

**THE CORPORATION OF THE TOWN OF GREATER NAPANEE
BY-LAW NO. 2023-0077**

**Being a By-Law to Adopt an Industrial Community Improvement Plan for the Town
of Greater Napanee**

WHEREAS pursuant to Section 28 of the Planning Act, R.S.O. c. P.13, Council may, where it has passed a by-law designating the whole or part of an area covered by an official plan as a community improvement project area, adopt a plan as a community improvement plan for the community improvement project area;

AND WHEREAS Part 6 of the Town of Greater Napanee Official Plan contains provisions relating to community improvement in the municipality;

AND WHEREAS pursuant to By-law Number 2023-0056, the Corporation of the Town of Greater Napanee designated the entirety of the municipality as a "Community Improvement Project Area";

AND WHEREAS Council of the Corporation of the Town of Greater Napanee deems it appropriate that the Community Improvement Plan identified as Schedule "A" to this by-law apply to the whole of the Town of Greater Napanee, pursuant to Section 28(2) of the Planning Act;

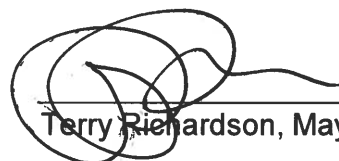
AND WHEREAS Council has given notice in accordance with the Planning Act and held a public meeting on October 24, 2023.

NOW THEREFORE the Council of the Corporation of the Town of Greater Napanee enacts as follows:

1. The Community Improvement Plan for the Town of Greater Napanee attached hereto as Schedule "A" and forming part of this By-Law, is hereby adopted.
2. This By-law shall come into force in accordance with the provisions of the *Planning Act*.

Read a first and second time and finally passed this 28th day of November, 2023




Terry Richardson, Mayor


Jessica Walters, Clerk

Schedule "A"
Forming Part of By-Law #2023-0077

**SEE CONTENTS ON THE FOLLOWING
PAGE**



Greater Napanee

GREATER FOR MANY REASONS

TOWN OF GREATER NAPANEE

INDUSTRIAL COMMUNITY IMPROVEMENT PLAN

99 Advance Avenue, Napanee, ON, K7R 3Y5

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1.0 Introduction and Purpose

The Town of Greater Napanee (referred to as Town, or Napanee) is situated in Eastern Ontario, stretching from the shores of the Bay of Quinte on Lake Ontario north to Roblin. The Town is located within the County of Lennox and Addington and shares a municipal boundary with the Township of Stone Mills, Loyalist Township, and the Township of Tyendinaga.

Within the Town there are a combination of both urban and rural uses, providing for distinct characteristics found throughout the municipality. The growth and wellbeing of the Town of Greater Napanee has traditionally been supported both through agricultural and industrial roots which emphasize the Town's unique landscape.

The Town of Greater Napanee has several zoned industrial properties both publicly and privately owned. Of the total vacant urban industrial land identified within the County of Lennox & Addington, approximately 60% is located in the Town of Greater Napanee. Over the past few years, there has been some investment in the industrial sector, however, with the rising cost of living, rising interest rates, worldwide competition, it is challenging for the Town to compete and attract employment and specifically industrial growth. The Town has identified a contributing factor as an industrial land base that is not well designed or planned for the modern industrial user. Physical constraints and servicing and other barriers exist to reduce the viability of the Town's industrial lands.

To facilitate major new industrial investment and job growth in the community, the Town has decided to create an Industrial Community Improvement Plan (Industrial CIP). The Community Improvement Plan (CIP) will guide the revitalization and transformation of the Town of Napanee through strategic land redevelopment.

1.1 What is a CIP?

A Community Improvement Plan (CIP) is a planning and economic development tool that municipalities in Ontario can use to stimulate or support economic activity that is in accordance with local and provincial provisions. Typically, it sets out a framework to assist in community revitalization and redevelopment and aims to achieve economic, community planning and urban development goals.

Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private and public sector investments and improvements, aimed at the revitalization and redevelopment of targeted areas.

The requirements for an Industrial CIP are outlined under Section 28 of the Planning Act. The Town of Greater Napanee Industrial Community Improvement Plan (hereafter called the Industrial CIP) is created under Section 28 of the *Planning Act*, R.S.O. 1990, as amended, and provisions of the *Municipal Act*, 2001 governing tax-based financial incentive programs for industrial lands.

The Official Plan of the Town of Greater Napanee provides for the creation of community improvement plans within the entire geographic limits of the municipality as a Community Improvement Policy Area. The Official Plan establishes policies for the Town with respect to development and redevelopment within the Community Improvement Policy Area.

1.2 Purpose

The Industrial CIP's purpose is to attract or retain industrial businesses and to encourage investment or reinvestment in the industrial sector through redevelopment of the industrial land base in the Town. The key to sustainable growth and economic vitality lays in thoughtful planning and transformation of spaces. By strategically reimagining and revitalizing land, this CIP aims to create an environment that meets the needs of residents and becomes a beacon for investors seeking opportunities. It aims to:

- Acknowledge that development and servicing costs of the Town's undeveloped industrial lands are significant;
- Level the playing field for undeveloped industrial lands by creating a grant structure to offset development and redevelopment costs; and
- To take advantage of existing private and public infrastructure.

The CIP operates on the principle of repurposing and revitalizing the community through strategic planning. It aims to generate employment and boost the local economy. The CIP involves providing short-term public funding assistance, thereby mitigating upfront capital costs for projects that contribute to the comprehensive redevelopment of our community. By offering this support and repurposing existing spaces, these incentives aim to foster a vibrant atmosphere that captivates investors, businesses, and residents alike.

This Industrial CIP develops two programs; a tax increment equivalent grant incentive (TIEG) and a development charges rebate program to encourage the development and redevelopment of industrial lands. This Industrial CIP would see development and redevelopment of existing industrial lands with a grant structure that levels the playing field with other industrial lands.

This plan also contributes to the Town's goals to capitalize on its industrial roots, improve its tax base and employment rates, and meet the objectives of Provincial Planning Policy as well as the policies of the Town of Greater Napanee and County's Official Plans. As such, the Industrial CIP:

1. Outlines the legislative, policy, and planning framework that supports this Industrial CIP;
2. Provides targeted incentive programs that can be offered by the Town to develop and redevelop its industrial lands; and
3. Outlines a Monitoring Program that will help the Town implement, or adjust, this Industrial CIP and the incentive programs contained within.

