Adelaide Metcalfe Community Improvement Plan

October 2022

(September 2026 Update)

TOWNSHIP OF
Adelaide Metcalfe

Cover Image Source: Township of Adelaide Metcalfe

Adelaide Metcalfe Community Improvement Plan

TOWNSHIP OF
Adelaide Metcalfe

RE:PUBLIC

October 2022 (September 2026 Update)

The information contained in this document produced by Re:public Urbanism is solely for the use of the Client for the purpose for which it has been prepared. Re:public Urbanism undertakes no duty to, nor accepts any responsibility to any third party who may rely upon this document or the information contained herein.

Prepared for: The Corporation of the Township of Adelaide Metcalfe
Prepared by: Re:public Urbanism

Table of Contents

INTRODUCTION	1
POLICY FRAMEWORK	5
THE CASE FOR COMMUNITY IMPROVEMENT	11
VISION & GUIDING PRINCIPLES	16
FINANCIAL INCENTIVE PROGRAMS	20
MUNICIPAL LEADERSHIP INITIATIVES	45
ADMINISTRATION & IMPLEMENTATION	56
MARKETING & MODIFICATIONS	64
INCENTIVE ELIGIBILITY AREAS	68
GLOSSARY	77

Introduction

This document constitutes the Township of Adelaide Metcalfe's Community Improvement Plan (CIP). The Township undertook the preparation of this CIP in 2022, with the goal of creating a toolbox to support economic development and beautification throughout the Township. The primary focus of the plan is on the implementation of financial incentive programming and municipal leadership initiatives which are outlined in this document. Through these, the plan will allow the Township to incentivize exemplary improvement projects and economic development while strengthening community pride.

This Plan would not have been possible without input from the public, local business community, Council, and members of Township and County staff. It is because of these stakeholders that the plan reflects a collective and shared vision for community improvement in the Township of Adelaide Metcalfe.

1

1.1 Purpose & Planning Horizon

This document is intended to facilitate improvements to public and private buildings and lands in strategic areas of Adelaide Metcalfe. Private investment in the community will be encouraged and supported through the provision of a range of financial incentive programming (outlined in Section 5.0 of this plan). In the absence of a CIP, the Municipal Act otherwise prohibits municipalities from providing any direct or indirect financial assistance or incentives to the private sector. As such, this plan is an important tool which allows for this type of programming to be offered. The municipal leadership initiatives outlined in Section 6.0 of the plan seeks to provide inspiration for Council-led projects that will complement private sector investment. Through the complementary administration of financial incentives and implementation of the municipal leadership initiatives, the vision and guiding principles for community improvement outlined in Section 4.0 of this plan will be realized.

The intended implementation timeline or "planning horizon" for this plan is 10 years, however it is recommended that Council review the plan every 3 years (or as determined necessary) to address changes in community priorities, adjust financial incentives, revise or revisit any municipal initiatives, and/or to ensure consistency with updates to applicable legislation throughout the lifespan of the plan. Notwithstanding this, as-needed revisions to address technical changes or other minor matters may be undertaken by Council at its discretion. Further information on changes/amendments to the plan is provided in Section 8.0.

Source: Township of Adelaide Metcalfe

1.2 What is a CIP?

A Community Improvement Plan or CIP is a powerful policy tool used by Ontario municipalities to facilitate the (re)development, rehabilitation, and/or revitalization of selected areas in a municipality. These plans are typically developed to address key issues such as main street upgrades, tourism, site redevelopment, or affordable housing provision within a priority area, known as a Community Improvement Project Area (CIPA). A CIP will outline a vision for improvement of the CIPA, and employ the methods/powers outlined under Section 28 of the Planning Act to realize that vision.

One of the most common functions of a CIP is the provision of financial incentives specifically tailored to encourage property owners or tenants to undertake improvement projects that are aligned with the vision of the plan. Without a CIP, municipalities are prohibited from offering financial assistance to the private sector in any way. In addition to financial incentive programs, a CIP also typically identifies specific municipal projects, policies, or initiatives to be pursued by a municipality, at the discretion of their council. These public-facing initiatives are generally intended to complement the private investment focus of a CIP, allowing councils to lead by example in working towards the plan's vision.

A further explanation of the legislative framework is provided in Section 2 of this report.

1.3 Community Improvement Project Area (CIPA)

Pursuant to Section 28 of the Planning Act, the Township must identify a Community Improvement Project Area (CIPA) to which the CIP will apply. In the early stages of developing the plan, it was made clear that Council was seeking a tool to support community improvement across the Township, as opposed to one specific area – this was echoed by community stakeholders, businesses, and staff.

Accordingly, the entirety of the Township of Adelaide Metcalfe is designated as a CIPA in an effort to balance financial support between the urban and rural areas. Figure 1 (next page) outlines the CIPA to which this Plan applies. Notwithstanding the designation of the entire Township, not all financial incentive programs are available everywhere. Careful attention should be paid to the eligible areas to which each program applies. Further information is provided in Section 5.0, and specific mapping overlays are provided in Appendix A, where applicable, to describe where specific incentives are available.

1.4 2026 Scoped Review & Update

The Township undertook a scoped review and update of this Plan in 2026 to better support industrial land readiness, employment land development, and farm worker housing creation. As part of this review, two new Community Improvement Plan (CIP) programs were introduced: the Industrial Development Support Program, which provides a tax increment grant to encourage industrial development in proximity to the Highway 402 corridor, and the Farm Worker Housing Support Program, which provides grants covering up to 50% of applicable development charges associated with the creation of new farm worker housing.

In addition, the review established a new municipal leadership initiative focused on advancing industrial land readiness and included several targeted updates to general financial incentive program eligibility criteria and administration provisions.

Figure 1: Adelaide Metcalfe Community Improvement Project Area

Policy Framework

Please note that the following section reflects the policy framework in place at the time of the CIPs preparation in 2022 and may not reflect the most current references to policy documents or legislation.

2

2.1 Provincial Legislation

Municipal Act, S.O. 2001, c.25

Under Section 106 of the Municipal Act, a municipality cannot provide direct or indirect assistance to any manufacturing business or other industrial or commercial enterprise through the granting of "bonuses". Assistance in the form of a "bonus" includes:

- giving or loaning any municipal property or money;
- guaranteeing the borrowing, leasing or selling of any municipal property below fair market value; and/or,
- giving partial or full exemption from any levy, charge, or fee (i.e. development charges, building permit fees).

Notwithstanding this, Section 106 (3) states that municipalities can provide assistance in the carrying out of a Community Improvement Plan (CIP) adopted under Section 28 of the Planning Act.

Planning Act, R.S.O. 1990, c. P.13

Section 28 of the Planning Act outlines the authority and means with which community improvement planning can be undertaken by Ontario municipalities. This section states that where there is an official plan in effect that contains provisions respecting community improvement, a municipal council may designate all or part of the area covered by the official plan as a Community Improvement Project Area or "CIPA". Council may then prepare and adopt a CIP to help facilitate the improvement goals of the municipality.

Section 28 also outlines the actions that a municipality may undertake for the purposes of carrying out a CIP, which include:

- constructing, repairing, rehabilitating or improving buildings on land owned by the municipality;
- selling, leasing or disposing of any buildings or land owned by the municipality;
- creating and issuing grants, loans, or other incentive programs to owners and tenants of buildings and lands within the CIPA, to assist with eligible improvements covered under the CIP.

While the Act does allow for a considerable amount of flexibility in how municipalities can structure and administer their incentive programs, it does outline some general criteria for what constitutes an "eligible cost" for funding under a CIP, which municipalities must adhere to. These "eligible costs" include:

- environmental site assessment or remediation;
- development/redevelopment;
- construction and reconstruction of lands and buildings for rehabilitation purposes; and,
- provision of energy efficient uses, building, structures, works, improvements, or facilities.

Provincial Policy Statement (PPS)

The Provincial Planning Statement (PPS) sets out Ontario's province-wide land use policy priorities and requires that all planning decisions be consistent with its policies. The PPS supports community improvement by

encouraging compact, mixed-use development, reinvestment in main streets and downtowns, brownfield redevelopment, and infrastructure efficiency. It promotes long-term economic growth and complete communities by directing municipalities to strategically invest in areas that can accommodate growth and renewal. Community Improvement Plans are explicitly supported as tools for achieving these objectives and aligning local efforts with provincial interests.

CIPs are being leveraged more commonly by municipalities to support addressing housing needs/affordability by helping fund expansions in the supply and mix of housing, including affordable, rental, and supportive housing options, as well as climate resilient improvements.

2.2 Middlesex County Official Plan (OP)

Section 2.3.4 of the County OP establishes economic development as an important component of growth management in the County and the importance of protecting the agricultural base while supporting new diverse economic development opportunities. To this end, the County is committed to actions such as encouraging local municipalities to promote a high standard of urban design to create healthy communities which attract investment. Section 2.3.5 of the OP outlines the general policies related to growth management throughout the County. Under this section, local municipalities are directed to prepare detailed policies to guide the redevelopment of areas in transition or land that is underutilized. Further to this, Section 3.2.3 encourages local municipalities to include general development policies in their local official plans dealing with a range of issues, including community improvement matters. Section 4.6 of the County OP states that local municipal councils shall ensure that the public is adequately notified and consulted with during the course of preparing and considering planning policies, studies, and strategies associated with community improvement plans. The creation and implementation of a CIP is an action encouraged under the Middlesex County Official Plan.

2022 Middlesex County Official Plan Update

County Council adopted Amendment No. 3 to the Middlesex County Official Plan in July 2022, to incorporate new Provincial legislation and policies, as well as implement new County policy initiatives and directions. While adopted by County Council, the Ministry of Municipal Affairs and Housing (MMAH) is the approval authority and has yet to issue a final decision on the amendment. As such, the current plan remains in effect until such a time as MMAH issues an approval. Notwithstanding this, it is important to consider the proposed changes and what implications there are for community improvement planning in the Township. Section

4.8 of the updated County OP outlines more specific community improvement policies,

which state that CIPs will be encouraged within local municipalities:

- when there is a specific area in need of improvement, remediation, rehabilitation, or redevelopment;
- to facilitate and encourage community change in a coordinated manner;
- to address a lack of supply of sufficient affordable housing; and
- to stimulate private sector investment resulting in non-residential growth.

With respect to the establishment of a CIPA, the updated OP states that prior to the designation of a CIPA, a background study shall be carried out demonstrating a need for community improvement in the area(s) to be designated. The background report prepared in advance of this plan in 2022 satisfies this policy. The updated OP also states that County Council may make grants or loans to a local council for the purpose of carrying out a CIP.

