

Economic Development Community Improvement Plan

1. Introduction:

Council of the Corporation of the Town of Saugeen Shores has expressed its desire to establish an Economic Development Community Improvement Plan (CIP) for the Settlement Area of the Town of Saugeen Shores as described in Schedule "B". The CIP is intended to be used to stimulate growth in the hotel, nuclear support services, manufacturing and affordable housing markets.

2. Purpose (General):

A CIP describes what a municipality intends to do to address various economic development issues in a certain defined area, known as a Community Improvement Plan project area. Through CIPs municipalities can:

- i. Focus public attention on local priorities and municipal initiatives,
- ii. Target areas in transition or in need of repair, rehabilitation and redevelopment,
- iii. Facilitate and encourage community change in a coordinated manner and
- iv. Stimulate private sector investment through municipal incentive-based programs.

3. Legislation & Policy:

- i. Ontario Planning Act, Section 28:

This Act allows municipalities to prepare CIPs, to establish a framework for municipalities to support and implement programs to encourage development and redevelopment, in accordance with Official Plan policies. Whether the reasons are physical, social, economic, or environmental, a community improvement approach is a flexible, comprehensive, co-ordinated and strategic framework for dealing with lands and buildings. For the purposes of carrying out a CIP, a municipality may engage in the following activities within the CIP project area:

- a) Acquire, hold, clear, grade or otherwise prepare land for community improvement (28(3));
- b) Construct, repair, rehabilitate or improve buildings on land acquired or held by it in the CIP project area in conformity with the CIP (28(6));
- c) Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in the CIP project area in conformity with the CIP (28(6)); and,
- d) Make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the CIP project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the cost of rehabilitating such lands and buildings in conformity with the CIP (28(7)).

The Act allows the Town to define a "community improvement project area", which is defined as "a municipality or an area within a municipality, the community improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason". Project areas range from specific properties, to streets, neighbourhoods and entire communities, while program coverage can span a wide spectrum of municipal goals and objectives including the programs noted in Section 8 of this CIP.

The municipality shall designate the CIP project area by By-law. The programs authorized in this CIP may be carried out within the CIP project area as identified on Schedule 'B' to the Plan.

ii. Development Charges Act

In addition to the range of tools established under the Planning Act, the Development Charges Act allows municipalities to provide exemptions for payment on types of development as approved by the municipality.

iii. Municipal Act

Tax relief tools legislated by the Municipal Act exist which can be included in a CIP.

iv. Provincial Policy Statement (2014)

CIPs help to achieve the PPS objectives of healthy communities, a clean and safe environment and a strong economy. Community improvement is supported through PPS policies for:

- a) Building strong communities
- b) Promoting efficient development and a mix of land uses
- c) Promoting economic development
- d) Creating a more socially cohesive community

v. County of Bruce Official Plan (2010)

Local Official Plans for Primary Urban Communities contain general development and land use policies dealing with community improvement. It is the policy of County Council to encourage each local municipality to prepare a CIP where appropriate.

vi. Town of Saugeen Shores Official Plan (2012)

The Local Official Plan policies enable the municipality to prepare and implement CIP's, and other mechanisms that are governed by Section 28. The Economic Development CIP will establish a number of programs to implement the goals and objectives of community improvement. In particular, the Official Plan identifies that the Town wishes to encourage businesses to locate in the community to increase the assessment base and the retention of disposable spending dollars within our community. The Economic Development CIP establishes policy and programs to facilitate this objective.

4. Community Improvement Project Area:

Analysis of the Town's policies, existing and planned infrastructure, and the Economic Development Strategic Plan has determined that the Settlement Area of the Town of Saugeen Shores (as defined in the Official Plan) is the appropriate area to target the programs outlined in this CIP.

In order to broadly and strategically address the recommendations in the Economic Development Strategic Plan, there needs to be an area of the Town in which the uses identified will succeed. The Settlement Area, as identified in Schedule B to this CIP, is the focus of growth and can support new affordable housing, hotels/motels and nuclear support services businesses.

5. **Support:**

The primary document in support of this CIP is the recently adopted Saugeen Shores Economic Development Strategic Plan. This CIP is also guided by Priority #1 of the Town's Corporate Strategic Plan to facilitate appropriate growth in Saugeen Shores.

Hemson Consulting reviewed elements of the proposed CIP to confirm the provisions are a fiscally responsible means of stimulating economic development.

6. **Process:**

This CIP is available to stakeholders, including the Ministry of Municipal affairs, Council, community groups, and others affected in the area for input during the commentary period. It has been circulated to the mandatory public agencies for comment, has been available for public review since April 13, 2018, at the Town office and online.

Open House: A notice of the open house was published in the Saugeen Times and Shoreline Beacon on April 17, 2018. An Open House was conducted on May 1, 2018 at which 7 people attended.

Comments received at the open house included the following:

- need for clarification of what a CIP is
- concern about unwisely spending tax dollars to support businesses
- clarification about how other communities have completed something like this
- clarification about eligibility for projects

Public Meeting: A notice of the public meeting was published on May 1, 2018. The Public Meeting was held on May 22, 2018.