1.3 Methodology

In establishing this CIP, the following tasks were undertaken:

- A review of key policy and planning documents relevant to the CIP;
- An assessment of industrial lands and the required improvements to those lands to allow for development of industrial uses in the modern era;
- A scoped jurisdictional review of industrial incentive programs and economic development incentive programs in Ontario;
- Meetings with key stakeholders in the community to gather feedback on creating an Industrial CIP;
- Presentation of the Draft Industrial CIP and Draft Incentive Program to Council on October 24, 2023 and receipt of verbal comments from Council;
- A Public Meeting held on October 24, 2023 to present the Draft CIP to the community and receive feedback; and
- Finalization of the Industrial CIP and Incentive Program based on feedback received.

1.4 Plan Contents

This Industrial CIP is divided into the following sections:

- Section 2 contains a review of legislative and policy framework;
- Section 3 contains the goals and objectives
- Section 4 defines the financial incentive programs including the eligibility requirements; and
- Section 5 contains a Monitoring Program designed to assist the Town in monitoring progress on implementation of the Industrial CIP.

2.0 Legislative and Policy Framework

This section of the Industrial CIP will provide the policy rationale for using the community improvement provisions of the *Planning Act* to develop the industrial land base of the Town. Additionally, it will demonstrate how this CIP is consistent with the *Municipal Act*, the Provincial Policy Statement, and conforms to the County and Town Official Plans.

2.1 Municipal Act, 2001

The *Municipal Act* regulates a municipality's ability to provide financial incentives. Section 106 (1) and (2) of the *Municipal Act, 2001*, prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include:

- a) Giving or lending any property of the municipality, including money;
- b) Guaranteeing borrowing;
- c) Leasing or selling any municipal property as below fair market value; and

- d) Giving a total or partial exemption from any levy, charge or fee.

This prohibition is generally known as the “bonusing rule”. Despite these prohibited actions, there are exceptions in the *Municipal Act* provisions. Section 106 (3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising authority under subsection 28(6), (7) or (7.2) of the *Planning Act* or under Section 365.1 of the *Municipal Act, 2001*.

Section 365.1 of the *Municipal Act, 2001*, operates within the framework of Section 28 of the *Planning Act*. Section 365.1 of the *Municipal Act* allows municipalities to pass a by-law providing tax assistance or tax relief to an eligible property in the form of a deferral or cancellation of part or all of the taxes levied on that property for municipal purposes during the rehabilitation period and the development of the property, both as defined in Section 365.1 (1) of the *Municipal Act, 2001*.

Section 28 of the *Planning Act* allows municipalities, through the parameters of an adopted CIP, to provide grants, loans and tax incentives to property owners and tenants within the identified Industrial CIP area. This means that a municipality with an approved community improvement plan in place that contains provisions specifying tax assistance will be permitted to provide tax assistance for municipal purposes.

2.2 *Planning Act* – Section 28

Section 28 of the *Planning Act* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a “community improvement project area” and prepare and adopt a community improvement plan for the community improvement project area. Once the community improvement plan has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in section 106 (3) of the *Municipal Act, 2001* will apply.

Section 28(1) of the *Planning Act* defines a “community improvement project area” as:

“a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environment, social or community economic development reason”.

Section 28 (1) further goes on to define “community improvement” as:

“the planning or replanning, design or redesign, resubdivision, clearance, development, or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary”.

After a municipality has identified the Industrial CIP project area, it can prepare an Industrial CIP for the designated area. Section 28 (1) defines “community improvement plan” as “a plan for the community improvement of a community improvement project area”.

Once a CIP has been adopted and the by-law has been passed under subsection 28(2), the municipality may;

- a) Acquire land within the community improvement project area (Section 28(3));
- b) Hold land acquired before or after the passing of the by-law within the community improvement project area (Section 28(3)); and
- c) Clear, grade or otherwise prepare the land for community improvement (Section 28(3));
- d) Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28(6));
- e) Sell, lease or otherwise dispose of any land and buildings acquired or held by it in conformity with the CIP (Section 28(6));
- f) Make grants or loans in conformity with the CIP, to registered owners, assessed owners, and tenants of land 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)).
 - a. Costs may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities (Section 28(7.1)).

Section 28(7.2) of the *Planning Act* allows for the County of Lennox and Addington to make grants or loans to a lower tier municipality for the purpose of carrying out a community improvement plan that has come into effect, on such terms as to security and otherwise as County Council considers appropriate, but only if the Official Plan of the municipality making the grant or loan contains provisions relating to the making of such grants or loans. The County of Lennox and Addington Official Plan has such provisions.

Section 28(7.3) of the *Planning Act* specifies that the total of all the grants and loans made in respect of particular lands and buildings under subsections (7) and (7.2) of the *Planning Act* and the tax assistance as defined in section 365.1 of the *Municipal Act, 2001* shall not exceed the eligible cost of the CIP with respect to those lands and buildings.

Section 28(11) of the *Planning Act* allows a municipality to register an agreement concerning a grant or a loan made under subsection 28(7) or an agreement entered into under subsection 28(10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners or tenants of the land.

Within the definition of eligible costs in the CIP the Town has the ability to determine what aspects of the development or redevelopment of industrial lands is eligible for CIP programs. Eligible costs are described further in this CIP.

2.3 Development Charges Act

Section 5 of the *Development Charges Act* allows municipalities to exempt a type(s) of development from a development charge, but without the ability to have any resulting shortfall be made up through higher development charges on other types of development. This allows upper and lower tier municipalities to offer a partial or total exemption from municipal development charges in order to promote community improvement, such as downtown redevelopment, brownfield redevelopment or intensification in core areas. This tool is often influential as it is traditionally offered before construction.

Through Section 28 of the *Planning Act*, municipalities can also use an Industrial CIP to offer a reduction in development charges in the form of a grant equivalent to part or all of the development charge normally payable. An Industrial CIP gives flexibility and can provide grants based on meeting intensification targets and/or project performance criteria.

2.4 Provincial Policy Statement (PPS) 2020

The Provincial Policy Statement (PPS) (2020) is issued under Section 3 of the Planning Act and provides direction on matters of provincial interest related to land use planning and development. Section 3 of the *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”. As well, community improvement plans must be consistent with the PPS.