2.3 Middlesex County Economic Development Strategy Update 2021-2025

The Middlesex County Economic Development Strategy Update provides a vision and guidance for the County and local constituent municipalities to work together on growing, evolving, and diversifying the local economy. As part of the update, a significant amount of background research and stakeholder engagement was undertaken to inform the strategic directions outlined in the document. The strategy culminates in four strategic objectives:

1. Invest in people and places via rural revitalization;
2. Entice talented workers and entrepreneurs to relocate by leveraging the pace of rural life and nearby urban amenities;
3. Attract investment in technology-based manufacturing, food production, and agriculture technology; and,
4. Advocate for investment readiness and implement improvements in business development services.

While the strategy is a higher-level than what the scope of a CIP entails, the two share common goals. Some of the priority actions identified in the strategy that correlate most with community improvement include (but are not limited to):

- Reducing barriers and increasing support for investment and employment in agri- tourism and rural enterprises;
- Increasing resources allocated to public realm improvements;
- Supporting efforts to improve housing provision and options; and,
- Spur business development with focused community improvement plan initiatives.

The above priority actions will be taken into consideration and help inform the vision and direction of the Adelaide Metcalfe CIP.

2.4 Adelaide Metcalfe Official Plan (OP) 2010

The Township's OP outlines the long-range vision for growth, land use, and development in the community. Section 1.3 outlines the goals intended to inform basic decision-making in the Township and, as they relate to community improvement, include considerations for business attraction, retention and expansion, affordable housing provision, and promotion of a healthy community through effective design. Section 2.6 of the OP outlines the policies for community improvement, which are intended to encourage the enhancement of existing areas via improvements to private property, public realm amenities/infrastructure, and other physical aspects of the Township. The section states that the evaluation of areas to be included within a CIPA shall be based on:

- a significant portion of the housing stock that is in need of rehabilitation;
- a deficiency or deterioration in municipal services including roads, curbs, sidewalks or street lighting;
- a deficiency or deterioration in public recreation facilities and public open space; and,
- all matters related to community improvement as defined in Section 28 (1) of the Planning Act.

The existing policies in the Township's OP encourage and support the development of the CIP and the research and analysis comprising this background report is intended to fulfill the requirements outlined above.

It should be noted that the Township plans to initiate a comprehensive review of its OP in 2023, during which the community improvement policies of Section 2.6 may be re-evaluated and updated. This may trigger the need to revise or amend this plan. This plan should be consulted in the review of any CIP-related policies in the OP.

2.5 Adelaide Metcalfe Strategic Plan (SP) 2019

The Township's SP outlines Council's key strategic priorities and directions to support a healthy, vibrant, and successful Township at an organizational level. The vision for Adelaide Metcalfe identified in the SP is: "A vibrant, engaged, and diversified community", which ties in closely with some of the overarching objectives of community improvement planning.

The following key strategic directions outlined in the SP have been identified to help provide some further insight for priorities in the Township in relation to the development of the CIP:

1. Growing our Economy through a Diversified Economic Development Plan
2. (1.1) To complete and fully implement a marketing and branding strategy to actively support and enhance the Township's Economic Development Plan
3. (1.4) Develop a two-pronged commercial and business development strategy that focuses on development opportunities associated with the Highway 81 Corridor and longer term development of the Kerwood Road / Highway 402 interchange

4. Building our Community
5. (2.1) To develop strategies that will continually foster the positive development, uniquenesses, capacities and values of Adelaide Metcalfe's hamlets and villages, possibly utilizing Community Improvement Plans where feasible.
6. Enhancing Township Governance and Operations
7. (3.4) To continually assess and pursue opportunities for partnerships and collaborative initiatives that will enhance Township opportunities, funding and sustainability.

The development and implementation of a CIP in the Township would satisfy Task 2.1 outlined above in accordance with the 2019 Strategic Plan.

2.6 Adelaide Metcalfe Zoning By-law 34-2007

The Township of Adelaide Metcalfe Zoning By-law regulates the development and use of lands within the municipality and contains a range of different land use zones and provisions. As the primary regulatory tool for land use, this document will play an important role in the implementation of a CIP and related projects. Ensuring conformity with th Zoning By-law, this CIP does not encourage or support projects or initiatives which contravene the provisions or regulations of the By-law.

The Case for Community Improvement

3

Figure 2: Regional context map

3.1 Municipal Context

The Township of Adelaide Metcalfe was formed in 2001 through the amalgamation of the Township of Adelaide and the Township of Metcalfe. Today, the Township has a population of 3,011, primarily distributed amongst the community's rural area and development nodes of Kerwood, Adelaide, Cairngorm, Napier and select areas along the northern boundaries of Strathroy-Caradoc. Historically, the Township has enjoyed a strong agricultural-based economy, which continues to this day. In addition to agriculture, the bisection of Highway 402 through the Township has led to more diverse economic development opportunities primarily focused around the Centre Road (County Road 81) corridor, as well as residential growth around the highway and fringes of Strathroy. However, this major inter-provincial/national corridor also presents some challenges, as it allows for greater ease of access to amenities and services in larger urban centres like Sarnia and London, thus competing with the local economy. On a local scale, with most of the Township's traditional commercial and industrial activity being focused around Centre Road, Adelaide Metcalfe has faced challenges with establishing and maintaining a distinct identity from the Town of Strathroy in this area. Despite this, the Township boasts a strong community-oriented culture and maintains appealing opportunities for families and businesses alike. Between the development of a CIP in 2022 and update of the Township's official plan in 2023, Adelaide Metcalfe will be in a good position to leverage

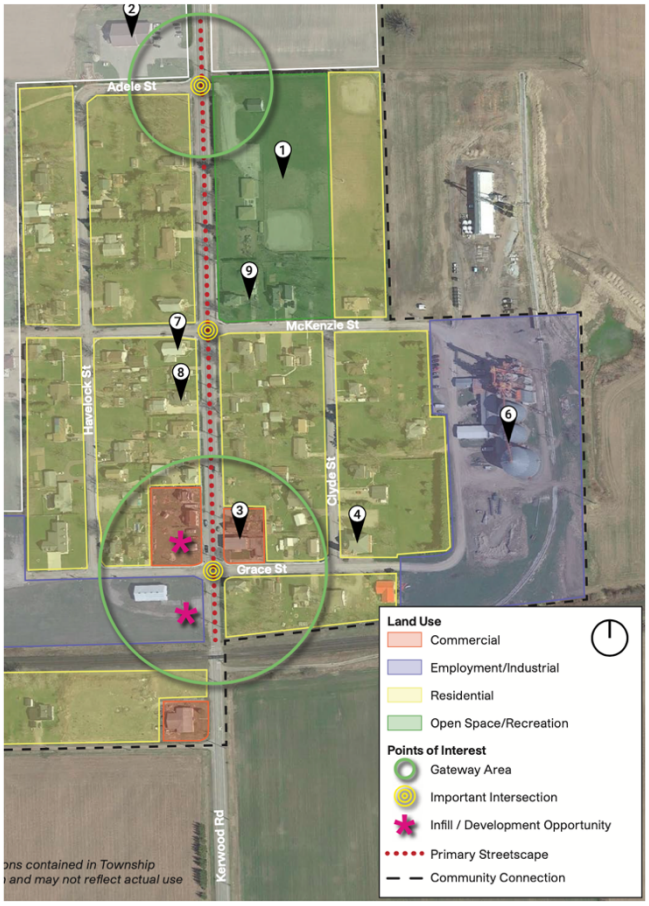
its assets and reinforce its identity as a great place to live and do business.

3.2 Background Report & Study Areas

The entirety of the Township of Adelaide Metcalfe was explored and analyzed as part of the background report prepared in advance of the CIP - this was integral in establishing a clear vision for the plan. As part of this exercise, the Township was assessed to clarify baseline conditions and identify opportunities and challenges that exist. These assessments were organized into distinct categories, focusing on: land use; business landscape; built form; streetscape & mobility; and, public amenities & parks. The July 2022 CIP Background Report should be referenced for more information. The focus areas explored through the backgrounding exercise are noted below.

Kerwood

Kerwood is the most populous settlement area in the Township, with historical roots tied to the east-west CN Rail line connecting Sarnia and London. Aside from the Wood's General Store on Kerwood Road and Parrish & Heimbecker east of town, the community is otherwise dominated by residential uses with a handful of home-based businesses spread throughout. A handful of institutional uses are also located in the town, such as Kerwood Park and the Adelaide Metcalfe Fire Station.



Source: Township of Adelaide Metcalfe

Centre Road (County Road 81)

In addition to the Township's well-established agricultural economy, Centre Road (south of Highway 402) is the primary economic node for the Township. Home to more than 20 different businesses and services (largely highway commercial in nature), as well as pockets of residential development in the south, this node is a strategic area which sees high volumes of traffic for the region. The main issues to consider in the future here will be associated with servicing capacity/provision, as well as ensuring the Township's identity is reinforced to maintain distinction from its neighbour, Strathroy-Caradoc.

Rural Area – The Township's rural area is built on a strong agricultural foundation, with some limited rural residential, commercial, and industrial uses spread throughout. Included in the rural area are some of the smaller hamlets such as Napier, Adelaide, Walkers, and Cairngorm, as well as residential developments on the west and north fringes of Strathroy-Caradoc. The rural area is home to some unique agri-tourism experiences and offers interesting heritage points of interest.

3.3 Public Engagement

No one understands community needs better than the people who live and do business there –accordingly, beyond the statutory requirements for public engagement under the Planning Act, a consultation strategy was followed for the project to ensure that the needs and priorities of the community were reflected early in the development of the Plan.

As part of the backgrounding phase of the project, three distinct stakeholder consultations were undertaken:

- workshop with local stakeholders;
- community survey; and
- posting of the finalized CIP for public review and comment.

These activities played an important role in introducing the project to stakeholders by allowing for preliminary feedback to be obtained; this feedback assisted the project team in building a stronger understanding of community context, procedural expectations, and priorities for the development of the CIP.

In terms of participation, the project team engaged with the Ministry of Municipal Affairs and Housing (MMAH), Middlesex County and Township of Adelaide Metcalfe staff, local business owners and community champions, as well as the general public. Following the completion of the Background Report, a second workshop was held with Township and County staff to scope the types of incentives and municipal initiatives that would be included in the Plan, based on the feedback and findings of the background phase.

During its final drafting stages, the Plan was circulated to the Ministry of Municipal Affairs and Housing (MMAH) as well as Middlesex County for review and comment, in accordance with the requirements of the Planning Act. The draft document was also presented to the general public at an open house on September 19, 2022. The final consultation event for the project consisted of a statutory public meeting, held by the Township of Adelaide Metcalfe on October 3, 2022.

These final events allowed the project team to not only obtain feedback from the community, but also ensure any issues were addressed prior to Council adoption.