The comment from a member of the public at the public meeting supported the creation and implementation of the CIP and the importance that these programs have on decisions to establish or expand businesses in Saugeen Shores. A request to include to incorporate businesses that support the growth as well was made through Council's questions.

Comments received have been reviewed and incorporated where appropriate in this document prior to adoption of the CIP.

If the CIP is adopted, the CIP will be subject to a 20 day appeal period after which, if no appeals are submitted, the CIP comes into force and effect.

For the first year and at the time of adoption, staff will propose a 2018 implementation program for the remainder of 2018 and will prepare a multi-year implementation plan for the 2019 Budget process.

7. **Purpose (Specific):**

The Economic Development CIP establishes a framework for the Town of Saugeen Shores to support and implement a series of programs over a five-year period, to encourage economic growth for the identified uses and activities, and to provide financial incentives to achieve the objectives outlined in this CIP.

8. Objectives:

- a) To encourage the retention and expansion of existing businesses
- b) To help facilitate Saugeen Shores as a tourist destination
- c) To attract new businesses to Saugeen Shores
- d) Support and encourage Nuclear Support Business and Tourism based business in expanding or establishing in Saugeen Shores
- e) To provide for the development of affordable housing in a variety of forms and locations
- f) To implement Town economic development objectives flexibly

9. Programs:

The following Programs are authorized under the CIP:

i. 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 eligible activities outlined in this Plan.

ii. Local Improvement Charges Program

For assistance in the payment of local improvement costs attributable to a project or the development of land.

iii. Property Tax Increment Program

For assistance in transitioning to a higher tax category following construction of a project.

iv. Municipal Fee Program

For assistance in the payment of required municipal fees triggered by a project.

v. Property Acquisition

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 to a third party in order to facilitate the appropriate development of one or more of the desirable uses or activities outlined in this Plan. In any such arrangement the Town may, upon the approval of Council, authorize the expenditure of monies to complete the arrangement.

vi. Streamline Process

Council may delegate authority for site plan approval to staff for any of the identified activities.

10. Program Guideline Framework:

The CIP Program(s) document shall incorporate:

- a) Program objective and details
- b) Municipality's objectives
- c) Eligibility Criteria
- d) Financial Incentive and Program Funding
- e) Application requirements
- f) Considerations (compliance with guidelines)
- g) Site limitations
- h) Application process (submission deadlines and other requirements, timelines, number of grants per year, etc.)
- i) Improvements eligible for funding
- j) Administration (review, evaluation, approval, agreements, inspections, completion)

11. Eligibility Criteria

- i. Except where the Town amends its Development Charges By-law to exempt certain eligible activities, any application under the above-noted programs must conform to the Official Plan, Town Development Standards and any other applicable by-laws or guidelines that may be implemented for the CIP Project Area. Priority will be given to those applications which most closely meet the Program Guidelines that will be developed within the Framework as outlined in this Plan.
- ii. Applications may be submitted for any of the following uses or activities, in consideration of the Economic Development Strategic Plan, and in accordance with the specific program guidelines:
 - Affordable Housing projects greater than or equal to 5 units or projects which provide a secondary dwelling unit in a single detached dwelling,
 - Hotels or visitor accommodations greater than or equal to 50 rooms and containing a convention centre/meeting space,
 - Nuclear Support Service Businesses, and
 - manufacturing businesses
- iii. Priority for properties within the designated CIP Project Area will be given for the following programs:
 - a) Development Charges Program
 - b) Property Tax Increment Program
 - c) Municipal Fee Program
 - d) Local Improvement Charges Program
 - e) Streamline Process
 - f) Property Acquisition
- iv. Any applicant to a CIP Program must be the registered owner of the property or an authorized agent. If a tenant wishes to apply, a letter from the building owner approving the work to be done is required.
- v. Applicants shall submit a justification of the need for municipal financial assistance for the proposal with any applications under this Plan. Such justification shall be reviewed by the Town, and may be peer reviewed to ensure its accuracy.

- vi. The total of the financial incentive shall not exceed the cost of improvements made to any buildings or lands.
- vii. Projects must be completed and invoices paid within the timeframes established for the applicable Program.
- viii. Financial incentives may be permitted to be retroactive to projects that received a municipal approval on or after January 1, 2018.
- ix. Applicants must not be in default of any municipal taxes or local improvement charges.
- x. Applicants must comply with all provincial and local laws and regulations pertaining to licensing, permits, building code and zoning requirements. The Applicant is responsible for obtaining all building and other required permits and must be in conformance with all applicable health and safety standards.
- xi. The Owner/Applicant shall enter into an agreement with the Town, which may form part of a Site Plan Agreement or other agreement which may be registered on title, stipulating at a minimum:
 - a) Terms of the financial agreement;
 - b) Timetable for provision of agreement and completion of the project;
 - c) An undertaking by the owner to satisfy all municipal and other relevant laws and requirements for the project.