The PPS 2020 also provides direction to municipalities regarding the development and re-development of employment sites, including industrial based sites. The PPS 2020 promotes efficient land use and development patterns that support strong, livable and healthy communities, protect the environment and public health and safety and facilitate economic growth.

The PPS 2020 defines intensification as: “the development of a property, site or area at a higher density than currently exists through: a) redevelopment, including reuse of brownfield sites; b) the development of vacant and/or underutilized lots within previously developed areas; c) infill development and; d) the expansion or conversion of existing buildings. Redevelopment is defined in the PPS as “the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites”.

The PPS 2020 requires that Planning Authorities promote economic development and competitiveness in a number of ways including:

- Section 1.1.1 - Healthy, liveable and safe communities are sustained by:
 - b. Accommodating an appropriate affordable and market-based range and mix of residential types (including single-detached, additional residential units, multi-unit housing, affordable housing and housing for older

persons), employment (including industrial and commercial), institutional (including places of worship, cemeteries and long-term care homes), recreation, park and open space, and other uses to meet long-term needs;

- Section 1.1.4 – Healthy, integrated and viable rural areas should be supported by:
 - b. promoting regeneration, including the redevelopment of brownfield sites;
- Section 1.3.1 – Planning authorities shall promote economic development and competitiveness by:
 - a. providing for an appropriate range and mix of employment, institutional, and broader mixed uses to meet long-term needs of the community;
 - b. providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
 - c. facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring the availability and suitability of employment sites, including market ready sites and seeking to address potential barriers to investment.
- Section 1.7.1 – Long-term economic prosperity should be supported by:
 - a. Promoting opportunities for economic development and community investment-readiness;
 - f. Promoting the redevelopment or brownfield sites.

The PPS 2020 requires the Town to provide opportunities to diversify the local economy. This Industrial CIP is promoting economic development and growth of industrial uses in the Town by supporting and encouraging large-scale industrial development, addressing potential barriers to investment, establishing programs to redevelop industrial lands for employment uses and supporting and encouraging diversification of the Town's economy.

2.5 County of Lennox & Addington Official Plan

The County of Lennox and Addington Official Plan sets out the general direction of planning and development by defining strategic goals, broad objectives and policies. It sets the comprehensive planning framework for all 4 lower tier municipalities. There are various policies within the County Official Plan that encourage sustainable, resilient communities with a strong economy.

Section A2 of the County Official Plan identifies one of the guiding principles that are intended to establish the basis for making planning decisions in the future as a need to provide opportunities for economic development in all parts of the County in a manner that fosters competitiveness and a positive and attractive business environment.

Section B – Growth Management sets out policies intended to help guide new development across the County as well as manage change at a regional level. The Rural Lands policies are meant to recognize the importance of rural areas for future growth and create guidelines for development that is sensitive to its surroundings.

Other applicable sections including C.1.1.3 – Employment Areas and Uses which encourages local municipalities to consider providing for an appropriate mix and range of employment and institutional uses to meet long-term needs; provide opportunities for a diversified economic base and to plan for, protect and preserve employment areas.

Section F5 speaks to Community Improvement Plans. The County encourages the local municipalities to identify Community Improvement Project Areas in consideration of the following objectives outlined in F5.1 a) – l). Section F5.2 speaks to their implementation.

2.6 Town of Greater Napanee Official Plan

The Town of Greater Napanee Official Plan has policies that provide direction regarding the local economy, as well as policies that enable the Town to use the Community Improvement provisions of the *Planning Act*.

The purpose of the Town Official Plan is to provide guidance and direction for future development within the municipality. The current Official Plan was adopted in 2002 and is in the process of being reviewed.

The Official Plan enables the Town to prepare CIPs that prioritize a strong economy and community improvement initiatives and recognizes the importance of a strong economy to overall health of the community.

The Planning Principles and Assumptions of the Official Plan note that the Plan will establish policies to allow for rehabilitation and ongoing community improvements where conditions warrant (section 2.1.6).

Section 3 of the Official Plan speaks to Goals and Objectives of the Plan. One of the principal policy areas recognized by Council in the Official plan is the focus on community improvement and continued revitalization of the existing built environment in a planned and fiscally responsible manner (section 3.1). Other applicable goals include:

- Section 3.3 – Economic and Financial Goal
 - a. Section 3.6 – Community Improvement Goal Subsection 3.6.1, specifically subsections 3.6.1.1, 3.6.1.2, 3.6.1.4 and 3.6.1.7 speak to the Community Improvement Objectives:

Section 6 of the Town of Greater Napanee Official Plan contains policies on Community Improvement. These policies were prepared in accordance with the County's Community Improvement policies.

Section 6.1 speaks to general principles around Community Improvement, Section 6.2 and 6.3 outline the criteria for community improvement area designation and selection of community improvement areas and section 6.4 speaks to Community Improvement

Policies. Section 6.5 and 6.6 speak to phasing of improvements and implementation of the CIP.

The Industrial CIP meets several of the criteria in this section and the policy as well as applicable subsections that are outlined below:

Section 6.1 - General Principles

Community Improvement generally encompasses those public and private activities which serve to maintain, rehabilitate and redevelop the existing physical environment in urban built up areas to accommodate the social and economic priorities within the community. It is important to recognize that declining public sector revenues, the cyclical performance of Ontario's economy, and increasing demand for services are requiring all government levels to plan for maximum efficiency in the use and maintenance of services. The need for improvement to infrastructure, and need to establish coordinated intergovernmental priorities in infrastructure improvement, make it essential that priorities are set when allocating the expenditure of limited financial resources. Community Improvement Policies are a prerequisite to the designation of specific Community Improvement Project Areas, the preparation of detailed Community Improvement Plans, and municipal participation in Provincial and/or Federal funding programs. The Community Improvement process encourages a strategic planning approach to ensure that potential improvement projects fit into a long range framework of community goals and objectives. The inclusion of community improvement policies in this Plan represents a statement of Greater Napanee's commitment to the ongoing maintenance and upgrading of its developed areas in a planned, coordinated, and fiscally prudent manner.