3.4 Community Priorities

The following list highlights some of the main priorities identified in consultation with community stakeholders and through a physical assessment of the Township

(outlined in Section 3.2). These priorities ultimately helped shape the Vision and Guiding Principles in Section 4.0:

- Recognizing the strong foundation and growing prevalence of the agri-tourism industry and on-farm diversified uses
- Placing focus on the County Road 81 (Centre Road) Corridor as a core commercial/ industrial/service anchor for the Township
- Kerwood as a key focus area, both as a residential and institutional/recreational centre with potential for expansion
- Awareness and celebration of Township aspects such as infrastructural/natural assets, businesses, amenities, features in the community
- Improved walkability and bikeability throughout the Township
- Beautify the Township and streetscapes – particularly Kerwood, Centre Road Corridor, hamlets
- Better wayfinding/navigation options for the community (wayfinding), as well as identity building
- Improving and building on public amenities and space for community use and enjoyment
- Improving barrier-free accommodations and general accessibility throughout the Township
- Encouraging more attainable/affordable housing options
- Beautification of main street corridors

Vision & Guiding Principles

4

4.1 Community Improvement Vision

"A vibrant destination and place to call home, balancing agricultural roots with urban amenities, embodying principles of accessibility and inclusivity, and promoting healthy lifestyles for all ages."

4.2 Guiding Principles

The following five principles were identified in consultation with the community to ensure the CIP effectively addresses the priorities outlined in Section 3.0 and findings of the background investigation. These principles will assist in the review of applications for funding, inform measures of success in the annual evaluation of the plan, and help direct overall plan implementation.

'To' not 'Through' Adelaide Metcalfe

- Establishing a stronger sense of 'place' within the Township by creating and improving 'destinations'.
- Explore opportunities to 'slow down' travellers.
- Focus resources on beautification, streetscaping, and business support along strategic corridors.

Adelaide Metcalfe is Attainable & Inclusive

- Creating programming and policies to support 'attainable' housing provision.
- Encouraging improvement projects and initiatives geared to youth and seniors to support families and aging-in-place.
- Encouraging support for a range of different types of community-focused businesses and improvement projects.

Reinforcing Adelaide Metcalfe's Roots

- Provide support for agri-tourism, on-farm diversified, general economic development in the rural area.
- Explore options for better preserving and recognizing the Township's cultural landscapes (historic buildings, sites, history).
- Supporting home-based businesses.

An Active & Healthy Adelaide Metcalfe

- Strengthening the presence and role of existing community assets like parks and heritage sites as public destinations.
- Exploring opportunities for new Township parks and natural assets to be created, in collaboration with the community.

Moving Together in Adelaide Metcalfe

- Creating more pedestrian and bike-friendly travel options throughout the Township, recognizing that private vehicles are important but that the road can and should be shared.
- Improving general accessibility throughout the urbanized areas to make for equitable mobility options.
- Supporting barrier-free improvements on both public and private properties.

Financial Incentive Programs

5

5.1 Countryside Program

5.1.1 Purpose

This program is intended to support the establishment and/or improvement of value-added agricultural businesses, agri-tourism operations, recreational tourism, and related home-based businesses outside of more 'traditional' CIP areas. This program is not intended to fund general agricultural uses (standard livestock operations, dairy farms, cash cropping, horticulture, etc.), but more diverse agricultural-related uses that align with the vision and guiding principles for the CIP.

5.1.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

   Matched value may be increased to 65% where it can be satisfactorily demonstrated that the building is historically significant and the improvements would be directly related to enhancing, introducing, or preserving heritage features.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 50% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a combined maximum of $1,500.

5.1.3 Eligible Areas

- Rural Area

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.1.4 Eligible Projects

Eligible projects generally include the establishment of a new, or expansion/ improvement of an existing on-farm diversified use, value-added agricultural use, home-based commercial/industrial use related to agriculture or agri-tourism, or recreational tourism use.

The following non-exhaustive list provides guidance on the types of projects eligible for funding under this program:

- New building construction, addition(s) to an existing building, or internal renovations to an existing building, directly associated with the use;
- Works associated with the improvement, redevelopment, renovation, and/or conversion of existing buildings necessary to accommodate the establishment, expansion, or enhancement of the use, addressing matters such as:
    - Fire safety
    - Electrical systems
    - Ventilation
    - Plumbing/fixtures
    - Requirements of the Building Code
- Façade improvements to an existing building, such as, but not limited to:
    - painting (including wall murals/art)
    - restoring facade masonry and brickwork
    - restoring architectural features
    - replacing or repairing windows
    - improvement of the appearance of entrances
    - re-design of storefronts
    - installation or repair of canopies and awnings
    - installation or repair of exterior lighting
- New/improved signage;
- Installation of new permanent landscape elements such as vegetation/planting beds, trees, hardscaping features (armour stone, paver paths, furniture, rock gardens, etc.), landscape islands within parking areas, and beautification of the site or area directly associated with the business/activity.

For more information on permitted uses in the agricultural area, including value-added agriculture, and on-farm diversified uses, please refer to the Ontario Ministry of Agriculture, Food, and Rural Affairs' Publication 851: Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas (https://www.publications.gov.on.ca/ browse-catalogues/livestock/land-use/pub-851-guidelines-for-permitted-uses-in-ontarios-prime-agricultural-areas).

Notwithstanding the above, the final determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.1.5 Program-Specific Eligibility Criteria

- Projects must be clearly and directly associated with a bona-fide on-farm diversified business, value added agricultural use, or home-based commercial/industrial use related to agriculture or agri-tourism.
- No part of a dwelling is eligible unless it can be demonstrated that it is directly occupied by, and integral to the business.

- Projects must conform with Provincial, County, and Township land use planning policies and regulations applicable to agricultural and rural lands.
- The use must be open and accessible or provide a good or service to the general public, and/or provide demonstrated local employment opportunities.
- Furnishings, interior decoration, and appliances shall generally not be eligible for funding.
- As a condition of approval for any works involving the installation of plant material/ landscaping, applicants may be required to agree to a minimum warranty period defined by the Township, wherein the Township may request the return of any grant monies in the event that plant materials die, are not maintained, or are removed within the warranty period.

Eligible Project compliance / noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.1.6 Program Combinations

This program shall only be combined with the following:

- Accessibility Improvement Program

5.2 Façade & Signage Program

5.2.1 Purpose

Intended to assist with the financing of improvements to one or more facades of a non- residential building. This program will support stronger main street and primary corridor area streetscapes where improvements on multiple sites can have a compound improvement effect to achieve a more cohesive vision for beautification. Projects are encouraged to pursue high-quality design and complement the character of surrounding development.

5.2.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

   Matched value may be increased to 65% where it can be satisfactorily demonstrated that the building is historically significant and the improvements would be directly related to enhancing, introducing, or preserving heritage features.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 50% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a combined maximum of $1,500.

5.2.3 Eligible Areas

- Area A

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.2.4 Eligible Projects

The following non-exhaustive list provides guidance on the types of projects eligible for funding under this program:

- Façade Improvements, such as, but not limited to:
  - painting (including wall murals/art)

    - restoring façade masonry and brickwork
    - restoring architectural features
    - replacing or repairing windows
    - improvement of the appearance of entrances
    - re-design of storefronts
    - installation or repair of canopies and awnings
    - installation or repair of exterior lighting
    - any other façade improvements which may be approved by the Township
- New/Improved Signage;
- Permanent Artwork (murals, plaques, installments)

Notwithstanding the above, the final determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.2.5 Program-Specific Eligibility Criteria

- Only non-residential or mixed-used buildings are eligible for this program; this includes community/institutional buildings
- Projects must be directly related to facades and/or site areas which front onto, or are highly visible from, a public right-of-way
- or other lands legally and reasonably accessible to the general public (i.e. parks, parking lots, laneways, etc.)
- This program is not intended to facilitate end-of-life cycle replacements for building or other materials such as vinyl siding, lightbulb replacement,
- The Eligible Project must be directly associated with a building, property, or use that is open and accessible to the general public, or which provides local employment.
- Eligible Project compliance / noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.2.6 Program Combinations

This program shall only be combined with the following:

- Accessibility Improvement Program
- Site Beautification Program

5.3 Site Beautification Program

5.3.1 Purpose

This program is intended to encourage improvements to sites on which a non-residential use/business is located. The grants in the program will support improvements such as landscaping / hardscaping, improvements to pedestrian and vehicular access and parking areas, the introduction of bike parking, or other permanent site elements apart from the building that improve the overall visual quality and/or function of the site.

5.3.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 50% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a combined maximum of $1,500.

5.3.3 Eligible Areas

- Area A

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.3.4 Eligible Projects

- Installation of site lighting
- Installation of new permanent landscape elements such as vegetation/planting beds, trees, hardscaping features (armour stone, paver paths, furniture, rock gardens, etc.), landscape islands within parking areas, and beautification of the site or area directly associated with the business/activity.
- Installation, expansion, or renovation of a permitted streetside patio/terrace or
- other outdoor amenity directly associated with a business and accessible to clients/ customers;

- Permanent bike parking.

Notwithstanding the above, the final determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.3.5 Program-Specific Eligibility Criteria

- Only non-residential or mixed-used buildings are eligible for this program, this includes community/institutional buildings
- Projects must be directly related to site areas which front onto, are highly visible from a public right-of-way or other lands legally and reasonably accessible to the general public (i.e. parks, parking lots, laneways, etc.)
- As a condition of approval for any works involving the installation of plant material/ landscaping, applicants may be required to agree to a minimum warranty period defined by the Township, wherein the Township may request the return of any grant monies in the event that plant materials die, are not maintained, or are removed within the warranty period.

Notwithstanding the above, the final determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.3.6 Program Combinations

This program shall only be combined with the following:

- Accessibility Improvement Program
- Facade & Signage Program

5.4 Accessibility Program

5.4.1 Purpose

New accessibility/barrier-free requirements of the Ontario Building Code (OBC) came into force in 2015, with the goal of achieving full accessibility for everyone by 2025. This program is intended to assist building and business owners with upgrades or improvements to improve barrier-free accessibility or code compliance/performance. These improvements are often necessary where buildings were constructed prior to modern code/accessibility requirements for a given use, wherein upgrades can be costly and even present barriers to revitalizing a building/establishing a business.

5.4.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 100% of the fee(s) associated with any building permit(s) and/or development application(s) required to facilitate the eligible project. There is no maximum dollar amount.

5.4.3 Eligible Areas

- Area A
- Area B
- Rural Area

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.4.4 Eligible Projects

- Works undertaken to improve barrier-free accessibility and/or otherwise allows the building or site to achieve or exceed standards for code compliance with respect to accessibility, such as but not limited to:

- Installation of wheelchair ramps;
- Improvements to site/building circulation (paths, walkways, entries);
- Creation or improvement of on-site barrier-free parking spaces;
- Barrier-free improvement / retrofitting of washroom facilities; and/or,
- General storefront accessibility improvements as approved by the Township

Notwithstanding the above, the final determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.4.5 Program-Specific Eligibility Criteria

- Program is only available to non-residential or mixed-use properties/buildings;
- Improvements shall generally be permanent (i.e. not moveable/removable), unless permitted by the Township in its sole discretion
- The Eligible Project must be directly associated with those parts/areas of a building, property, or use that is open and accessible to the general public, or which provides local employment.

