

Draft Community Improvement Plan Expansion

Township of Cavan Monaghan



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D.M. Wills Associates Limited

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1.0 Introduction

This Community Improvement Plan Expansion (CIP-E) has been prepared by D.M. Wills Associates Limited (Wills) on behalf of the Township of Cavan Monaghan (Township) as an initiative to expand the offerings of the Millbrook Community Improvement Plan (MCIP). The CIP-E has been prepared from a detailed review of background documents, consultation with members of the public, Township Staff and Technical Advisory Committee (TAC) members, and an analysis of the community development goals for the Township.

The CIP-E is intended to support community development across the Township by providing funding opportunities beyond the downtown Millbrook area, as well as providing and improving funding opportunities within downtown Millbrook. The CIP-E expands funding opportunities to all lands beyond the downtown Millbrook area which were originally not captured and eligible for funding under the MCIP. Preparation of the CIP-E has considered the opportunities and challenges for urban and rural lands beyond the downtown Millbrook area, and funding programs have been identified to best serve these areas. Together, the MCIP and CIP-E will support economic growth and community development across the Township.

This project was made possible through funding from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

1.1 CIP Expansion Purpose and Goals

The CIP-E is intended to be utilized in tandem with the MCIP. The CIP-E specifically is intended to incentivize private investment which maintains and improves the character and resiliency of the local communities across both the urban and rural areas of the Township.

Across the urban and rural areas of the Township, the CIP-E has been developed to help support a variety of community improvement projects which align with the following goals:

- Increase the supply and diversity of housing, including affordable and attainable housing which serves the needs of all residents;
- Create vibrant and engaging public and private spaces while maintaining community character;
- Respect and preserve cultural heritage and natural resources;
- Promote the development and redevelopment of employment lands and buildings and increase local employment opportunities;
- Promote rural and on-farm economic opportunities which are locally appropriate;
- Support the achievement of complete communities which are socially, economically and environmentally resilient and sustainable.

1.2 CIP Expansion Background

The existing MCIP was approved in 2018. The MCIP identifies one CIP Area (CIPA) for downtown Millbrook, and includes the following funding programs:

- Façade and Signage Improvement Grant
- Building and Site Improvement Grant
- Commercial Conversion and Expansion Grant
- Downtown Rental Housing Grant
- 'POPS' and Public Art Grant
- Sidewalk Café Grant
- Design and Study Grant
- Planning Application and Building Permit Fee Rebate Grant
- Redevelopment and Adaptive Reuse Grant (TIEG)

The existing MCIP also includes information on the Provincial Brownfield Financial Tax Incentive Grant.

The existing MCIP is specific to the downtown Millbrook area and the funding programs provided largely reflect the typology of businesses in the downtown area. In order to phase the use and benefits of the CIP outside of the downtown area, the CIP-E was initiated, with the intent to expand the geographic areas eligible for CIP funding, while also enhancing the number and types of funding programs available to ensure all businesses across the Township have an opportunity to benefit where eligible.

In preparing the CIP-E, a detailed background review was conducted of the existing legislative and policy framework, MCIP uptake and business composition across the Township. The background review presented two key findings. First, the Township maintains a wide diversity of businesses. Second, only a small portion of these businesses (16%) were eligible for funding under the MCIP.

Together with the background review, public consultation efforts were coordinated in order to ensure that the CIP-E reflected the needs and desires of the local community. A public survey and a business survey were released on the Township website for four weeks in the fall of 2021, and a Community Open House was held on November 24th, 2021. Comments from the public consultation process indicated a desire from the general public to expand business offerings and amenities, while maintaining the existing rural character of the area. Responses from the business community emphasized the need for business retention and job creation, while recognizing challenges associated with land use, servicing and financing.

Findings from the background review and public consultation process were reviewed with the TAC, consisting of Wills representatives, County of Peterborough (County) Staff, Township Staff and Council, and representatives from economic and community

development corporations and industrial, commercial and agricultural businesses. Informed by the review and consultation process, new CIPAs and CIP funding programs were identified which aligned with the legislative and policy framework while meeting the needs of the community. The new CIPAs and CIP funding programs are described further in **Section 1.4** and **Section 4.0** of this document.