Section 6.2 - Criteria for Community Improvement Designation

The criteria to be used in Community Improvement Area boundaries selection or modification should be established on the basis of a review and analysis of existing deficiencies, and the identification of conditions within the Town that could further benefit from enhancement activities. Criteria for improvement, redevelopment and revitalization are: ... [and]

- c) the presence of sub-standard building conditions and housing in need of improvement and revitalization;
- e) the presence of vacant lands/buildings that could be developed, redeveloped or converted to another use;
- n) the presence of environmental contamination;

The above listing is not to be construed as indicating that areas selected for community improvement must meet all the above criteria. The criteria should not be treated as being of equal importance. Weighting of criteria will vary with funds

available, the severity of the problem, and the relationship of community improvement to other policies in this Plan and capital expenditure priorities of the Town.

Section 6.4 – Community Improvement Policies

It is the policy of Council to:

- b) encourage improvement activities which contribute to a strong economic base including tourism, commercial and industrial development;
- c) encourage the maintenance of the existing housing stock, and promote the rehabilitation, renovation and repair of older buildings;
- h) ensure improvements made are carried out in such a way as to be compatible with other goals, policies and objectives of this Plan;
- i) encourage, where feasible, energy efficient conservation through energy efficient land uses and buildings;
- j) provide advice and guidance on maintenance and rehabilitation of buildings and structures and on energy conservation;
- k) encourage public participation in the community improvement planning process;
- l) undertake a monitoring program to review budgeting and program direction in respect to the attainment of specific policies;
- m) work with business groups to identify and facilitate improvements.

The purpose of this Industrial CIP is to help address barriers of cost to the development of Industrial lands. The intention, as is supported by the Official Plan, is to entice investment and development by reducing the costs associated with development and establishing a policy framework to guide and help stimulate new investment and development in the Town of Greater Napanee.

Section 6.5 Phasing of Improvements

Phasing priorities are dependent on two major criteria. These relate to priority in terms of area chosen and priority in terms of work to be undertaken.

- b. Community Improvement Areas are ranked as follows in terms of areas chosen, given their overall need for improvement:
 - The urban area with the exception of newer residential neighbourhoods;
 - Sandhurst;
 - the Hamlets of :
 - Adolphustown,
 - Conway,
 - Dorland,

- Forest Mills,
 - Roblin,
 - Selby, and
 - West Plain.
- c. Council will give priority to:
- i. making improvements to publicly owned buildings, structures and facilities;
 - ii. integrating community improvement projects into other municipal improvement programs and capital works budgeting; and
 - iii. determining specific community improvement project priorities and the budget allocation as part of the annual municipal budgeting process.

Section 6.6 Implementation

The Community Improvement policies will be implemented by means of powers conferred upon Council under the *Planning Act*, the *Building Code Act*, the *Heritage Act*, the *Municipal Act*, the *Drainage Act*, and other applicable statutes.

Implementation may include the following:

- a) designation, by by-law, of community improvement project area(s) and adoption of community improvement plan(s) for the project area(s);
- b) the acquisition of land and/or buildings within community improvement project areas where a Community Improvement Plan is in effect, and the subsequent:
 - a. i) clearance, grading or environmental remediation of these properties; ii) repair, rehabilitation, construction or improvement of these properties; iii) sale, lease, or other disposition of these properties to any person or governmental authority, iv) other preparation of land or buildings for community improvement.
- c) seek funds from other levels of government such as the county, provincial, and the federal government where their programs facilitate the implementation of the community improvement plan;
- d) enactment and enforcement of a property standards by-law with respect to residential, commercial and industrial building stock and lands;
- e) encouragement of public participation in the preparation of community improvement plan(s);
- f) encouragement of private sector use of government programs where they complement community improvement efforts;
- g) encouragement of infill development of vacant and/or underutilized properties in community improvement areas;
- h) the provision of public funds such as grants, loans and other financial instruments to registered and assessed owners, and tenants of lands and buildings located within a community improvement area;
- i) the provision of information on municipal initiatives, financial assistance programs, and other government assistance programs; and

- j) holding land within the community improvement project area acquired before or after the passing of the by-law designating the project area.

The Community Improvement Plan policies contained in the Town of Greater Napanee Official Plan remain current and provide good support and direction for the preparation of CIP's.

2.7 Town of Greater Napanee Corporate Strategic Plan

The Town of Greater Napanee Strategic Plan 2022-2027, adopted in 2022 established a roadmap for the Town and its partners (private, non-profit, public sector) demonstrating how they can work together to enhance employment and investment opportunities that will benefit the entire community. The vision of the strategic plan is one of the drivers in creating an Industrial CIP. The vision for the future of the Town is: "an active and vibrant community, inspired to create opportunities for current and future residents".

The mission of the strategic plan is to deliver on an exceptional standard for sustainable municipal services and foster an engaged community for people and businesses. The plan is based on the premise that the community can develop local visions and goals for what it wants to become. Through a public process, one of the main goals and a main driver for the Industrial CIP is to foster economic growth, specifically to determine the Town's role in effectively advocating and supporting viable economic growth, investing in business development and enabling planned growth that meets the needs of the community. More specifically, the Town recognizes the importance of leveraging the established industrial roots to further expand this industry as a key source of economic development.

3.0 Industrial Community Improvement Plan Goals and Objectives

The Industrial Community Improvement Plan (CIP) aims to create a conducive environment for the development, redevelopment and revitalization of industrially zoned properties in the Town. The primary goal is to foster and sustain the growth of local industries, both existing and emerging operations. The Town recognizes that its industrial land base is not competitively placed in the market to attract and retain industry because of physical factors. This Industrial CIP is strategically designed to overcome these barriers and enhance the Town's attractiveness for industry retention and attraction.

3.1 Project Area

The *Planning Act*, R.S.O. 1990 defines "community improvement project area" as a municipality or an area within a municipality where Council has deemed community improvement desirable due to the age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason (s. 28(1)).

This Industrial CIP will encompass all lands located within the entire geographic limits of the Town of Greater Napanee.