12. Financial Incentive

Implementation of the financial incentives contained in the CIP is at the sole discretion of Council and is dependent on the availability of municipal funding. Council may, in any year, require a fiscal impact assessment of the impacts of the programs on municipal functions or services.

Where applicable, financial incentives can be provided to the various CIP programs in the following ways:

- i. Development Charges Program
 - a) Where a project satisfies the relevant municipal guidelines, an exemption from, or a grant-in-lieu may be given for development charges. Exemptions or grants-in-lieu may cover up to 100% of the Development Charges applicable after all credits, reductions or other Development Charges By-law provisions are applied.

The exemption would be qualified, or grant would be payable, by the Town after the applicant executes an Agreement with the Municipality.
 - b) Where a proposed project satisfies the relevant municipal guidelines, Development Charges may be paid early by the developer to avoid paying indexing or other stepped increases in Development Charges.
 - c) Where a proposed project satisfies the relevant municipal guidelines, Development Charges may be deferred by the developer to assist with cash flow of a project. Deferred Development Charges payments are to be included in an Agreement with the developer and may include provision for timing of payment, penalties, etc.

d) The Town may amend its Development Charges by-law to exempt or otherwise reduce the Development Charges applicable to the identified projects.

ii. Local Improvement Charges Program

Where a project satisfies the relevant municipal requirements, the Town may contribute on behalf of the proponent all or some of the required local improvements attributable to a development or redevelopment (e.g. sidewalk along the frontage of a development).

The contribution would be payable to the developer upon the execution of an Agreement with the proponent and subject to any terms contained in said Agreement. Said Agreement may include provision for timing of any residual payment, penalties for non-compliance or other necessary clauses and conditions.

The Town may opt to do the work on behalf of the developer without cost recovery from the developer.

iii. Property Tax Increment Program

Where a proposed project satisfies the requirements outlined in this Plan, a property tax increment incentive may be available on approved applications. The incentive provides tax assistance equal to all or a portion of the municipal property tax increase (increment) following the completion of a project owned by a private land owner that has resulted in an increase in the assessed property value. (As an example, the Town could rebate the municipal property tax paid to the owner equal to 50% of the tax increment after the first 2 years of occupancy. For all years following, the property taxes could be increased to 100%.)

Such arrangement is to be integrated into an Agreement with the proponent and may include provisions for timing of other payments, non-compliance, penalties, etc.

iv. Municipal Fee Program

Where a project satisfies the requirements of this Plan, a grant-in-lieu of a municipal fee may be provided subject to provisions of the implementing program. Fees that may be considered for this incentive may include, Building Permit, Sign Permit, Landfill Tipping and Driveway permits, Planning Applications, Engineering Review.

Such arrangement is subject to an Agreement with the proponent and may include provision for timing of other fees and charges, penalties, etc.

13. **General:**

i. Timeframe

The CIP shall remain in effect for five years following its adoption by Council. The CIP Programs are in effect for a year, and are updated by Council each year as part of the budget process.

ii. Amendments

Amendments to the CIP are not required if a municipality is discontinuing or cancelling a program, or, if funding to a program is decreased. Decisions

respecting funding allocations to CIP programs are typically part of the annual Council budget process. However, amendments to the CIP may be required for a change or expansion in the geographic area to which financial or land programs outlined in a CIP apply; or, a change in the eligibility criteria (i.e. addition of new municipal assistance programs involving grants, loans, tax assistance or land; or, an increase to a financial incentive to be offered within a municipal CIP program). Such amendments require pre-consultation with the Ministry of Municipal Affairs and Housing in order to assess additional liability which may be incurred by the Town.

iii. Participation

In order to carry out the Objectives of this Plan, the Municipality may participate in and coordinate grants or loans with other levels of government pursuant to Section 28(7.2) of the Planning Act, R.S.O. 1990 for the purpose of carrying out a community improvement plan.

iv. Limits

Council may establish an annual budget limit for any or all of the incentives outlined in this Plan. Prior to setting any limits the Town shall review the fiscal impacts of the program(s).

Council may establish limits for the overall amount of affordable housing, hotels, nuclear support service businesses, or manufacturing installed over the life of this Plan.

Council may establish other limits such as, geographic limits, temporal limits, or other reasonable limits to scope the implementation under this Plan.

These limits will form part of the Community Incentive Program for each year.

v. Approval

Each application under this Plan shall be subject to Council approval or Council may delegate approval of any or all programs to a person. Such delegated person shall implement the requirements of the Plan and shall, annually, receive Council approval of the budget for any or all programs.

14. Implementation:

The municipality may prepare a multi-year implementation plan to address matters related to the promotion of the policies and programs, determinations of success, staging and monitoring of CIP programs and recommendations on how the annual budgeting should be managed.

15. Monitoring

Program monitoring shall occur on an annual basis to determine the following:

- i. Established targets from program uptake are being met;
- ii. Desired outcomes for the settlement area are being achieved;
- iii. Program participants are completing their commitments; and
- iv. Overall benefits of the program.

Schedule 'B'