1.3 How to Use the CIP Expansion

The MCIP and CIP-E enable the Township to extend financial incentive opportunities to private properties located within the CIP Areas, as described in **Section 1.4** below, to support eligible projects which meet the program criteria and align with the CIP goals.

The CIP-E is to be read and used in conjunction with the MCIP. The CIP-E represents an extension of the MCIP. All programs within the MCIP and CIP-E are available to properties in all CIP Areas, where the general and program-specific criteria can be met.

Those interested in applying for CIP funding must read the CIP-E and MCIP in their entirety. A pre-consultation meeting with Township Staff must be held to discuss any proposals prior to submission of an application. The application process is further outlined in Section 7.4 of the MCIP.

1.4 CIP Areas

The CIP-E is an expansion of the MCIP. Together, the CIP-E and MCIP apply to the entirety of the Township through three (3) separately identified CIP Areas (CIPAs). The CIPAs have been adopted by Council through By-law 2018-051 and 2022-XXX. The three (3) CIPAs are shown in **Figure 1** and **Figure 2** and are described as follows:

CIP	By-law	CIPA	Description
MCIP	2018-051	Downtown	Community Core area of downtown Millbrook.
URCIP	2022-XXX	Urban Fringe (Millbrook)	Lands within the settlement area of Millbrook, which are outside of the Downtown CIPA.
URCIP	2022-XXX	Rural	All lands within the Township which are outside of the settlement area of Millbrook, including rural hamlets.

The boundaries of the CIPAs are related to the designation of lands within the Official Plan for the Township. Should the Official Plan be amended in a manner that affects the boundaries of the CIPAs, the CIPAs may be updated by virtue of a housekeeping amendment to the MCIP and CIP-E.

Figure 1 – CIP Areas

Figure 2 - UFA and Downtown CIP Areas

2.0 Legislative & Policy Framework

2.1 Municipal Act, 2001

Under the *Municipal Act, 2001*, municipalities are generally prohibited from providing either direct or indirect assistance to businesses through financial incentives. However, Section 106(3) of the *Municipal Act* provides exceptions where the Council of the municipality is acting through a community improvement plan under Section 28 of the *Planning Act* (discussed below), or through the authority provided in Section 365.1 of the *Municipal Act*.

Section 365.1 of the *Municipal Act* provides exemptions for municipalities to cancel all or a portion of taxes on eligible properties. This includes tax incentive programs for brownfields redevelopment, where landowners are bringing formerly contaminated land back into productive use. The *Municipal Act* also authorizes tax reductions for eligible heritage properties (Section 365.2).

2.2 Planning Act, 1990

The *Planning Act* provides the legislative requirements for land use planning in Ontario. Section 28(2) of the *Planning Act* prescribes that where there is an official plan in effect, and where that official plan contains provisions relating to community improvement, the Council of the municipality may designate, by by-law, the whole or any part of the municipality as a community improvement project area. Once a community improvement area has been designated, Section 28(4) directs that the Council may provide for the preparation of a community improvement plan for the community improvement project area. Through the community improvement plan, the municipality may:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the community improvement plan, and sell, lease or otherwise dispose of any such buildings and the land appurtenant thereto (Section 28(6)(a));
- Sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the community improvement plan (Section 28(6)(b)); and,
- Provide grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of lands and buildings within the community improvement 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 eligible costs of the community improvement plan (Section 28(7)).

In providing grants and loans to incentive community improvement projects, Section 28(7.1) of the *Planning Act* prescribes the eligible costs to include 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.

2.3 County of Peterborough Official Plan

The Official Plan of the County of Peterborough (COP), 1994, as consolidated to March 2020, provides the framework in which local municipalities can designate CIP areas to promote maintenance, rehabilitation, redevelopment and revitalization of the physical, social and economic environment. Specific goals and objectives as outlined in the COP are as follows:

- a) preserve, rehabilitate and redevelop the existing built environment;
- b) maximize the use of existing public infrastructure, facilities and amenities;
- c) coordinate private and public community improvement activities;
- d) promote development and redevelopment that is sustainable in nature;
- e) guide the setting of priorities for municipal expenditures respecting community improvement projects;
- f) participate, wherever possible, in Federal and/or Provincial programs to facilitate community improvement; and,
- g) reconcile existing land use conflicts and minimize future land use conflicts.