3.2 Goals & Objectives

The overarching aim of our Industrial Community Improvement Plan is twofold: to provide meaningful incentives that attract and support industrial development, while concurrently fostering a broader sense of community improvement. The main goal of the Industrial Community Improvement Plan is to promote investment and stimulate revitalization of industrial development within the Town of Greater Napanee. Other goals and/or objectives of the CIP include:

- a) Encourage investment that results in the productive use of lands and/or buildings and/or facilitates the development of vacant unemployment lands and other areas that have the potential to be new employment areas as well as the redevelopment of historic industrial sites encouraging new or renewed productivity on sites;
- b) Encourage environmental enhancement for specific sites and neighbourhoods characterized by lack of investment;
- c) Economic development and employment, including but not limited to encouraging capital investments that create new and/or maintain existing permanent jobs as well as short term construction jobs;
- d) Support investments in specified high potential economic sectors that contribute to the diversification of the local economy;
- e) Support investment and development that results in an increase in property assessment, supports municipal fiscal accountability, the long-term return on investments and grows the non-residential municipal tax base;
- f) Provide financial incentive programs that are attractive to potential investors, but are balanced with the financial limitations and expectations of taxpayers and the Town's ability to fund the financial incentive programs;
- g) Support collaborations with existing and growing industries; and
- h) Attract investment based on the community's strengths and competitive advantages.

These goals are a way to guide decisions and can be used as examples to demonstrate how a development proposal can result in public benefit. This CIP contains specific policies, incentives, directions and municipal strategies that are intended to contribute towards achieving these goals.

3.3 The Approach

The goal of the Town of Greater Napanee Industrial Community Improvement Plan is to provide the Town with a policy framework that will direct and guide community improvements through financial incentives. The Industrial CIP will provide incentives for industrially zoned sites within the entire geographic area of the municipality.

3.4 Benefits of a CIP

Promoting, encouraging and facilitating industrial development within the Town of Greater Napanee can aid in creating employment, supporting local businesses and sale of Town owned industrial lands which offsets municipal costs to develop such lands. The lands currently available for industrial uses suffer from various physical and other factors that make it difficult to attract industrial users. The Industrial CIP will assist the community by making these industrial lands productive.

4.0 Financial Incentive Programs

The following section outlines the financial incentive programs that have been developed to deliver on the objectives of this Community Improvement Plan (CIP).

Council may determine that certain programs are more desirable than others to achieve the Town's goals at a particular time, and may choose to activate only those programs at that time. Council may also choose to discontinue funding for one or more of the financial incentive programs and may do so without amending this Plan. De-activated programs can be re-activated by Council. However, the permanent change/removal of a financial incentive program or the addition of eligibility criteria or eligible costs will require an amendment to this Plan in accordance with Section 28 of the Planning Act.

This provides Council with flexibility to adjust active programs based on budget, as well as on the success of each program. The success of each program will be determined based on the results of a Monitoring and Evaluation Program proposed as part of this CIP.

4.1 Tax Increment Equivalent Grant Program

The purpose of the Tax Increment Equivalent Grant (TIEG) program is to encourage the improvement and development of industrial properties which will lead to significant employment and contribute to the growth of the Town's assessment base by attracting private sector projects.

The program is primarily directed at the private sector and is designed to encourage private sector development and redevelopment of industrial sites in the Town. The strategy is to provide assistance at the start-up investment stage to help get the project off the ground and overcome barriers to developing industrial uses within the Town.

4.1.1 Program Purpose

The Tax Increment Equivalent Grant Program (TIEG) is a financial incentive program that provides the opportunity to redevelop buildings or lands. Redevelopment typically increases the assessed value of a property.

The purpose of this program is to provide grants to the owner of an eligible property to help offset costs associated with its rehabilitation, reuse, redevelopment and development of the property, provided that the improvements to the property result in an increase in assessment taxation. In essence, the program offers grants to property owners whose municipal property taxes have increased as a result of the “substantial” development, redevelopment, construction or reconstruction of an eligible building or property within a designated area. The education portion of taxes to be paid is not included in this program.

The value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements, and is provided after taxes have been paid in full.

The TIEG is considered revenue neutral since the grant does not come out of the existing tax base. Instead, the Town is using a future amount of property tax revenue to invest in the community today.

4.1.2 Program Description

In order to be eligible, a project must have a minimum estimated construction value of \$3,000,000, result in a minimum of 5 full time jobs and a building permit must be issued for an industrial use. The applicant will be required to submit an application to the Town. The Town will review the application and provide a preliminary estimate of the tax increment grant based on the applicant’s project description and provide an approval-in-principle (if successful). The applicant will be required to sign a grant agreement.

The Town may provide grants for an eligible property to help offset costs associated with its rehabilitation, reuse, development and redevelopment, provided that the improvements to the property result in an increase in assessment and property tax.

The TIEG program is based on the difference between property taxes collected on a property before development and the estimated taxes that will be collected after development. They are reconfirmed against actual taxes before any grant monies are paid. The precise amount of the grant is only determined once the Municipal Property Assessment Corporation (MPAC) reassess the property following development and has demonstrated an increase in the assessed value of the property.

The following is an example of how the difference, which amounts to the tax increment-based grant is calculated:

Property taxes POST development	\$400,000
Property taxes PRE development	<u>\$200,000</u>
Tax Increment-based grant	\$200,000

The applicant is responsible for the up-front remediation and redevelopment/development costs, including but not limited to construction, design, development charges, administration fees, appraisals, inspections, MPAC post development assessment estimates, legal and registration fees, where applicable. Before the issuance of a grant, all work must be completed and there must be an increase in the assessed value of the property, with an associated increase in property taxes, post-development.

The applicant is also responsible for providing the Town with proof of completion of the project, fulfillment of conditions of the grant and the post-development notice of assessment prepared by Municipal Property Assessment Corporation (MPAC). The grant would be paid annually by the Town to eligible applicants following the full payment of property taxes.

Town Council will act as the final approval authority for this financial incentive program and will be the ultimate judge of a project's contribution to meeting the objectives of the CIP and its "need" for participation in the TIEG program.

As part of the TIEG program, the Town may assist or facilitate the construction or redevelopment project by leasing lands owned by the Town to the proponent for short term use at less than market rates. Any applicant that wishes to lease Town land must include in their application a request to lease with a description of the proposed lease and a rationale for the proposal. Council shall retain discretion as to whether to enter a lease with an applicant, and the terms of any such lease.

4.1.3 Program Requirements and TIEG Grant Structure

The maximum number of years that any individual project can benefit from the TIEG is 4 years. The sliding scale will determine eligibility in the program and associated incentives.

For example, the value of the TIEG is equal to up to 100% of the tax increase in the first year of project completion if the construction value is \$10,000,000 or greater and results in a minimum of 25 full time jobs. Thereafter, it is provided on a declining rate basis until the fourth year (see chart below).

