

# Town of Greater Napanee

## Investment Attraction Strategy



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Review Scheduled:			
Department:	Growth & Infrastructure	Contact:	GM – Growth & Infrastructure
Approval Authority:	Council	Policy No:	GI-2026-01

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### 1. Background

The Town of Greater Napanee’s economy is balanced across agriculture, manufacturing, tourism, retail, and a strong public sector.

The Town benefits from transportation networks, proximity to the I-81 Canada-U.S. border crossing, attainable housing supply, substantial electrical capacity, fibre-optic networks, shovel-ready lands and desirable amenities including a hospital precinct and an innovative primary health care model that supports population and workforce growth.

The municipality has invested strategically in roads, water and wastewater infrastructure, fleet/equipment, and cultural facilities to remain future-ready in a competitive climate. The Town recognizes that to preserve its tax and affordability advantage —approximately 28% lower than comparator municipalities — growth must be planned and sustainable, welcoming new residents and businesses while protecting community character.

As a lower-tier municipality within the County of Lennox & Addington, the Town focuses its limited resources on areas within its legislative mandate and capacity. The County of Lennox & Addington leads on small business support and tourism promotion, while the Town concentrates on land use planning, tax and development fee policy, core infrastructure (water, wastewater, roads), and targeted community investments (recreation, culture, primary health care) that make the Town of Greater Napanee attractive to workers and large employers.

### 2. Core Investment Attraction Goals

- Ensure the Town of Greater Napanee is competitively positioned in the industrial, commercial and residential development marketplace.

- Ensure core infrastructure and land availability can accommodate large-scale development opportunities.
- Reduce administrative barriers to investment and development timelines.
- Attract investment that grows the labour force and the municipal tax base.
- Ensure infrastructure supports commercial, industrial, and agricultural businesses, through direct investment or advocacy.

### **3. Primary Levers for Investment Attraction**

- Land use planning: Official Plan Policy, Zoning, Site Plan Control, and Development By-Laws.
- Tax policy measures within municipal authority.
- Implementation of the Town's Tax Increment Equivalent Grant (TIEG) under the Industrial Community Improvement Plan for industry attraction
- Development and maintenance of core infrastructure including water and wastewater servicing, roads and facilities.
- Targeted investments in programs and services (recreation, cultural amenities, and primary health care) that help employers attract/retain workers.
- Flexibility of Development Charge (DC) collection timing, offering development proponents greater accessibility to upfront capital required for capital-intensive projects.

### **4. Policy Statements**

To support and attract large scale development investment and ensure the Town of Greater Napanee remains competitive within the regional and provincial investment landscape, the Town is committed to implementing a coordinated suite of tools that streamline approvals, balance municipal fiscal sustainability with project feasibility and improve the development approvals experience. The following subsections outline the Town's comprehensive approach—ranging from enhanced client service and concurrent technical review processes to flexible taxation and development charge arrangements—all designed to reduce administrative barriers, accelerate project timelines, and strengthen the readiness of employment lands for large-scale investment.

#### **4.1. Investment-Friendly Service Commitments**

- The Town will assign a Single Point of Contact for each eligible project file to coordinate all municipal reviews and communications through the Development Concierge Team.
- The Town will publish service level standards and target timelines for each review stage.
- For strategic major projects, the Town will prioritize review and approval processes for these projects to ensure approval timelines are minimized – getting shovels in the ground expeditiously.

#### **4.2. Streamlined Concurrent Review**

- The Town will conduct concurrent technical reviews (planning, engineering, building, fire, etc.) wherever practicable to condense the critical path.
- Pre-Consultation is available for industrial applications to align municipal and proponent expectations - the Town will issue a written Submission Requirements Checklist to define a complete application.
- Where legislation permits, the Town may use conditional or phased approvals (e.g., conditional site plan or conditional building permits) to advance critical path tasks while ensuring compliance and safety.

#### **4.3. Taxation Collection Flexibility**

- The Town recognizes that capital-intensive industrial projects face significant early-stage financial pressures, and flexible taxation tools can help alleviate initial cash-flow constraints.
- Through the Industrial Community Improvement Plan's tax-increment grant framework, the Town can provide a phased-in approach to taxation, supporting large-scale projects during their ramp-up period.
- Phased tax collection offers a balanced approach that both supports investment attraction and maintains long-term municipal fiscal sustainability.

#### **4.4. Flexible Development Charge (DC) Payment Timing**

- The Town may offer flexible timing arrangements for payment of DCs to eligible projects, provided all arrangements comply with provincial legislation, the Town's DC by-law and/or Industrial Community Improvement Plan and are documented in a DC Payment Agreement.
- Flexibility tools may include: (i) installment schedules aligned with construction milestones or occupancy; (ii) deferred payment schedules

following occupancy; and/or (iii) phased DC calculations for staged builds where phasing is approved. Timing flexibility shall not reduce or waive DCs owing unless identified through the Development Charge Background Study or the Industrial Community Improvement Plan.

- Deferred revenue collection supports major projects through greater accessibility to financial capital required to take projects through the construction cycle and protects municipal revenue collection for use in growth-related capital projects.

#### **4.5. Employment Lands - Project Readiness**

- The Town will coordinate infrastructure planning (water, wastewater, roads) to support designated employment areas and align servicing timelines with the industrial attraction pipeline. The Town will prioritize infrastructure that supports existing and prospective investments, including direct municipal works where feasible and advocacy with upper-tier and provincial partners where jurisdiction lies with others.

### **5. Challenges & Limitations**

The Town recognizes that external factors beyond municipal control can influence business attraction outcomes. Examples include provincial/federal approvals timelines, broader labour market conditions, supply chain constraints, utility/transmission capacity controlled by external agencies, and macroeconomic interest-rate conditions.

### **6. Implementation**

This Strategy takes effect on the Approval Date following Council approval. The General Manager of Growth & Infrastructure will implement this strategy and report to Council on its effectiveness in attracting development investment within the community. The Policy will be reviewed at least every three (3) years, or sooner if legislation or local conditions materially change.

#### **Revision History**

Date	Number	Description
Feb 10, 2026	GI-2026-01	New