Specific objectives for community improvement are also provided in the County's Official Plan in which a local municipality must accomplish one or more of the following:

- a) maintain and improve municipal services including the water distribution system, the sanitary and storm sewer systems, roads, sidewalks, and street lighting;
- b) maintain and improve the transportation network to ensure adequate traffic flow, pedestrian circulation and parking facilities;
- c) encourage the renovation, repair, rehabilitation, redevelopment or other improvement of lands and/or buildings, including 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;
- d) encourage the preservation, restoration, adaptive reuse and improvement of historical or architecturally significant buildings;
- e) maintain and improve the physical and aesthetic amenities of streetscapes;
- f) encourage the development of an adequate supply of affordable housing which meets the needs of local residents;

- g) encourage infill, intensification and redevelopment within existing settlement areas;
- h) promote and encourage the rehabilitation, re-use and redevelopment of brownfield sites;
- i) encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, recreational and heritage facilities and amenities;
- j) encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize the incompatibility;
- k) encourage activities which contribute to a strong economic base including commercial, industrial, recreational and tourism activity and job creation;
- l) improve environmental conditions;
- m) improve social conditions;
- n) promote cultural and tourism development;
- o) facilitate and promote community economic development; and
- p) improve community quality, safety and stability.

2.4 Township of Cavan Monaghan Official Plan

The current Cavan Monaghan Official Plan (CMOP) provides policy direction related to the MCIP only. An Official Plan Amendment (OPA) will be required in order to capture the new policy reflective of the CIP-E. This section will be updated upon the approval of the OPA and its respective policy directions. The OPA process is being conducted concurrently with the CIP-E.

3.0 General Eligibility Criteria

The General Eligibility Criteria as provided in Section 5.1 of the MCIP apply to all CIPAs and all CIP funding programs, including those introduced through the CIP-E. For ease of reference, the general eligibility criteria of the MCIP is included below, combined with the additional eligibility criteria that have been introduced through the CIP-E.

The following criteria are applicable to all incentive programs. These criteria must be met in order for a project to be eligible to receive funding. Additional eligibility criteria may be applicable by specific funding program and applicants are responsible to ensure that all relevant criteria are met. For projects within the Downtown CIPA, applicants must also refer to Sections 4.0 and 5.0 of the MCIP for additional general eligibility and program-specific criteria.

Pre-consultation meetings with Township Staff must be conducted prior to submission of an application, and will serve to help identify the most suitable funding program(s) for the project based on the general and specific eligibility criteria.

1. All proposed projects must adhere to the general eligibility criteria as provided in the MCIP and CIP-E.
2. Projects must contribute to achieving one or more community improvement goals and objectives as outlined in **Section 1.1** herein or Section 3.1 of the MCIP.
3. Uses eligible for financial incentives include commercial, office, industrial, institutional (inclusive of medical physicians), agricultural and residential.
4. The lands and buildings subject to the proposed development and CIP Funding Application must be within a designated CIPA located in the Township. The lands and buildings subject to an application may be located within the Urban Fringe and Rural CIPAs, in addition to the Downtown Millbrook CIPA. Applicants should refer to **Figure 1** to determine whether their property is located within the CIPA boundary. Township Staff should be contacted to confirm that the property is eligible.
5. All proposed projects must result in some level of improvement or rehabilitation over the existing conditions and will not simply represent a life cycle replacement.
6. Applicants must be the registered owner of the property, or if acting through an agent or as a tenant, must present written and signed authorization from the owner at the time of submitting a CIP Funding Application.
7. A CIP Funding Application must be submitted to the Township prior to the commencement of any works. No works related to the CIP Funding Application shall be completed prior to approval of the application. Financial incentives will not be applied retroactively.
8. A complete CIP Funding Application must be submitted to the Township in order to be eligible, including all required supporting materials, plans, cost estimates and additional information as required by the Township. In order to be considered a complete application, the CIP Funding Application must also demonstrate how the project will contribute to achieving the CIP Goals as outlined in **Section 1.1** herein or Section 3.1 of the MCIP. A Sample Application is included in **Appendix A** to the CIP-E.
9. Applicants must disclose all other funding sources, including governmental, private or not-for-profit received to support the project. Other funding sources shall be taken into consideration in the review of applications and the value of incentives provided by the Township may be reduced, at the sole discretion of Council. In no case shall the total value of all funding received exceed the eligible costs associated with the project.
10. Within the Downtown CIPA, all projects must comply with the Township's 2017 Detailed Streetscape and Design Guidelines for Downtown Millbrook. Outside of the Downtown CIPA, projects may not be required to comply with the Detailed Streetscape and Design Guidelines for Downtown Millbrook, however consideration will be given to project design in evaluating applications within all CIPAs. Should additional design guidelines be implemented by the Township, projects will be required to comply with such, as may be applicable.