Eligible Project compliance / noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.4.6 Program Combinations

This program shall only be combined with the following:

- Countryside Program
- Façade & Signage Program
- Site Beautification Program
- Attainable Housing Program (only if property is mixed-use)

5.5 Attainable Housing Program

5.5.1 Purpose

Intended to help with the costs associated with developing attainable housing options (usually multi-unit) in the Township. This type of incentive is intended to encourage lower rents by reducing costs associated with tax assessment increases, development charges, or up-front financial aid for construction. A common requirement for this type of incentive is the obligation for building/unit owners to maintain the housing units as 'attainable' in accordance with the definitions of the CIP for a minimum number of years. Applicants are encouraged to coordinate any prospective affordable housing projects with local/regional housing service providers or agencies.

5.5.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 15% of the Construction Costs associated with the eligible project, up to a maximum of $10,000 per new attainable dwelling unit, for the first 4 units only.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant up to 100% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a maximum of $3,000.

4. **Annual Tax Increment Grant**

   Grant equal to a percentage of the municipal tax increment (i.e. net increase in taxes following project completion and reassessment) calculated at project completion. Grant will be paid annually for 5 years as a percentage of the increment calculated in year 1, reducing by 20% annually in accordance with the following schedule, unless otherwise stipulated by the Township:

Year	1	2	3	4	5
Grant	100%	80%	60%	40%	20%

**Please note that this grant cannot be combined with any other grant in the CIP.*

5.5.3 Eligible Areas

- Area B

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.5.4 Eligible Projects

- Development or redevelopment resulting in the creation of one or more new attainable rental housing units;
- Works associated with the improvement, redevelopment, and/or renovation of upper storey space (whether vacant, office, commercial or other non-residential use) to convert into new attainable rental housing units, provided that the ground floor space is a commercial or office space;

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.5.5 Program-Specific Eligibility Criteria

- The Township shall maintain full discretion in the determination of what parts of an eligible project qualify as an attainable rental housing unit, in accordance with the definitions provided in Appendix B;
- Where only a portion of the development contains units that will qualify as an attainable rental housing unit, only those qualifying units will be eligible for funding under this program;
- Successful applicants must enter into an agreement with the Township outlining the obligations and responsibilities of the owner, including but not limited to the requirement to maintain the residential units as attainable for a period of no less than ten years, or other minimum time period agreed to by the Township.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.5.6 Program Combinations

This program shall only be combined with the following:

- Accessibility Program (only if property is mixed-use)

5.6 Additional Residential Unit (ARU) Program

5.6.1 Purpose

Intended to offer financial assistance in support of establishing a new Additional Residential Unit (ARU) or legalizing an existing ARU (where supportable by the official plan) if it was not established in accordance with applicable code or policy requirements. Through this program, the Township will encourage further diversification of the housing base and allow for more attainable options, where appropriate.

5.6.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 50% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a combined maximum of $1,500.

5.6.3 Eligible Areas

- Area B

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.6.4 Eligible Projects

- Creation of a new additional residential rental unit/secondary suite on a residential property within an existing dwelling;
- Works or upgrades that may be required to achieve compliance with building/fire codes and/or the zoning by-law, in order to “legalize” an existing residential rental unit

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.6.5 Program-Specific Eligibility Criteria

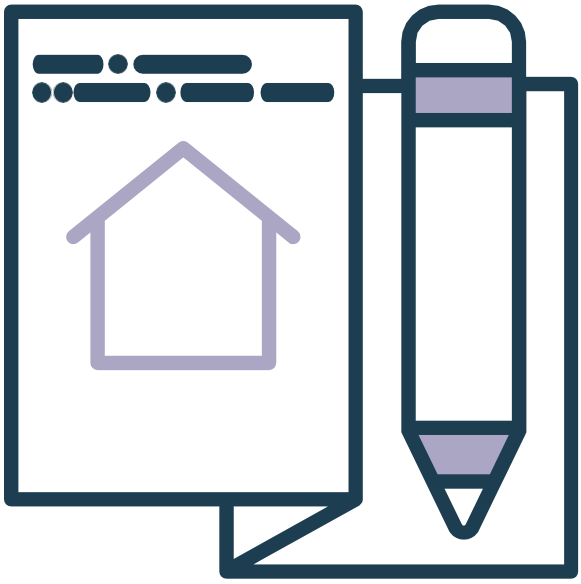
- Prior to any grant monies being issued, the additional residential unit must comply with the Zoning By-law, and any other applicable codes/legislation;
- Costs associated with cosmetic, material life-cycle replacement, or otherwise visual improvements to an existing dwelling or additional residential unit are not eligible for funding;

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.6.6 Program Combinations

This program shall not be combined with any other program in this CIP.

5.7 Conversion, Expansion, & Redevelopment Program



5.7.1 Purpose

This program is intended to support private sector investment in the redevelopment, renovation, and/or expansion of commercial and mixed-use buildings (generally interior) to improve their viability for accommodating a new or expanded commercial/service activity.

5.7.2 Available Grants

Applicants may apply for funding under one or a combination of the following grants, unless otherwise noted:

1. **Construction Cost Matching**

   Grant equal to 50% of the Construction Costs associated with the eligible project, up to a maximum of $10,000.

2. **Professional Fees Matching**

   Grant equal to 50% of the Professional Fees associated with the eligible project, up to a maximum of $1,500.

3. **Building & Planning Fee Grant**

   Grant equal to 50% of the fees associated with any building permits and/or development applications required to facilitate the eligible project, up to a combined maximum of $1,500.

5.7.3 Eligible Areas

- Area A

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.7.4 Eligible Projects

- Works associated with the improvement, redevelopment, renovation, and/or conversion of the ground floor of existing buildings necessary to accommodate the establishment, expansion, or enhancement of a commercial, office, institutional, or mixed-use. Such works may be associated with, but are not limited to:
  - Fire safety
  - Electrical systems
  - Ventilation
  - Plumbing/fixtures

    - Other reasonable works necessary to meet the requirements of the Building Code
    - Renovation and/or redevelopment of the space
- Infill development on vacant or partially developed properties, such as but not limited to:
    - New main building construction on a partially developed lot
    - Additions to an existing building, resulting in a minimum 25% increase in gross non-residential floor area

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.7.5 Program-Specific Eligibility Criteria

- Program is only available to non-residential and mixed-use properties/buildings;
- Decorative or finishing elements are not eligible under this program (ex. painting, finished flooring surfaces, drywall, etc.);
- Non-permanent or moveable components used by the business, such as appliances, furnishings, interior signage, and light fixtures are not eligible;
- This program is not intended to support greenfield development - new development is generally not to be supported under this program;
- Conversion of ground-level non-residential floor space to residential is not eligible for funding under this program
- The Eligible Project must be directly associated with a building, property, or use that is open and accessible to the general public, or which provides local employment.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.7.6 Program Combinations

This program shall only be combined with the following:

- Façade & Signage Program
- Site Beautification Program
- Accessibility Program

5.8 Industrial Development Support Program

5.8.1 Purpose

The Industrial Development Support Program is intended to encourage industrial development within the Highway 402 Industrial Area in the Township of Adelaide Metcalfe by providing targeted financial incentives for eligible projects. The program applies to lands designated for industrial use and offers support in the form of a Tax Increment Equivalent Grant (TIEG) and/or a Development Charge Grant to help offset development costs. Enhanced support may be provided for projects in strategic sectors such as advanced manufacturing, agri-business and agri-industrial operations, and logistics. The program is intended to attract investment, support job creation, and strengthen the Township's long-term economic competitiveness.

5.8.2 Available Grants

Applicants may apply for funding under one of the following grants:

1. Tax Increment Grant (TIG)

A Tax Increment Grant (TIG) is available to support major development projects that are expected to generate a significant increase in property assessment. The TIG provides an annual grant based on a percentage of the municipal tax increase that results from the completed project (the "increment"). This grant is intended for large-scale improvement projects only.

The Tax Increment Grant (TIG) will follow the payment schedules outlined below, subject to all eligibility criteria being satisfied. The lifetime amount of a TIG shall not exceed the total costs of the project.

Basic TIG (5 Years)

Annual grant equal to 50% of the tax increment in year 1 following project completion, reducing by 10% annually for five (5) years.

Enhanced TIG (up to 10 Years)

Where an eligible use would result in 75,000 ft^2 or more in new building construction AND is directly associated with a new or expanding Advanced Manufacturing, Agri-Business, or Logistics use, the Township may consider offering an "Enhanced" tax increment grant.

Under the "enhanced" tax increment grant, the Township may provide an annual grant of up to 100% of the tax increment in year 1, to

be decreased every subsequent year by a percentage determined by the Township, for a period of up to ten (10) years. Annual grant amounts and payment schedule shall be determined by the Township in its sole discretion

5.8.3 Eligible Areas

- Highway 402 Industrial Area

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.8.4 Eligible Projects

Major development or redevelopment projects that support the establishment, expansion, or modernization of an industrial or employment-generating use, where the project would result in an increase in assessment value on the lands. Examples include:

- Construction of new buildings or facilities for industrial, manufacturing, logistics, warehousing, or other employment uses; or
- Expansion of existing industrial or employment buildings of more than 50% of the existing building/floor area to increase production capacity or operational space.

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.8.5 Program-Specific Eligibility Criteria

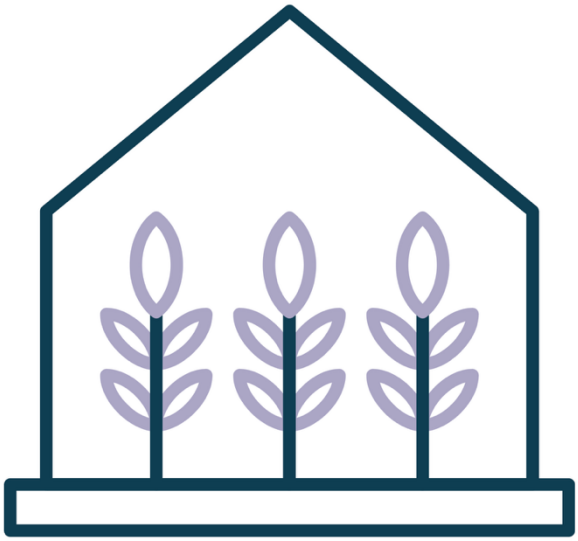
- Projects must involve the establishment of a new employment-generating use or a significant expansion of an existing eligible industrial or employment use.
- The proposed development must be permitted by the zoning bylaw and consistent with the Official Plan designation for the site.
- The project should demonstrate clear economic benefits, including job creation, increased assessment, business expansion, or strengthened competitiveness.
- A minimum capital investment threshold may be required, to be determined by the Township at the time of application.
- Applicants may be required to submit a business plan, development concept, or financial pro forma to demonstrate feasibility and economic impact.
- A scoring system or evaluation matrix may be used to prioritize projects that provide the greatest benefits to the Township or align with targeted sectors identified from time to time.
- Applicants requesting a TIG must also meet the TIG-specific eligibility criteria set out in Section 5.10.15 and may be required to submit assessment estimates prepared by a qualified third party.
- Routine maintenance or minor alterations are not eligible. Only substantial industrial development, redevelopment, or expansion projects qualify under this program.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.8.6 Program Combinations

This program shall not be combined with any other program in this Plan.