The grant may be to the full amount or a portion of the amount of the property tax increase after the property is developed or redeveloped, subject to the terms noted under the application process. The precise amount of the grant is only determined once the Municipal Property Assessment Corporation (MPAC) reassess the property following development. The sliding scale provides for the financial incentives to be adjusted based on the value of the proposed redevelopment project and allows the municipality to adjust the financial incentives based on demonstrated need. It will also allow the municipality to support both larger and smaller scale projects.

Criteria		Percentage (%) of tax increment rebate			
Construction Value	Full-time permanent jobs created	Year 1	Year 2	Year 3	Year 4
Minimum \$3,000,000	Minimum 5	Up to 50%	Up to 50%	N/A	N/A
Minimum \$5,000,000	Minimum 10	Up to 50%	Up to 50%	Up to 25%	Up to 25%
Minimum \$10,000,000	Minimum 20	Up to 100%	Up to 100%	N/A	N/A
\$ 10,000,000 or greater	Minimum 25	Up to 100%	Up to 75%	Up to 50%	Up to 25%

Construction value is defined as the construction value listed on Building Permits applicable to the specific project. Full time permanent jobs is defined as work of 35 hours or more per week per full time employee (non-contract). Applicants will provide the number of jobs anticipated to be created or retained as part of the application and will be confirmed through annual corporate documents throughout the TIEG period.

Applicants of eligible properties may apply for the TIEG program provided that:

- the land is zoned for an Industrial Use in the Town of Greater Napanee Zoning By-Law
- the estimated costs of the development or redevelopment of the eligible property results in an increase in assessed value and property tax revenues for that property;
- building construction value is a minimum of \$3,000,000 and results in a minimum of 5 new full time permanent jobs in either: administrative, management, or an operational capacity for the industrial facility throughout the term of the grant.

At its sole discretion, the Town of Greater Napanee may require the applicant to submit a business plan, prepared to the satisfaction of the Town, in relation to an application for the tax increment equivalent grant.

Eligible Costs include the municipal portion of property tax increase resulting from CIP improvements. Eligible costs do not include labour costs for work performed by the applicant/owner. More information on eligible costs can be found down below in section 4.4.

4.1.4 Application Process – TIEG Program

TIEG Application Process and Requirements	
1	Pre-project Municipal taxes will be determined before commencement of the project at the time the application is approved.

	<p>For the purposes of the grant calculation, the increase in the municipal portion of property taxes (“municipal tax increment”) will be calculated as the difference between pre-project municipal property taxes and post-project municipal taxes that are levied as a result of re-assessment of the property by the Municipal Property Assessment Corporation (MPAC) following project completion. The amount of the grant will be recalculated every year based on the municipal tax increment.</p> <p>Participation in the TIEG program does not exempt property owners from an increase/decrease in municipal taxes due to a general rate increase/decrease or a change in assessment for any other reason.</p>
2	<p>Applications will be processed and approved on a first come, first served basis.</p> <p>This will be subject to availability of funding as approved by Council and the Industrial CIP must be considered active. The Industrial CIP is considered active if Council has approved implementation of the program and Council has approved a budget allocation (as applicable) to support program implementation.</p> <p>Should there be inadequate funding, completed applications will be held and processed in chronological order from the date of application approval and on their merit as soon as funding is available.</p>
3	<p>An application for TIEG contained in this Industrial CIP may be accompanied by plans, estimates, contracts, reports, a description of existing site conditions, including the current value assessment and taxation rates for the subject property, and other details requested by the Town for purposes of satisfying the Town with respect to costs, design, performance and conformity of the project with the Industrial CIP.</p> <p>Applications may also include documentation such as a business plan, detailing the proposed development, including a site plan or concept plan and confirmation of any planning approvals being sought to facilitate the industrial use.</p>
4	<p>Review and evaluation of an application and supporting materials against program eligibility requirements will be done by staff (hereinafter called the Review Committee) who will then make a recommendation to Council or Council’s designate.</p> <p>Those applications for which the TIEG program are approved, shall be approved by Council, by By-law.</p>

5	As a condition of approval of an application for a TIEG, the applicant will be required to enter into an Agreement with the Town. This Agreement will specify the terms, duration and default provisions of the grant. This Agreement is also subject to approval by Town Council or Council's designate. Council may also apply other conditions to the approval where appropriate and warranted.
6	The incentive available is calculated only in relation to the general portion of the total taxes paid and does not include the education taxes levied. County tax incentive availability will only be eligible should the County agree to provide such assistance.
7	The difference in municipal taxes is the portion eligible for a full or partial tax-increment-based grant to off-set eligible costs. This grant is available for a set period of time as indicated in the agreement between the Town and the applicant.

4.2 Development Charges Rebate Program

Development charges are municipal charges against new development to finance the growth-related capital costs associated with meeting the service requirements of development. The underlying intent is that growth pays for growth and that the financing of capital costs of servicing does not place a burden on existing taxpayers.

4.2.1 Program Purpose

The Development Charges Rebate Program is intended to provide a financial incentive to stimulate investment in targeted economic sectors for the purposes of expanding and diversifying the local economy by effectively reducing the Town's development charges that would apply to the subject property.

The Development Charges Rebate Program is aimed at attracting new targeted sector businesses to the Town and the expansion of existing businesses through the development, redevelopment, rehabilitation or adaptive reuse of buildings and properties in the Community Improvement Project Area.

4.2.2 Program Description

This program will provide a grant to the applicant based on the Town's Development Charges paid on an eligible project, as determined by Council on a case-by-case basis.

As part of Council approval of a CIP application, Council may, in its discretion, include a grant to reimburse the applicant for Development Charges in an amount up to the full amount of Development Charges paid. In order to receive a grant under this aspect of the program, the applicant must pay 100% of the Town Development Charges payable on the date that the building permit is issued. The Town may reimburse the applicant at

any time after payment of the Development Charges are paid, in accordance with the following:

- (a) for projects within targeted sectors and where the build value exceeds \$10,000,000 and the new employees exceed 25, Council may reimburse the applicant within the calendar year that the Development Charges were paid to the Town, provided that the applicant enters into a repayment agreement with the Town whereby the Development Charge reimbursement shall be repaid to the Town where the applicant is in default of its obligations under the agreement. The agreement shall obligate the applicant to:
 - 1. Construct the eligible and approved project;
 - 2. Obtain final building inspections;
 - 3. Obtain an occupancy permit (as applicable);
 - 4. Address all deficiencies; and,
 - 5. Meet all program and grant agreement requirements to the Town's satisfaction.