11. The property subject to the proposed development and CIP Funding Application must not have any outstanding property tax or utility arrears or other outstanding Township obligation at the time of the application or during the term of the funding.
12. There are no specific restrictions on the number of applications that may be submitted for a property. However, funding under the same CIP program will not be awarded for the same property in consecutive years. These applications will be denied by the CIP Committee.
13. An eligible project may receive multiple grants, provided the incentives can be combined as indicated in the program-specific eligibility criteria. However, in no case shall the total value of incentives provided to the applicant by the Township exceed \$15,000 per project and/or property, or the total value of eligible costs, whichever is less, where the project is within the Urban Fringe or Rural CIPAs. A maximum of \$10,000 per project and/or property may be permitted within the Downtown CIPA, as outlined in Section 5.1 of the MCIP.
14. Approved works must be completed within 12 months of approval of the CIP Funding Application. Extensions may be granted where the applicant submits in writing, a request and rationale for the extended timeframe.
15. The proposed works and associated uses must conform to all applicable policies, standards and procedures, including but not limited to the Official Plan, Zoning-Bylaw and Ontario Heritage Act. Applicants must also conform to and obtain all relevant permits pursuant to the Ontario Building Code, Accessibility for Ontario with Disabilities Act and Ontario Regulation 167/06 (i.e. Conservation Authority Regulated Areas).

4.0 Incentive Programs

Several new incentive programs have been introduced through the CIP-E. These incentive programs are listed below and are described further in **Section 4.1** to **Section 4.8**. These incentives programs are provided in addition to the existing incentive programs established through the MCIP:

- Development Charges Rebate
- Heritage Conservation Grant
- Technology Improvement Grant
- Secondary Suites Grant
- Rural and Agricultural Economic Development Grant
- Sustainability Grant
- Business Retention and Expansion Grant
- Vacant Lands Tax Assistance

Projects within all CIPAs are eligible for the CIP-E programs, provided general and program specific criteria can be met. Likewise, projects within all CIPAs are eligible for the incentive programs under the MCIP, provided general and program specific criteria can be met. Applicants should refer to both the MCIP programs, as outlined in Section 5.0 of the MCIP, and the CIP-E programs, as detailed below, to determine the programs most suitable for their proposed project. Applicants must pre-consult with Township Staff prior to submitting an application.

4.1 Development Charges Rebate

This program provides a rebate of development charges to eligible projects and is intended to encourage building construction and improvements by providing a means to offset total costs.

Available Funding	<ul style="list-style-type: none"> Up to 100% of eligible development charges required by the Township.
Eligible Works	<ul style="list-style-type: none"> Development charges required by the Township, not including costs associated with the processing of the development charges (i.e. hourly fees). Eligible projects include those in support of rental housing and commercial uses, as well as the re-development or development of lands for commercial and industrial uses including on-farm diversified uses and agriculture-related uses. Where applicable, development of offices for medical physicians may also be eligible. Excludes the development and installation of infrastructure related to water and wastewater as per the Township's Development Charges By-law.
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria The property use is subject to development charges.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.2 Heritage Conservation Grant

The purpose of this program is to promote heritage conservation and the repair and restoration of designated heritage designated properties.

Available Funding	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$8,000 per property / project.
Eligible Works	<ul style="list-style-type: none"> Construction costs to restore, repair or enhance heritage attributes of a building or property designated under Part IV of the <i>Ontario Heritage Act</i> but does not include routine maintenance of the property. Fees for professional services involved in the development or redevelopment (i.e. engineering, architect, landscape architect, planner) and any related technical studies, plans and designs (i.e. heritage impact assessment, conditions assessment).
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria Property / building must be designated under Part IV of the <i>Ontario Heritage Act</i>. Buildings must be in safe, habitable and/or operational condition. Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Township. Fees for professional services must not exceed 15% of the total value of the grant.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, including but not limited to the Planning Application and Building Permit Fee Rebate Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP. This grant may also be considered with a Heritage Tax Relief Program as permitted under the <i>Municipal Act</i>. Applicants must inquire about program opportunity with the Township.

