requests where all information has been provided by the proponent.

Focus area

In the near term, the Town is focussing support on housing related projects, new business investment or investment in the retention or expansion of businesses.

When to Use

The Guide is for use when developers and/or proponents are requesting financial support from the Town that are not accommodated through the Town's existing programs or through Spruce the Bruce. To accompany information provided when following this Guide, developers/proponents shall also outline the financial support that is being requested of the Town.

Description of programs

The CIP contains the policies for the following programs, which may be administered through detailed implementation programs like the Community Improvement Implementation Framework.

Development Charges Program

To assist with Development Charges payable at the time of building permit. This may include early or late payment, exemptions or grants-in-lieu.

The Town may also amend the Development Charges By-law to exempt certain developments or redevelopments.

Local Improvement Charges Program

For assistance in the payment of local improvement costs attributable to a project or the development of land. Local improvement costs may include, but are not limited to, costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Property Tax Program

For assistance in the payment of municipal property taxes following construction of a project or to help offset municipal taxes in support of one or more of the objectives in this CIP.

Municipal Fee Program

For assistance in the payment of required lower and upper tier fees triggered by a project.

Property Disposition

The Town, in working with a landowner within the Settlement Area, may acquire land, acquire a right in land, and/or transfer land or a right in land, including municipally owned land, to a third party in order to facilitate the appropriate development of one or more of the desirable uses or activities outlined in the Economic Development CIP. In any such arrangement the Town may, upon the approval of Council, authorize the expenditure of monies to complete the arrangement.

The Town may consider updating its Sale of Surplus Land Policy to facilitate the program as outlined.

Parking Relief Program

The Town may reduce or waive the necessary parking requirements for a project.

Parkland Reduction Program

The Town may reduce or waive the parkland dedication requirements.

Impacts

Proponents are required to submit information, in support of each request, which outlines the anticipated impacts that are the consequence of a project. Information on the Economic, Social, Financial and Operational impacts of a project are to be submitted in accordance with this Guide.

Evaluation

Once all of the information required as outlined in this Guide is collected from proponents, it will be presented, along with the requested financial support, to Council for their consideration/evaluation.

Council is not obligated to fund any project nor is it obligated to budget for any support in any given year. Council retains all discretion over its actions.

Economic Impacts

Proponents are required to provide information on the economic impacts of their project as outlined herein. The following is helpful information which may be examined by proponents in the preparation of their submission.

Economic Strategic Plan

The mission statement of the plan is to establish a balanced, vibrant economy through managed growth, strategic investment and collaboration. This statement is a useful guide to framing CIP investment.

The Economic Strategic Plan identified 5 categories on which to base a range of goals and objectives for our economic future in the short and medium term. Proponents are expected to evaluate how their proposal addresses the Economic Development Strategic Plan.

- **Business Growth and Investment**
- **Entrepreneurial Culture**
- **Rich diverse Talent Pool**
- **Resident and Investment Friendly Community**
- **Economic Development Capacity**

Proponents are asked to review the Strategic Plan and demonstrate how well their projects align with the Strategic Plan.

Activity rate examination

There are other ways of evaluating economic impact as well. An examination of the jobs (both short and long term as well as the types of jobs) created is required, specifically an examination of the ratio of jobs to residents.

Targeted sector activity

Information can be provided on whether the business investment is in a sector that is either identified in the Economic Development Strategic Plan or other sector supporting a community need. Some examples:

- **Nuclear**
- **Agricultural**
- **Tourism**
- **Health**
- **Child Care**
- **Other**

Social Impacts

Saugeen Shores strives to be a complete community offering individuals and businesses opportunities to make a good living, enjoy the lifestyle and amenities supported in Saugeen Shores and personal fulfillment. Proponents are encouraged to highlight how their projects help move progressively toward our social ideals as outlined.

Official Plan

Our Official Plan provides the general support for the objectives outlined below (e.g. one of our Economic Development objectives contained in the OP states: to support healthy and vibrant downtowns in Port Elgin and Southampton).

- **Vitality of Downtowns**
- **Affordable Housing**
- **High Density**
- **Infill and Intensification**
- **Extension of Services**

Proponents shall provide information on how their project addresses the Official Plan objectives outlined above and throughout the OP.

Corporate Strategic Plan

The Strategic Plan outlines key priority areas and objectives and provides insight into how we can use the CIP to establish programs to highlight and strengthen the strategic priorities. Proponents should highlight how their projects support our strategic priorities.

- **Facilitate Appropriate Growth**
- **Enhance Operational Effectiveness**
- **Waterfront**
- **Maintain Facilities and Infrastructure**
- **Engaged and Active Governance**

Attainable Housing Task Force

Throughout 2021 we have been implementing recommendations from the Task Force. The ones outlined here are examined specifically because they may be applied to projects seeking municipal financial support.

- **Rental Housing**
- **Unique Housing**
- **Affordability**

Other

As with many things, other factors may be relevant. Identified below are 2 general matters that could elevate a project but proponents are encouraged to identify other matters addressing social impact.

- **Proximity to Future Transit Corridors**
- **Adaptive Reuse of Heritage Properties**

Financial and Operational Impacts

Not directly related to economic or social impacts are the fiscal matters of importance to the Town. While ideal conditions would mean only the economic and social matters are given priority, Saugeen Shores must operate with appropriate fiscal responsibility to ensure all other municipal services and programs are not negatively affected. The matters outlined herein are not the only potential financial impact evaluation tools, and proponents are encouraged to identify other financial impacts as needed.

Property Tax Revenue Analysis

Many municipalities provide an analysis of the pre and post development property taxes generated as a result of development. An examination of the existing tax revenue on a property and projection of the taxes for the proposed development is to be provided. Proponents are asked to identify the proposed taxes that would be generated over time from their project.

Cash Flow Analysis

It is also important for Saugeen Shores to understand the cash flow impact from any financial support administered. What is the opportunity cost in the short term? What must the Town consider in the near term in order to responsibly support a proposal?

Operational Expense Analysis

How well does a project reduce operational expenses due to service being provided?

Level of Service Analysis

Does our level of service to our residents and businesses change as a result of a project? Will the Town have to increase operational expenditures to maintain its current level of service?