- (b) for projects that do not fall within the requirements specified in (a) above, the Town shall reimburse the applicants only where the following criteria are met:
 - 1. The eligible and approved project is constructed;
 - 2. All final building inspections are conducted;
 - 3. An occupancy permit (as applicable) has been obtained;
 - 4. All deficiencies have been addressed; and,
 - 5. All program and grant agreement requirements have been met to the Town's satisfaction.

4.2.3 Program Requirements

Program Requirements include:

- a) The Development Charges Rebate program will consist of a grant program, whereby the registered property owners and/or assignees will be eligible to receive a grant for an amount determined by Council intended to reimburse the applicant for all or a portion of the development charges paid to the Town. The amount may vary at the discretion of Council, dependent on the need and size of investment in the community;
- b) Projects are required to be in compliance with all Town by-laws and policies, including zoning and building regulations;
- c) The subject property shall not be in a position of property tax arrears. If the tax bill is not paid in full, the Town will cancel all future grants and require repayment of past grants made as part of this program;
- d) The Town will collect the full amount of Development Charges owed for the proposed development at the time of Building Permit application and will issue the Development Charges Rebate after the final inspection has been conducted by the Building Department, except in circumstances described in section 4.2.2(a) above;

- e) The grant will be forfeited and repaid to the Town if the property is demolished or altered in a manner that does not comply with this CIP before the grant period lapses. In exceptional circumstances, the Town may extend the grant period if necessary to ensure a reasonable reimbursement of costs. In such cases, the extended grant period will be identified in an implementing CIP Agreement;
- f) A Development Charges Rebate may be received by a property owner and/or assignee in combination with any other municipal program offered by this Industrial CIP. However, in accordance with the Planning Act, the total of this rebate and any other property tax assistance and grants provided by the Town in relation to this, either individually or collectively cannot exceed the approved eligible costs for all approved incentive programs.

The Town may establish a maximum total rebate that can be paid under this program, based on negotiated agreement terms, per application, property or project.

4.3 General Criteria & Eligibility

This program aims to provide tangible economic gains and encourage targeted economic development. The following is a list of criteria required for participation in the Industrial CIP. The list below is not exhaustive, and the Town of Greater Napanee reserves the right to include other criteria or requirements on a site-specific basis as deemed appropriate. The Town may make changes to the document through an amendment to ensure the public is given notice of the proposed change and an opportunity to provide comments. All financial incentive programs contained in this Industrial CIP are subject to the following general requirements, as well as the individual requirements specified under each program.

1. All industrially zoned lands within the geographical area of the Town have been designated under the Industrial Community Improvement Plan, therefore all industrially zoned lands are eligible to apply.
2. Be consistent with the goals and objectives of this CIP. Preference will be given to those projects which, in the view of the Town's are most likely to meet the goals and objectives of the CIP, as determined by the Town in its sole discretion. Eligibility will be determined through the merits of each individual application and generally on the basis of likelihood of development to occur, and in a manner which is consistent with the goals and objectives of the CIP.
3. Under Section 28(7) of the Planning Act, eligible applicants must be either a registered property owner, assessed property owner or a tenant of a property to whom the owner has assigned consent to receive assistance under the CIP. Therefore, applicant, unless otherwise specified, means registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the Project Area has assigned the right to receive a grant or loan under this CIP. If the applicant is not

the owner, the applicant must provide written consent from the owner of the property on the application.

For the purposes of interpretation, Owner shall also include an entity that has entered into a binding purchase and sale agreement with the Town to acquire municipally owned industrially zoned lands. The Town retains the right and absolute discretion to reject an application received from a person or corporation which in the opinion of the Town or its professional advisers, does not possess the experience, financial, technical, personnel or other resources that may be required to carry out the obligations as part of this grant program.

4. As a condition of application approval, the applicant is required to enter into an Agreement satisfactory to the Town to govern the administration of the incentive program prior to incurring any costs for which an incentive is applied for. This Agreement will specify the terms, duration and default provisions of the grant to be provided and is also subject to approval by Town Council.
5. Projects completed prior to adoption of this Industrial CIP by the Town are not eligible.
6. The grant available under these programs is generally paid to the owner that signed the original grant agreement and developed or redeveloped the property, even if the property is subsequently sold before occupancy. The grant may be assigned by the original property owner to a third party, subject to approval by the Town, but this is limited to a one-time assignability by the original property owner with an approved application and agreement.
7. The annual grant available under the financial incentive program can be paid once a property has been developed or redeveloped and any building(s) have obtained an occupancy permit, final building inspection, reassessment of the property has taken place, and property taxes have been paid in full for the year in which the grant is to be provided.
8. Property taxes and any other municipal financial obligations must be in good standing at the time of program application and throughout the entire length of the grant. Property owners who are in arrears of taxes, water and sewer charges or any other municipal accounts receivable are not eligible to receive a loan or grant.
9. All outstanding work orders must be satisfied.
10. Once approval is given by Council, a by-law is passed and all applicable agreements are entered into and the owner will receive an annual grant from the Municipality in accordance with the financial incentive program, commencing the year the property is occupied after development/redevelopment.

11. The Town may discontinue the program contained in this Industrial CIP at any time, but Owners with approved grants will still receive said grant, subject to meeting the general and program specific requirements.
12. All proposed works and associated improvements to buildings and/or land shall conform to approved Official Plan, Zoning By-law and all other municipal by-laws, legislation and supporting regulations/approvals by other levels of government. The improvements made to buildings and/or land shall be made pursuant to a Building Permit and/or other required permits, and constructed in accordance with the Ontario Building Code and/or other municipal requirements. Outstanding work orders, and/or orders or requests to comply and/or charges from the Town (including tax arrears) must be satisfactorily addressed prior to the grant.
13. Should the property Owner default on any of the conditions outlined in the Agreement, the tax assistance provided (plus interest) will become payable to the Town.
14. If a building(s) erected on a property participating in this program is demolished before the grant period expires, or if all or any of the minimum full-time jobs are eliminated, all grant payments may cease.
15. If the Owner is in default of any of the general or program specific requirements, or any other requirements of the Town, including default on any condition in the by-law or agreement, the Town may delay, reduce or cancel the approved incentives and require repayment of the approved incentives.
16. The Town is not responsible for any costs incurred by an applicant in relation to any of the program, including, without limitation, costs incurred in anticipation of a grant and/or tax assistance.
17. The property owner is responsible for the entire cost of the development or redevelopment project.
18. Town staff, officials, and/or agents of the Town may inspect any property that is the subject of an application.
19. Council has the absolute discretion to provide or refuse any incentive in the Industrial CIP program.