4.3 Technology Improvement Grant

The intent of this program is to assist businesses in adapting and improving on-site technologies to ensure on-going operations and community access.

Available Funding	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$5,000 per property / project.
Eligible Works	<ul style="list-style-type: none"> Physical infrastructure and improvements at the place of business which serve to improve technology and connectivity (e.g. tower infrastructure, cabling). Where applicable, improvements to medical physician offices and practices may also be eligible. Infrastructure to conduct business online (e.g. internet upgrades, data management and security).
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria Applicants must provide proof of valid business registration and insurance at time of CIP Funding Application submission. Applicants must provide proof at a least one (1) part-time or full-time employee at the time of CIP Funding Application submission.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, including but not limited to the Building and Site Improvement Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.4 Secondary Suites Grant

This program is intended to promote a range and diversity of housing options by incentivizing the creation of secondary suites.

Available Funding	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$5,000 per property / project.
Eligible Works	<ul style="list-style-type: none"> Construction costs which result in the creation of a new secondary suite. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner) and any related technical studies, plans and designs (i.e. building plans, elevation plans etc.).
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria Secondary suite must be a permitted use on the property as per the Township's Official Plan and Zoning By-law documents. Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Township. Fees for professional services must not exceed 15% of the total value of the grant.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, including but not limited to the Planning Application and Building Permit Fee Rebate Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.5 Rural and Agricultural Economic Development Grant

This program is intended to encourage development and redevelopment related to rural industrial / commercial businesses, agriculture-related uses and on-farm diversified uses.

Available Funding	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$10,000 per property / project.
Eligible Works	<ul style="list-style-type: none"> Costs associated with site preparation, servicing infrastructure installation and upgrades, permanent equipment purchase and installation, and the construction of new buildings or renovation / redevelopment of existing buildings. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner) and any related technical studies, plans and designs (i.e. site plan, grading and drainage plan, elevation plans etc.).
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria Project must support the establishment or expansion of an agri-tourism, on-farm diversified use, agriculture-related use, rural commercial use, rural recreational use or rural industrial use. Property must be designated and zoned Agricultural or Rural in the Township's Official Plan and Zoning By-law. Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Township. Fees for professional services must not exceed 15% of the total value of the grant.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, including but not limited to the Development Charges Grant, Planning Application and Building Permit Fee Rebate Grant, Technology Improvement Grant, and Business Retention and Expansion Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.6 Sustainability Grant

This program seeks to promote sustainability, including investments in renewable energy sources, active transportation infrastructure (i.e. bike racks), energy efficiency improvements, electric vehicle charging stations and green spaces.

Available Funding	<ul style="list-style-type: none"> Up to 50% of eligible costs to a maximum of \$5,000 per property / project
Eligible Works	<ul style="list-style-type: none"> Costs associated with the development and/or redevelopment of a building or property related to installing and/or improving sustainability including infrastructure for active transportation (i.e. bike racks), vehicle charging stations, low impact stormwater facilities and other green infrastructure as deemed appropriate by the Township. Where applicable, improvements to offices and practices for medical physicians may be eligible. Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner) and any related technical studies, plans and designs (i.e. site plan, landscaping plan, electrical plans etc.).
Eligibility Criteria	<ul style="list-style-type: none"> General Eligibility Criteria Projects must contribute to the strategies outlined in the Greater Peterborough Area Climate Change Action Plan – Chapter 4 (Cavan Monaghan Community Chapter). Identification of how the project aligns with the Climate Change Action Plan must be included in the CIP Funding Application. Applications may be required to include preliminary plans and studies in support of the development / infrastructure proposed to demonstrate green energy and sustainable design elements. Applicants should consult with Township Staff with respect to this requirement prior to submitting a CIP Funding Application. Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Township. Fees for professional services must not exceed 15% of the total value of the grant.
Eligible Program Considerations	<ul style="list-style-type: none"> May also be eligible for other financial incentive programs under this Plan, including but not limited to the Building and Site Improvement Grant and Commercial Conversion and Expansion Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.7 Business Retention and Expansion Grant

The intent of this program is to assist in the maintenance and creation of permanent local jobs by incentivizing projects that demonstrate job retention and creation.