5.9 Farm Worker Housing Support Program



5.9.1 Purpose

The Farm Worker Housing Support Program is intended to support the development of purpose-built farm worker housing associated with active agricultural operations across the Township. The program applies to lands where such housing is permitted and provides financial assistance to help offset the cost of development charges associated with the creation of housing units intended to accommodate seasonal or full-time agricultural labour. Support is limited to housing that remains ancillary to and directly supports ongoing farm operations. The program is intended to reduce barriers to development, support the long-term viability of the agricultural sector, and reinforce the Township's rural economic base.

5.9.2 Available Grants

Applicants may apply for funding under one of the following grants:

1. **Development Charge (DC) Grant**

   Grant equal to 50% of the Township Development Charges (DCs) applicable to the eligible project, up to a maximum of $20,000

5.9.3 Eligible Areas

- Rural Area

Please see Appendix A for overview of eligible areas. Notwithstanding the eligibility area outlined above, the Township of Adelaide Metcalfe may approve projects outside of this area to accommodate exemplary projects and/ or extenuating circumstances.

5.9.4 Eligible Projects

The construction or establishment of one or more dwelling units to be used for the sole purpose of housing farm workers employed in an agricultural operation, where the development would trigger the required payment of development charges.

Notwithstanding the above, the determination of an Eligible Project shall be at the sole discretion of the Township of Adelaide Metcalfe.

5.9.5 Program-Specific Eligibility Criteria

- The subject lands must permit farm worker housing in accordance with the Official plan, Zoning By-law, and Provincial Planning Statement.

- The proposed development must be associated with an active agricultural operation and demonstrate a clear need for on-site or nearby farm worker accommodation. Where the agricultural operation is not located on the same parcel of land as the dwelling(s), further information to demonstrate association with the agricultural operation may be requested.
- Eligible units must be purpose-built for farm worker housing and used exclusively to accommodate seasonal or full-time agricultural labour.
- Farm worker housing units receiving assistance under this Program shall remain ancillary to the principal agricultural use and shall be maintained for the purpose of housing farm workers for a minimum period of twenty (20) years from the date of execution of the Agreement. The units shall not be severed, sold separately from the principal agricultural property, demolished, converted to another use, or otherwise cease to be used for eligible farm worker housing during this period without the prior written approval of the Township.

  Where, within the twenty (20)-year period, a farm worker housing unit supported under this program is demolished, removed, ceases to be ancillary to the principal agricultural use, ceases to be used for eligible farm worker housing, is converted to another use, or otherwise fails to comply with the requirements of this Program or the Agreement, the Township may require repayment of all or a portion of the Development Charge Reduction Grant in accordance with the following schedule:

  - where the change occurs within the first ten (10) years, up to one hundred percent (100%) of the grant shall be repaid to the Township;
  - where the change occurs after ten (10) years but before fifteen (15) years, up to fifty percent (50%) of the grant shall be repaid to the Township;
  - where the change occurs after fifteen (15) years but before twenty (20) years, up to twenty-five percent (25%) of the grant shall be repaid to the Township; and
  - where the change occurs after the twentieth (20th) anniversary of the Agreement, no repayment shall be required.
- The Township may require a legal agreement to ensure that units remain dedicated to farm worker housing for a minimum period, and to establish repayment provisions where this requirement is not met.
- The grant maximum shall be based on the net payable development charge following any reductions or credits applied by the Township.

Eligible Project compliance/noncompliance with any or all applicable eligibility criteria shall be determined by the Township of Adelaide Metcalfe in their sole discretion.

5.9.6 Program Combinations

This program shall not be combined with any other program.

5.10 General Eligibility Criteria

The following general eligibility requirements are applicable to all CIP funding applications, in addition to any program-specific criteria, and must be satisfied in order for a project to be eligible for grant funding.

5.10.1 Complete Application

All applications for CIP funding must be complete to the satisfaction of the Township. In order to be deemed complete, applications may be required to include some or all of the following, to the satisfaction of the Township:

- Original copy of all required application forms signed and completed;
- A minimum of one cost estimate/quote for the proposed works, provided by a qualified source (example: project contractor). A detailed breakdown of costs per project/ phase may be required. The Township may require additional quotes at their discretion;
- Concept drawings, renderings, or other design information as determined necessary by the Township for the proposed works (plot plan, elevations, renderings, floor plans, etc.);
- Current/recent photos of the existing property and building(s)/area(s) that are the subject of the proposed works;
- Any historical information or documents available (as necessary);
- A cover letter describing how the project is aligned with the guiding principles of the CIP and how it will contribute to the achieving the CIP vision;
- Other supporting materials such as, but not limited to work plans, applicable reports (traffic impact, inspection report, etc.), public funding sources, and/or approvals, that may be required to supplement the application, as determined by the Township in its sole discretion.

5.10.2 Applicant Eligibility

Applicants must be the owner of the property that is the subject of the application for CIP funding. If the applicant is not the owner of the lands, they must provide written the consent of the owner(s) to submit the application on their behalf. Please note all registered owners of the subject property must provide written authorization for the submission of an application.

5.10.3 Consistency with CIP Vision & Guiding Principles

All proposed works shall be consistent with the guiding principles and contribute to achieving the vision outlined in Section 4.0 of this Plan, to the satisfaction of the Township in its sole discretion.

5.10.4 Observable & Permanent Improvement

All proposed projects shall represent an observable improvement to the property and/ or building; life cycle replacement of existing materials, fixtures, structures, paving, etc. are not eligible for funding under the program. Proposed works must constitute a permanent and measurable improvement, to the

satisfaction of the Township in it's sole discretion.

5.10.5 Community Improvement Project Area

All proposed works must be located within the Community Improvement Project Area in order to be eligible for funding under the CIP.

5.10.6 Maximum Grant Funding Amounts

Notwithstanding the limits outlined in the individual incentive programs, under no circumstances will the total amount of financial incentives issued under one or a combination of programs in this plan exceed 50% of the eligible costs of a project.

5.10.7 Incentive Program Combinations

Where a proposed project meets the eligibility requirements for more than one incentive program, applicants may apply for grants under one or a combination of incentive programs, unless otherwise specified in the incentive program. Notwithstanding this, under no circumstances will the same works be funded under two or more separate grant programs (i.e. "double-dipping").

5.10.8 Good Standing

Properties in tax arrears and/or having outstanding municipal bills (water, wastewater) are ineligible for funding. All applicants shall be in good standing with regard to any municipal fees or other levies liable on the property/ building.

Properties having any issues with noncompliance, outstanding Work Orders (Fire, Building) and/or Zoning Orders are ineligible for financial incentives under this plan. Notwithstanding this, if the proposal is directly associated with eligible works that would allow the improvements to reach compliance, the application may be accepted.

Applicants who are currently involved in active litigation with the Township are ineligible for financial incentives under this Plan.

5.10.9 Conformity with Applicable By-laws, Policies, Guidelines, & Legislation

Proposed works must conform to the Middlesex County Official Plan, Adelaide Metcalfe Official Plan, Adelaide Metcalfe Zoning By-law, and any other applicable planning legislation/documents.

Proposed works shall be carried out in accordance with, or exceed, the applicable minimum requirements of the Ontario Building Code and Accessibility for Ontarians with Disabilities Act.

Any proposed works within an area regulated by the Conservation Authority under Ontario Regulation 41/24 will require written permission from the applicable Conservation Authority.

Conformity with all other applicable by-laws, policies, guidelines, and/or legislation shall be determined by the Township of Adelaide Metcalfe in its sole discretion.

5.10.10 Adherence to Approved Project

Project works approved for incentive funding under the CIP must be carried out and completed in accordance with the description of project provided in the application and associated supporting materials. Should any works, in the opinion of the Township, be inconsistent with the original description of the project, the Township may delay, reduce, or otherwise cancel any approved incentives and may require the applicant to repay any incentives dispersed to date.

5.10.11 Works Completed Prior to Funding Approval

Those parts of projects or site works commenced and/or completed prior to the submission and approval of an application shall be generally ineligible for funding unless otherwise determined eligible by the Township in its sole discretion. Notwithstanding this, part or all of the remaining works of a project that has already been started may be considered eligible for funding at the discretion of the Township.

5.10.12 Disclosure of Other Public Funding Sources

As part of any application for financial incentives, applicants must disclose all other public sources of funding received and/or anticipated for the project.

5.10.13 Requirement to Obtain Approvals or Permits

Where applicable, the release of grant funding shall be subject to the issuance of any permits or approvals required for the proposed works (i.e. building permit, rezoning, minor variance, etc.).

5.10.14 Conflict of Interest / Pecuniary Interest

The Township shall reserve the right to refuse an application or payment of grant monies should a conflict of interest / pecuniary interest be identified with a project. Such an interest may involve parties such as, but not limited to, the applicant or any agents/subsidiaries thereto, or any members of staff or Council involved in the approval/decision-making process. It shall be the responsibility of the applicant to declare any potential conflict of interest / pecuniary interest at the time of application submission; however, the Township shall maintain full discretion in determining whether a conflict of interest / pecuniary interest exists at any point in the application process.

5.10.15 Eligibility Criteria for Tax Increment Grants (TIGs)

In addition to the general eligibility criteria above, the following criteria apply specifically to applications for Tax Increment Grants.

1. A property is eligible to receive a Tax Increment Grant once during the term of

this CIP, unless otherwise approved by the Township.