4.4 Eligible Costs

The total amount of incentives provided under this CIP shall not exceed eligible costs (i.e. 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).

Eligible costs would be determined at the discretion of Town Staff and Council, however, in general, they include (but are not limited to):

- Site preparation and infrastructure works including demolition and disposal off-site, constructing, improving or reconstructing of existing on-site public infrastructure such as grading and excavation, utility installations, expansions and connections, road construction and upgrades, storm water management systems, site drainage improvements, water and wastewater services and other infrastructure that supports industrial growth
- Site development, including investment that results in the productive use of lands and/or buildings within the Community Improvement Project Area for the purpose of industrial uses, and includes but is not limited to new building construction or improvements made for the purposes of establishing or maintaining a business enterprise, or the expansion of existing buildings to realize more efficient use of the land's potential
- Construction and renovation of industrial buildings and facilities, structural improvements, mechanical and electrical systems and fire safety enhancements, of any part of a building or structure for the purpose of development, redevelopment, rehabilitation and/or adaptive reuse
- Rehabilitation including the returning of an existing building and/or land to a useful state by adaptive reuse, development, redevelopment and/or construction
- Site Improvements including infrastructure upgrades, landscaping, streetscaping, parking, and other enhancements to the physical environment
- Energy efficiency improvements, including but not limited to improvements that enhance environmental sustainability such as the installation of green roofs, energy efficient lighting and renewable energy systems.
- Technology and Innovation including investments in advanced manufacturing technologies, research and development facilities, and innovation hubs to promote technological advancements within the industrial sector.
- Environmental remediation, if relevant, costs associated with the assessment of environmental conditions and the remediation of environmental contamination, and environmental protection
- And any other costs identified by the Town.

Eligible Costs exclude:

- both construction financing and long-term debt financing interest costs
- Design, engineering, legal, insurance, and other professional fees (at the discretion of the Town) directly related to the design and development and commissioning of the completed building(s);
- Freight costs
- Permitting and approvals

4.5 County of Lennox and Addington Involvement

The Town of Greater Napanee has also requested that the County of Lennox and Addington partner with the Town, so that the County's share of the municipal tax bill is included in the TIEG program.

The County may decide to participate by offering a similar incentive for the County portion of the total taxes paid. Each proposal will be evaluated on a case by case basis.

County participation is enabled via an agreement with the Town of Greater Napanee. The Town enters into an agreement with the developer. It is only after the Town is satisfied with full payment of taxes that they return the agreed upon portion of those taxes to the developer. Once that is done, the County will be invoiced to pay a grant to the Town of Greater Napanee for the County portion of the taxes paid. To trigger the agreement, the Town of Greater Napanee will provide formal written notice of their request for County participation in the TIEG.

5.0 Monitoring Program

The Industrial CIP will be monitored on an ongoing basis to track progress relative to its goals and objectives. It will also be monitored to track the performance, economic and social effectiveness of the CIP as well as the impact of the incentive programs. It is envisioned that this information will be used to inform decisions relating to adjustments to the incentive programs to help ensure that the goals of the Industrial CIP are successfully accomplished.

The general administration of the Industrial CIP and the financial incentive programs contained within shall be the responsibility of the Development Services Department, in consultation with other Town departments as appropriate.

5.1 CIP Funding

During preparation of its annual budget, Town Council will determine the contribution to be made available to respective financial programs under this Industrial CIP for the current year. The financial incentive programs will be administered by Development Services staff within the budget established by Council.

5.2 Description

This Industrial CIP is not intended to be a static planning document. It is intended to be a proactive plan to promote industrial development and redevelopment in the Town of Greater Napanee. Therefore, monitoring of the update and performance of the incentive programs should be done on a regular basis, and the results of the monitoring should be utilized to help ensure that the incentive programs be as effective as possible for industrial projects.

Additionally, monitoring will include reviewing industry trends and projections for industrial development and innovations. Based on any industry shifts, it may be advantageous to adjust the program or eligibility criteria of the Industrial CIP in response to market changes.

Performance indicators are listed on the right column in the chart below.

Program	Indicators
Industrial Tax Increment Equivalent Grant Program	<ul style="list-style-type: none"> ▪ Property location ▪ Number of applications received ▪ Amount of industrially zoned public land (hectares) sold ▪ Increase in assessed value of participating properties ▪ Estimated and actual \$ amount of municipal tax assistance/grants provided ▪ Hectares/acres of land developed and redeveloped ▪ Industrial/commercial space (sqft) constructed and value (\$) of construction ▪ \$ value of private sector investment leveraged ▪ Full-Time Permanent Jobs created ▪ Number and \$ amount of program defaults ▪ Time required to approve complete application

5.3 Program Adjustments

The incentive programs contained in this Industrial CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. The Town may periodically review and adjust the terms and requirements of the programs contained in this Plan, or make technical amendments (i.e. correcting typographical errors) without amendment to this Plan. Any changes will be provided to the County of Lennox and Addington and the Ministry of Municipal Affairs for information purposes only.

Major and substantive amendments, such as increases in funding provided by the financial incentive contained in this Industrial CIP, the addition of any new programs to this industrial CIP, or an expansion of the Community Improvement Project Area, may be made by amendment, subject to the statutory process under the Planning Act, which includes public consultation and Council Approval, in accordance with Section 28 of the Planning Act.

6. 0 Conclusion

This Industrial CIP provides a direct contribution to achieving one of the Town’s economic development objectives of protecting and expanding the industrial base. More than an initiative, this CIP is a dedication to cultivating a dynamic environment for industrial development, fostering investment, and elevating the Town of Greater Napanee as a hub for innovative industries. The intentional focus on industrial land transformation communicates a powerful message to investors: Napanee is a community dedicated to industrial growth and technological advancement and this CIP invites all stakeholders—industrialists, investors, and residents—to collaboratively shape a community that not only supports industrial progress but propels the Town into the forefront of innovative industrial development.