Available Funding	<ul style="list-style-type: none"> • 50% of eligible costs to a maximum of \$10,000 per property / project.
Eligible Works	<ul style="list-style-type: none"> • Costs associated with site preparation, servicing infrastructure installation and upgrades, permanent equipment purchase and installation, and the construction of new buildings or renovation / redevelopment of existing buildings. Where applicable, the development of offices and practices for medical physicians may be eligible. • Fees for professional services involved in the development of the project (i.e. engineering, architect, landscape architect, planner).
Eligibility Criteria	<ul style="list-style-type: none"> • General Eligibility Criteria • Applicant must develop an employment plan with submission of CIP Funding Application demonstrating the creation of at least 5 jobs, with a focus on local hiring and training. • Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the Township. • Fees for professional services must not exceed 15% of the total value of the grant.
Eligible Program Considerations	<ul style="list-style-type: none"> • May also be eligible for other financial incentive programs under this Plan, including but not limited to the Building and Site Improvement Grant, Commercial Conversion and Expansion Grant and Planning Application and Building Permit Fee Rebate Grant, subject to the General Eligibility Criteria and Section 5.2 of the Millbrook CIP.

4.8 Vacant Lands Tax Assistance

This program is intended to promote the development of vacant designated employment lands by providing tax relief for the additional taxes resulting from development of the property.

<p>Available Funding</p>	<ul style="list-style-type: none"> • Percentage of tax increases associated with property improvement. • The Grant will be provided for approved projects on a declining basis over a 5 year period. The following is intended to act as a guide regarding the percentage of taxes covered by the grant; however Council may implement a maximum tax coverage for each application at their discretion: <ul style="list-style-type: none"> ○ Year 1 – 80% ○ Year 2 – 50% ○ Year 3 – 25% ○ Year 4 – 15% ○ Year 5 – 5% • After the 5th year, full taxes will be paid by the Owner.
<p>Eligible Works</p>	<ul style="list-style-type: none"> • Costs associated with site preparation, servicing infrastructure installation and upgrades and the construction of new buildings. • Tax increases associated with general municipal adjustments are not eligible for assistance.
<p>Eligibility Criteria</p>	<ul style="list-style-type: none"> • General Eligibility Criteria • Lands must be designated for employment under the Township's Official Plan and must be currently vacant. • Only projects that are anticipated to generate an increase in assessment are eligible. • Applicants must be the registered owner. Tenants are not eligible. • If the property is sold before the grant period lapses, the original owner is not entitled to receive remaining grant credits. However, if a Grant Agreement is registered on the title of the subject property as per Section 28 (11) of the <i>Planning Act</i>, the new owner may be entitled to receive the remaining credits.
<p>Eligible Program Considerations</p>	<ul style="list-style-type: none"> • Vacant Lands Tax Assistance cannot be combined with any other grant program providing tax relief.

5.0 Township-Led Improvement Initiatives

To complement the efforts of a CIP, there are a number of Township-led improvement initiatives that can be employed to contribute to the goals of economic development and community improvement. Several of these initiatives are outlined in Section 6.0 of the MCIP, which include:

- Identify and implement detailed streetscape improvements;
- Prepare concept plans / highest and best use analysis for major redevelopment sites;
- Undertake a parking needs study;
- Develop a connectivity and linkage strategy;
- Vacancy tax rebate strategy;
- Gateway and signage improvements;
- Heritage study; and
- Heritage property tax relief program.

Through the review and preparation of this CIP-E, support for the existing Township-led initiatives, as described in the MCIP was identified, together with new Township initiatives that may be implemented. Gateway and signage improvements, as described in the MCIP, remain a viable option for the Township to consider in supporting local business development across the Township. Directional signage may guide visitors to local shops and venues; while streetscape and landscape improvements across the urban and hamlet areas, as well as along County Roads 10 and 28, can draw attention to businesses and improve the overall presentation and experience of working and living in the Township.

Additional newly identified potential Township-led initiatives, supplemental to those described in the MCIP, are described further in the sections below.