2. To be eligible, the proposed project must be considered "major," meaning it is anticipated to result in a reassessment and corresponding increase in municipal property taxes (the tax increment).
3. The total amount of a Tax Increment Grant approved for a project shall not exceed the total eligible costs invested by the applicant or shall not be paid beyond the defined period in the incentive program under which it applies.
4. Applications for Tax Increment Grants may be subject to additional requirements, as determined by the Township, including but not limited to:
    a. a financial pro forma prepared at the applicant's expense;
    b. an independent third-party financial review, where required, at the applicant's expense; and
    c. a grant agreement setting out terms, conditions, performance expectations, and the duration of the grant.
5. If a participating property is sold, in whole or in part, prior to the expiry of the approved grant period, the applicant and/or any subsequent owner is not entitled to receive any remaining grant payments. At its sole discretion, the Township may enter into a new agreement with a subsequent owner to permit continued receipt of grant payments for the remainder of the grant payment period.
6. Where business operations cease and/or the property becomes vacant during the grant period, the Township reserves the right to terminate any remaining Tax Increment Grant (TIG) payments.
7. Unless otherwise specified within a particular incentive program, applicants receiving a Tax Increment Grant shall not be eligible to receive additional financial incentive programs under this Plan during the grant period.
8. Annual TIG payments will only be issued after the Township has confirmed that the property owner has paid the annual property tax bill in full and that no tax arrears are outstanding on the subject property.

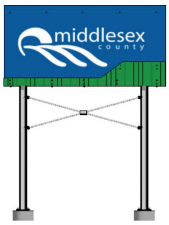
Municipal Leadership Initiatives

The following municipal leadership initiatives are based on the priorities that were identified by the Township and community during the background stages of developing the Plan. These recommended initiatives are largely intended to provide inspiration to Adelaide Metcalfe's Council for the undertaking of separate actions/projects that complement and build-on community improvement, and the guiding principles/goals of the Plan. Notwithstanding this, nothing in this Section or Plan is intended to commit the Township, Council, or any other public authority to funding or supporting the following initiatives. Council will maintain full discretion to determine whether to pursue any of the following initiatives.

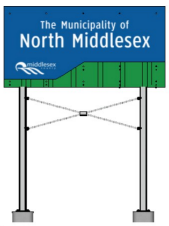
6

6.1 Township Wayfinding & Placemaking Improvements

County Gateway Sign - Primary



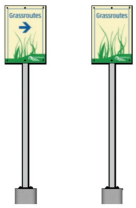
County Gateway Sign - Secondary



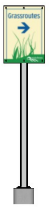
Lower Tier Municipal Gateway Sign

Community Gateway Sign

Route Introduction



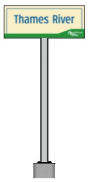
Route Assurance Marker



Route Directional Marker

Municipal Amenity Identification

Parking Identification & Parking Directional



Heritage River Identification

Information Kiosk - Vehicular

Information Kiosk - Vehicular

Public Destination Directional - Rural

6.1.1 Overview

The Township should consider how a coordinated community wayfinding/placemaking strategy could entice travelers to further explore the community and better connect with various destinations, some of which are not clearly delineated. The Township also shares a significant portion of its boundary with Strathroy-Caradoc, wherein many of the boundary areas are largely urbanized and have their geographical identity blurred with the Town. Such a strategy could also introduce more consistency, recognition, as well as identity to these areas, instilling stronger feelings of “place”.

Middlesex County has an existing Tourism Signage Strategy that targets community identification/entrance signage and should be used as a resource in developing any specific recommendations or initiatives at the local level for identity improvements and can be used as a framework for improving Township wayfinding.

6.1.2 Proposed Actions / Considerations

Any of the following considerations could be combined into one wayfinding/placemaking strategy project or carried out as individual efforts, at the discretion of the Township:

- Review the current baseline conditions of wayfinding - similar to an asset inventory/ management exercise, existing features and assets should be identified, cataloged, and evaluated. This info would not only identify any areas for improvement with the existing

features, but also highlight some missing links or gaps in the network.

- An exploration into best practices for improved signage and other community navigation elements that break from the traditional, mostly utilitarian wayfinding elements
- Ensuring consistency with any other existing design guidelines or strategies (i.e. County Tourism Signage Strategy)
- Working with Middlesex County Economic Development, GIS Department, and the business community to update the Township's "rolodex" of businesses, heritage buildings/sites, public services, parks, recreational/natural amenities, or other community features and points of interest.
- Identifying specific improvements to existing public wayfinding elements (consistent "welcome" signage designs and landscaping elements for settlement area gateways, community maps, etc.)
- Improving digital wayfinding elements (maps, directories, etc.), and finding a way to bridge these with physical features
- Review priority gateways to the community and develop recommendations for improvements.
- All County Road intersections at municipal boundaries, as well as Highway 402 interchanges, should be incorporated into any assessment and improvement undertakings focused on identity building
- Undertake improvements to gateways at strategic areas along the fringes of the Town of Strathroy to reinforce and re-establish the identity of these areas as "Adelaide Metcalfe" communities
- Gateways with existing signage could be improved with additional features such as planting beds, landscaping, or lighting, for example.

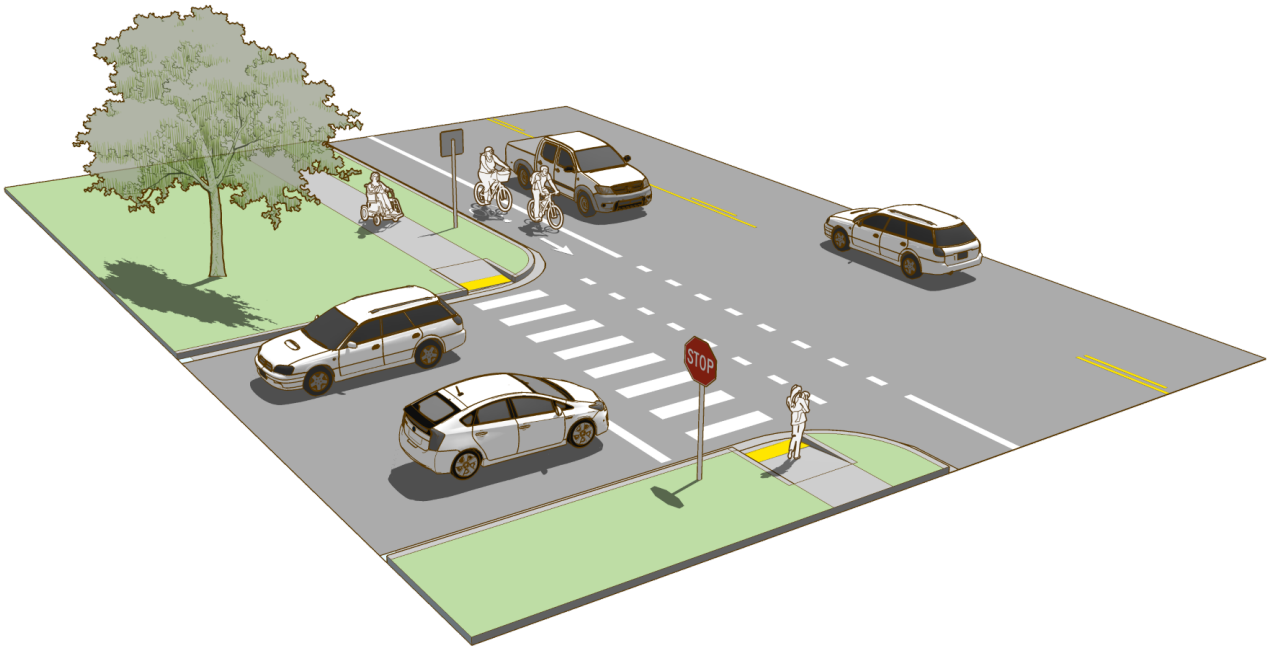
6.1.3 Implementation

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Adelaide Metcalfe Council. Budget allocation to this initiative will vary from year to year, given the scope of potential projects covered, and may benefit from potential collaboration with the County and/or provincial grants for budget assistance.

Stakeholders will likely include, but not be limited to:

- Township Staff & Council
- County Staff & Council
- Local Business Community
- Community Organizations
- General Public / Residents of specific areas

6.2 Centre Road Urbanization



6.2.1 Overview

Centre Road is the Township's primary commercial corridor and gateway to the Township, serving as a major source of tax assessment and revenue for the community. Development has historically occurred along the corridor in a primarily ad-hoc fashion, and while regular maintenance of the corridor has taken place, there have been few aesthetic improvements or pedestrian amenities introduced. In order to ensure that Centre Road reflects its importance in the Township, and to encourage further private sector development along the corridor, this plan recommends that Council consider undertaking the development of an urbanization strategy to make both functional and visual improvements to the corridor.

6.2.2 Proposed Actions / Considerations

Any of the following considerations could be combined into one Centre Road Urbanization Strategy, or carried out as individual efforts, at the discretion of the Township:

- Extend pedestrian network (sidewalk) to Centre Road intersection with Mullifarry Drive and Second Street, connecting to sidewalk on Second Street
- Investigate options for introducing paved shoulders, dedicated lanes, or other means of accommodating bikes along the Centre Road Corridor
- Introduce high-visibility pedestrian crossings at the Centre Road intersection with Mullifarry Drive and Second Street, as well as strategic midpoints of Centre Road, where appropriate

- Create a more formal connection to Cuddy Woods Conservation Area for pedestrians, cyclists, and motorists (e.g. signage, paths, trails)
- Develop design guidelines for future development along Centre Road as part of Official Plan update, which may include building/site design considerations, as well as servicing requirements.
- Explore options to improve coordination of future development of the area with the Municipality of Strathroy-Caradoc (e.g. servicing arrangements, introducing more pedestrian/vehicular permeability between Centre Road and Darcy Drive / Head Street North)
- Undertake a secondary planning exercise to identify a coordinated vision and master concept for the Centre Road Corridor, with specific focus on those lands west of Centre Road and North of Mullifarry Drive, around the Highway 402 interchange.
- Landscaping on both public and private lands should be a priority in this corridor.

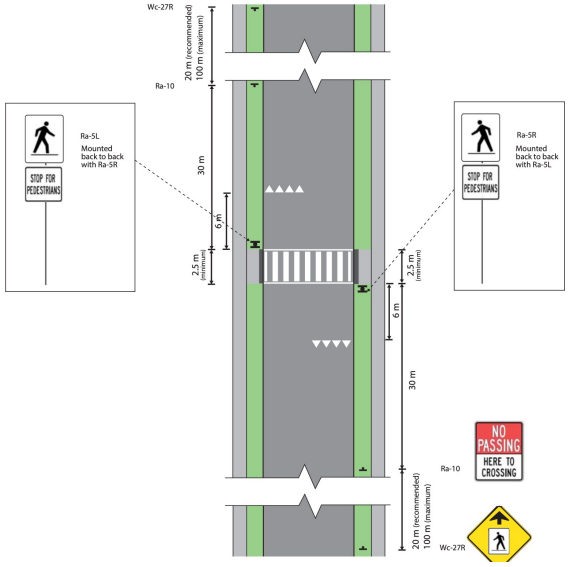
6.2.4 Implementation

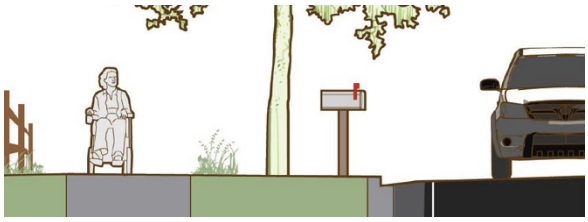
The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Adelaide Metcalfe Council. Budget allocation to this initiative will vary from year to year, given the scope of potential projects covered, and may benefit from potential collaboration with the County and/or provincial grants for budget assistance.

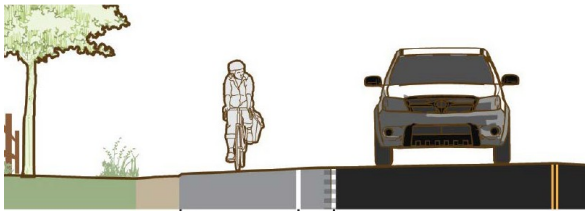
Stakeholders will likely include, but not be limited to:

- Township Staff & Council
- County Staff & Council
- Municipality of Strathroy-Caradoc
- Ministry of Transportation (MTO)
- Local Business Community
- Community Organizations
- General Public / Residents of specific areas

6.3 Mobility, Safety, & Walkability Improvements







6.3.1 Overview

As a rural municipality, much of the Township's road network is unfriendly to non-vehicle users. Wide roads and higher speeds in the rural area also foster conflicts between vehicles and pedestrians/bikes, and even though speed limits may be reduced in towns, there is often little infrastructure to calm traffic. Targeted walkability and traffic calming improvements in the more urban areas of the Township (Kerwood, Centre Road, Napperton Drive) would help to mitigate conflicts and potential risk. In the urban areas, these interventions could range from delineated crossings, to improved signage, to 'road diets', whereas in the rural area, paved shoulders on more popular paths could improve travel options and safety for cyclists and pedestrians.

6.3.2 Proposed Actions / Considerations

Any of the following considerations could be combined into one overarching strategy, or carried out as individual efforts, at the discretion of the Township:

- Assess urban/residential areas along main roads for safety and mobility
- Investigate opportunities for traffic calming and control to improve relationship between vehicles/non-vehicles within developed areas
- Identify specific projects (sidewalk widening, road bulb-outs, hardscaping/ landscaping) and a roadmap for implementation to improve the streetscape in key commercial and core areas.
- Introduce crosswalks to developed residential areas along main County roads or corridors (i.e. Kerwood)
- Undertake an accessibility audit within developed areas to determine what

barrier- free improvements are needed (i.e. sloped sidewalk access)

- Work with the County of Middlesex to implement the recommendations of the cycling strategy and formalize the short- term and long-term Cycling Networks in the Township, as described in Section 4 of the Middlesex County Cycling Strategy.
- Undertake public consultation to identify "problem" areas and priorities for the community

6.3.3 Implementation

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Adelaide Metcalfe Council. Budget allocation to this initiative will vary from year to year, given the scope of potential projects covered, and may benefit from potential collaboration with the County and/or provincial grants for budget assistance.

Stakeholders will likely include, but not be limited to:

- Township Staff & Council
- County Staff & Council
- Ministry of Transportation (MTO)
- Local Business Community
- Community Organizations
- General Public / Residents of specific areas

6.4 Public Amenity Improvements

6.4.1 Overview

The Township does not own a significant amount of lands that are open to the public – notwithstanding this, existing lands and amenities should be invested in to encourage more use and recognition in the community. Projects like the Kerwood Park improvements are an excellent example of such an initiative. The Township could also explore potential opportunities to partner with community organizations or other institutions to create or improve public amenities throughout the Township.

6.4.2 Proposed Actions / Considerations

Any of the following considerations could be combined into one overarching strategy, or carried out as individual efforts, at the discretion of the Township:

- Development of a low impact park/trail on the lands north of Kerwood (Township sewage system site), including some limited landscaping improvements to the gazebo and public space around the gazebo in Adelaide, near the Towship office
- Undertake accessibility audit of Township- owned amenities and sites that are frequented by the public to ensure access for everyone

- The Crathie Hall site is an example of a good improvement opportunity to create a more notable destination in the rural area.
- Explore opportunities to purchase land and/ or partner with community organizations or the public for the purpose of creating new high quality public spaces/amenities, and natural areas
- Prepare an assessment looking at public access/proximity to public lands or parkland to identify gaps and opportunities
- Consider feasibility of outdoor fitness park(s) for all ages within developed residential areas/hamlets

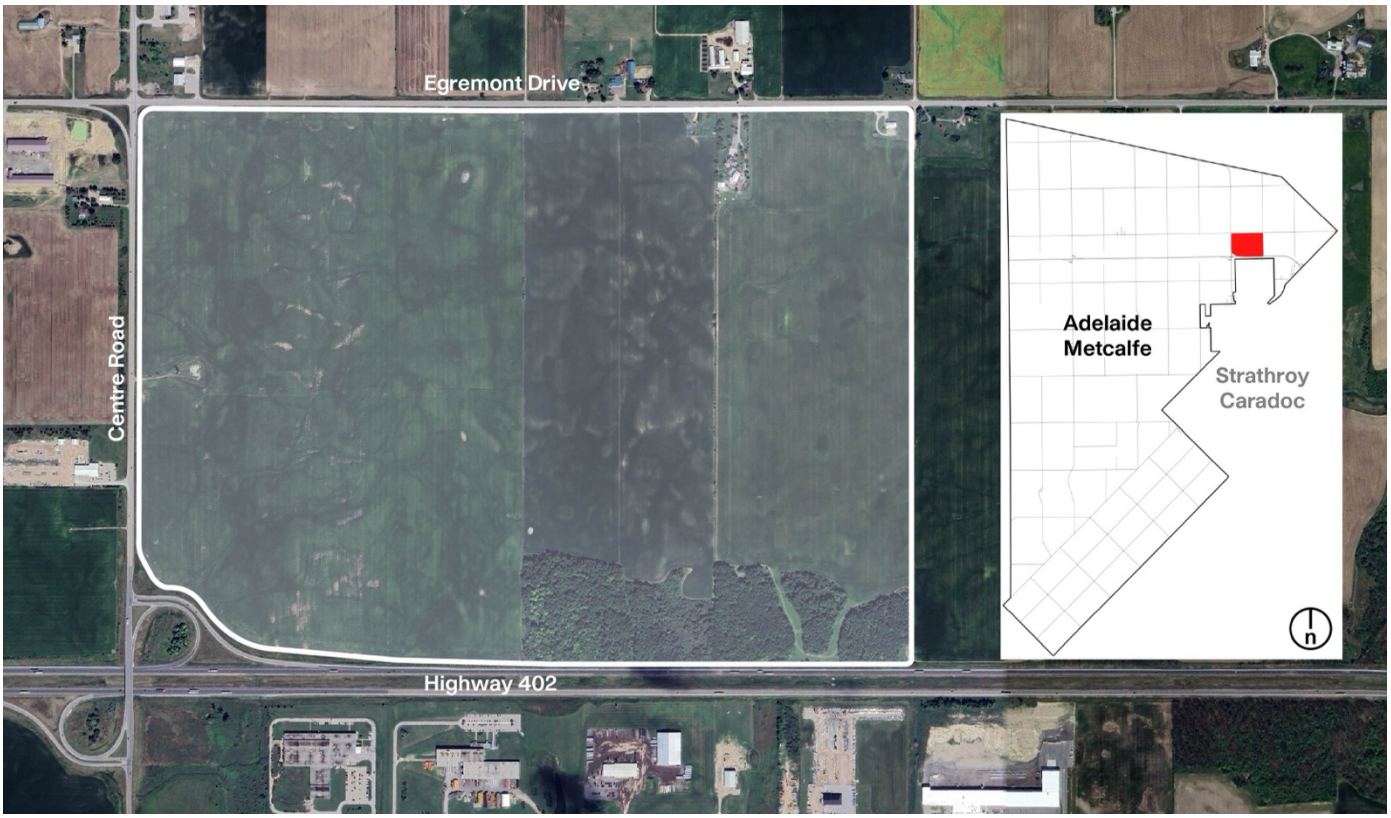
6.4.3 Implementation

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Adelaide Metcalfe Council. Budget allocation to this initiative will vary from year to year, given the scope of potential projects covered, and may benefit from potential collaboration with the County and/or provincial grants for budget assistance.

Stakeholders will likely include, but not be limited to:

- Township Staff & Council
- Community Organizations
- General Public / Residents of specific areas

6.5 Industrial Land Readiness & Investment Strategy



6.5.1Overview

This Initiative is intended to support a coordinated approach to industrial land readiness and investment attraction within the Township of Adelaide Metcalfe. The initiative builds upon the Township's ongoing industrial land consolidation efforts along the Highway 402 and Centre Road corridor, as well as the findings of the Township's 2025-2026 Industrial Development Feasibility Study.

Recent feasibility work undertaken by the Township identified several key factors influencing the viability and competitiveness of future industrial employment lands, including servicing readiness, flexible planning permissions, and proactive municipal actions that reduce development uncertainty and improve investment readiness. The study also identified opportunities to support sectors such as agri-business, advanced manufacturing, and logistics, which align with the Township's agricultural base and broader regional economic strengths.

This initiative is intended to complement the Township's industrial incentive framework by advancing municipal-led planning, policy, and economic development actions that help position future employment lands as competitive, investment-ready opportunities over the long term.

6.5.2 Proposed Actions / Considerations

Any of the following considerations could be combined into a broader Industrial Land Readiness and Investment Attraction Strategy, or carried out as individual initiatives at the discretion of the Township:

- Advance pre-emptive Official Plan designations and zoning permissions to support future industrial development opportunities within strategic employment areas.
- Utilize holding provisions and phased planning tools to permit future industrial development while allowing continued agricultural use until servicing infrastructure becomes available.
- Develop a flexible and comprehensive industrial zoning framework that supports a broad range of employment uses aligned with the Township's target sectors, including agri-business, advanced manufacturing, logistics, and related industrial uses.
- Continue undertaking employment land needs assessments, market analysis, and sector-specific research to refine and support the Township's long-term economic development and investment attraction strategy.
- Coordinate infrastructure and servicing planning, including wastewater servicing considerations, to improve the long-term readiness and competitiveness of future industrial lands.
- Explore opportunities for strategic land acquisition, land assembly, or public-private partnerships that support long-term industrial development objectives.
- Coordinate with County, provincial, and regional economic development partners to support investment attraction efforts, infrastructure planning, and potential funding opportunities related to employment land development.
- Prepare marketing materials, investment attraction strategies, and industrial land inventories that promote the Township's strategic location along the Highway 402 corridor and access to regional transportation networks.