5.1 Township-Wide Design Guidelines

Currently, the Detailed Streetscape and Design Guidelines are only in place for downtown Millbrook. The Township may choose to expand these guidelines or develop new design guidelines for the remaining areas of the Township. While the rural and hamlet areas of the Township do not maintain the same level of historical and architectural facades as downtown Millbrook, and may not require the same level of detailed design guidelines, implementing certain guidelines (e.g. colour, building materials) may be appropriate to support integration of community character across the Township.

5.2 Employment Lands Analysis

Based on a background review and assessment of the Growth Management Strategy (GMS) completed by Watson and Associates in 2020, 32% of the Township's employment lands remain vacant. The Township may consider conducting an Employment Lands Analysis, to determine which existing designated Employment Lands are vacant, constraints to their development, and the potential for redistribution of the employment lands, as outlined in the GMS. Review and potential redistribution of designated employment lands may help to provide development-ready lands and act as a catalyst for business development. This may also occur through the updated Growth Management Strategy and preparation of the new Official Plan for the Township.

5.3 Water and Wastewater Master Plan Updates

In order to ensure that lands within the Urban Fringe CIPA are available for development, the Township should continue with the on-going update to the Water and Wastewater Master Plan. The update should identify existing services and priorities for servicing, which can in turn inform the available and required services for business development.

5.4 Transportation Master Plan

The proximity of the Township to Highway 115 is a draw for business development relying on major transportation corridors. The Township may consider preparing a Transportation Master Plan which outlines how employment lands can best connect to the available transportation network. The Transportation Master Plan may also consider active transportation and pedestrian linkages within and among the village of Millbrook and rural hamlets in the Township. The Transportation Master Plan may be incorporated with the Connectivity and Linkage Strategy discussed in Section 6.4 of the MCIP.

5.5 Secure Additional Utilities

Through public consultation in preparation of the CIP-E, it was evident from discussions with the business and development community that access to appropriate utilities (i.e. high speed internet, natural gas) are a constraint to development. The Township may consider continued efforts to secure the utilities needed by the business community, in order to support continued business growth.

6.0 Implementation Plan

This CIP-E is intended to be implemented in tandem with the MCIP. Specific implementation measures, including the role of Council and the CIP Implementation Committee are prescribed in Section 7.0 of the MCIP. Additional matters of clarification for implementation of the MCIP and CIP-E are provided below:

- Further to Section 7.2.1 of the MCIP, Township Council will also provide direction to staff annually on the implementation of the MCIP and CIP-E by determining which or if all CIPAs will be eligible for CIP funding during the implementation year.
- Further to Section 7.2.3 d) of the MCIP, applications will also be evaluated in accordance with the General Eligibility Requirements and Program Specific Eligibility Requirements of the CIP-E as outlined in **Section 3.0** and **Section 4.0**.

7.0 Marketing

The Marketing Plan as described in Section 8.0 of the MCIP continues to apply to both the MCIP and CIP-E. In addition to the marketing tools described in Section 8.3 of the MCIP, the Township may employ the following to promote the MCIP and CIP-E:

- Distribution of CIP information packages at the Township Office, Chamber of Commerce, Community Centre, Community Library and via local business organizations and economic development corporations.
- Newspapers advertisements and advertisements in the annual tax bills to inform the public of available annual funding and application deadlines.
- Integration of CIP information onto interactive GIS platform to map existing and completed projects and visually showcase the impacts of such to the public.

8.0 Monitoring

The Monitoring Plan as described in Section 9.0 of the MCIP continues to apply to all funding provided under the MCIP and CIP-E. Further to the data collection and monitoring measures described in Section 9.2 and 9.3 of the MCIP, it is recommended that the Township also create an inventory of existing conditions. Information on existing conditions as they pertain to commercial vacancies, employment lands and employment levels in the Township should be gathered, which will provide a baseline for further evaluation. Current designated and zoned employment areas, vacancy rates and employee numbers across the CIPAs should be documented.

Once existing conditions are set, they can be monitored against the measures provided in Section 9.3 of the MCIP to evaluate the success of the MCIP and CIP-E funding programs and used to inform any potential revisions to programs and implementation. On-going monitoring on the MCIP and CIP-E will be critical in determining on-going effectiveness of the funding programs, and any required updates or amendments to reflect the changing community and development conditions.



Appendix A

Sample Application