6.5.3 Implementation

The decision to pursue and/or timing of this Municipal Leadership Initiative will be at the sole discretion of the Township of Adelaide Metcalfe Council. Budget allocation to this initiative will vary from year to year, given the scope of potential projects covered, and may benefit from potential collaboration with the County and/or provincial grants for budget assistance. Stakeholders may include, but are not limited to:

- Township Staff & Council
- County Staff & Council
- Provincial Ministries and Agencies
- Economic Development Organizations
- Industrial Developers / Landowners
- Utility and Infrastructure Providers
- Local Business Community

Administration & Implementation

7

7.1 Administering the Plan

7.1.1 General Administration & Interpretation

This Plan must be read and interpreted in its entirety, and in conjunction with other applicable legislation including, but not limited to the Municipal Act and Planning Act. This CIP will be administered by the Township of Adelaide Metcalfe, Township Council, and the CIP Coordinator. Interpretation of this plan will be at the sole discretion of the Township of Adelaide Metcalfe.

7.1.2 Plan Horizon

This CIP is intended to be implemented over a 10-year period from the date of adoption. Notwithstanding this, the plan may continue to be implemented beyond the 10-year plan horizon at the discretion of the Township.

7.1.3 Community Improvement Project Area

The Community Improvement Project Area (CIPA) identified in Section 1.3 constitutes the applicable area of this Plan. Properties not located within the CIPA are not eligible for CIP funding. The CIPA may be amended by By- law from time to time, at the sole discretion of Council.

Council may dissolve the CIPA if, in their opinion, the Plan has been carried out and/or no longer aligns with the goals and objectives of the Township for community improvement. Should Council opt to dissolve the CIPA, the CIP should be repealed.

7.1.4 CIP Coordinator

The Township shall appoint a CIP Coordinator to administer the CIP. The CIP Coordinator will act as a day-to-day liaison between the community and the Township, championing the plan, providing guidance to applicants on the interpretation of the plan, and coordinating intake of applications. The CIP Coordinator will also organize the review of funding applications with Council and/or their designate, as well as arrange for the issuance of decisions. The CIP Coordinator will also be responsible for marketing, monitoring, and evaluating the Plan throughout its life-cycle.

7.1.5 Approval Authority & Responsibilities

Township Council is the approval authority responsible for making final decisions on CIP funding applications. The responsibilities of Council as the approval authority are as follows:

- reviewing CIP funding applications, supporting information, and/or associated reports/packages prepared by the CIP Coordinator, and providing comments;
- participating in the formulation of a recommendation for approval or refusal of CIP funding applications;
- participating in the monitoring and evaluation activities of the plan and providing recommendations on amendments which may be identified from time to time.

Notwithstanding the above, Township Council may, in its sole discretion, opt to delegate some or all of the approval authority responsibilities listed above (excluding final decisions) to an Implementing Committee, which may be an existing committee of Council, or a new CIP-specific committee. The Implementing Committee is encouraged to be made up of a combination of Township staff, council, and/or local organizational leaders/professionals to ensure diverse backgrounds and perspectives. The size, role, and composition of any Implementing Committee shall be determined by Council in its sole discretion.

7.1.6 CIP Budget & Incentive Program Funding

Council is responsible for establishing the annual CIP budget to fund the financial incentive programs. Each year Council may, at their sole discretion, opt to fund some, all, or none of the financial programs outlined in the CIP. The annual CIP budget should be informed by the program monitoring/evaluation data gathered under Section 8.2, to ensure community uptake and interest in programming is reflected appropriately.

Council may, in their sole discretion, opt to restrict any portion of the annual CIP budget to one or more specific programs to ensure adequate/reserved funding for certain types of projects.

All applications for grant funding will be evaluated and determined on a "first come, first served" basis. However, Council reserves the right to limit funding (as well as the time limits within which they are issued) for individual applications/projects if, in their opinion, it would unduly limit the availability of funding for other projects seeking funding throughout the budget year.

7.1.7 Implementation of Municipal Leadership Initiatives

Council will maintain full discretion with respect to determining whether to budget, plan for, and/or pursue any of the Municipal Leadership initiatives in Section 6.0. Nothing in this plan is intended to commit the Township or any other public authority to funding, participating in, or pursuing any one of the initiatives outlined in Section 6.0.

7.2 Application Process

The following section outlines the standard application submission/approval process for the CIP funding programs. Figure 3 on page 53 provides a high-level visual overview of the process.

7.2.1 Application Intake

It is recommended that the Township establish annual or bi-annual deadline(s) for the intake of CIP funding applications to allow for more efficient administration, implementation, and monitoring of the plan. Alternatively, the Township may opt to allow for an "open intake" structure, at their discretion, wherein CIP funding applications could be submitted throughout the year (with

or without a cut-off deadline) and reviewed on an ad-hoc basis.

7.2.2 Pre-Consultation

All applicants are required to arrange for a pre- consultation with the CIP Coordinator to discuss their project(s) and identify eligibility, review applicable streams, clarify process, and receive preliminary feedback prior to submission. The CIP Coordinator will also advise of any additional information and materials required for a complete application, beyond the standard requirements outlined in Section 5.8.1.

7.2.3 Submission of Application

Applicant submits their application, including any required supporting information and materials identified at the pre-consultation. As outlined in Section 5.8.1, in order to be deemed complete, applications may be required to include some or all of the following, to the satisfaction of the Township:

- Original copy of all required application forms signed and completed;
- A minimum of two cost estimates/quotes for the proposed works, provided by a qualified source (example: project contractor). A detailed breakdown of costs per project/ phase may be required;
- Concept plan, drawings, renderings, or other design information as determined necessary by the Township for the proposed works (plot plan, elevations, renderings, floor plans, etc.);
- Current/recent photos of the existing property and building(s)/area(s) that are the subject of the proposed works;
- Any historical information or documents available (as necessary); and,
- Other supporting materials such as, but not limited to work plans, applicable reports (traffic impact, inspection report, etc.), public funding sources, and/or approvals, that may be required to supplement the application, as determined by the Township in its sole discretion.

7.2.4 Confirmation of Complete Application

The CIP Coordinator reviews the application to determine completeness, screening for general eligibility criteria, and ensuring all required supporting information identified at the pre- consultation meeting has been included and is acceptable. Applications which are deemed incomplete will be returned to the applicant with comments and/or instructions related to satisfying the requirements for a complete application. If the application is deemed complete, the CIP Coordinator will notify the applicant accordingly.

7.2.5 Application Review & Recommendation

Upon deeming an application complete, one of the following will take place, depending on whether Council has delegated approval authority responsibilities to an Implementing Committee under Section 7.1.5:

- If Council HAS delegated approval authority responsibilities:
    - the CIP Coordinator will circulate the application and all associated information/materials to the Implementing Committee for review. It is recommended to schedule a meeting date for all Implementing Committee members to review the application against the general and program-specific eligibility criteria and form a recommendation on the application.
- If Council HAS NOT delegated approval authority responsibilities:
    - the CIP Coordinator will review the application and all associated information/materials against the general and program-specific eligibility criteria and form a recommendation on the application.

In the event of a recommendation for refusal, the applicant must be notified prior to the application being considered by Council, provided with reasons for refusal, and given an opportunity to resubmit their application for review within a reasonable time frame. If an applicant disagrees with the proposed recommendation and wishes to have the application heard by Council anyway, the application will continue through the process.

Following the above, the CIP Coordinator will prepare a report to Council containing an overview of the application and recommendation for approval or refusal. The application and all associated information/materials should be included with the report. Council will then consider and make a decision on the application.

7.2.6 Council Decision

As outlined in Section 7.1.5, Council is the approval authority responsible for making final decisions on CIP funding applications. The decision by Council to fund (or not fund) improvements through the programs of this CIP is entirely at the discretion of Council. Council reserves the right to determine the level of funding which shall be received by an applicant, whether to fund at all or in part, and what conditions, obligations and other requirements may be attached to any funding allocation and/ or agreement(s). Considering the above, Council will make one of the following two decisions on a CIP funding application:

APPROVAL: If an application is approved, the applicant will be notified accordingly. The CIP Coordinator will arrange for a funding agreement to be prepared for execution between the Township and Applicant respecting the approved project/funding, as outlined in Section 7.2.6.

REFUSAL: If an application is refused, the applicant will be notified accordingly and provided with reasons for the refusal. There is no opportunity for appeal where an application has been refused by Council; however, a

refusal does not disqualify the applicant from submitting a new CIP funding application in accordance with the provisions of this Plan.

7.2.7 Funding Agreement

If Council approves the application, the CIP Coordinator will be directed to arrange for the preparation of a CIP Funding Agreement for execution between the applicant and the Township. The Funding Agreement will address matters such as, but not limited to; general terms and conditions; duration/deadlines; default; payment; and/or any other conditions related to the specific grant programs, as determined by the Township in its sole discretion. Payment of any financial incentives will be in accordance with the provisions of the CIP Funding Agreement.

7.2.8 Project Commencement

Upon execution of a CIP Funding Agreement, the applicant may commence the works associated with the improvement project, in accordance with the provisions of the agreement and approved proposal.

7.2.9 Project Initiation/Completion

Unless otherwise outlined in the Funding Agreement described in 7.2.7, the approval of any application for funding will expire if works are not substantially commenced within six months and completed within twelve months from the date of execution of the Funding Agreement, as determined by the Township in its sole discretion. It is the responsibility of the applicant to notify the Township when the project has been completed.

Upon completion of the improvement project, and prior to the issuance of any financial incentives outlined under the CIP Funding Agreement, the applicant may be required to submit supporting information and materials documenting the completion of the works, including but not limited to:

- Original invoices for all costs associated with eligible works;
- Proof of payment for all costs claimed for eligible works;
- Photographs of the completed project;
- Certificates of occupancy or other similar documents;
- Required inspection reports; and
- Any applicable licenses or other approvals.

Further to the above, prior to the issuance of any financial incentives, the CIP Coordinator, in coordination with other municipal staff which may be necessary, will conduct a site inspection of the completed works to confirm the works have been carried out in accordance with the CIP Funding Agreement and consistent with the approved application. The Township will address the non-completion or non-compliance of any works in accordance with the CIP Funding Agreement.

7.2.10 Payment of Grant

If the works have been carried out in accordance with the CIP Funding Agreement, and all provisions and obligations of the agreement have been satisfied, the CIP Coordinator will organize for the payment of the financial incentives in accordance with the CIP Funding Agreement. The Township may allow for early and/or partial release of grant payments in its sole discretion, in accordance with the CIP Funding Agreement.

Overview of Application Process

The graphic below provides a visual representation of the process described in Section 7.2.

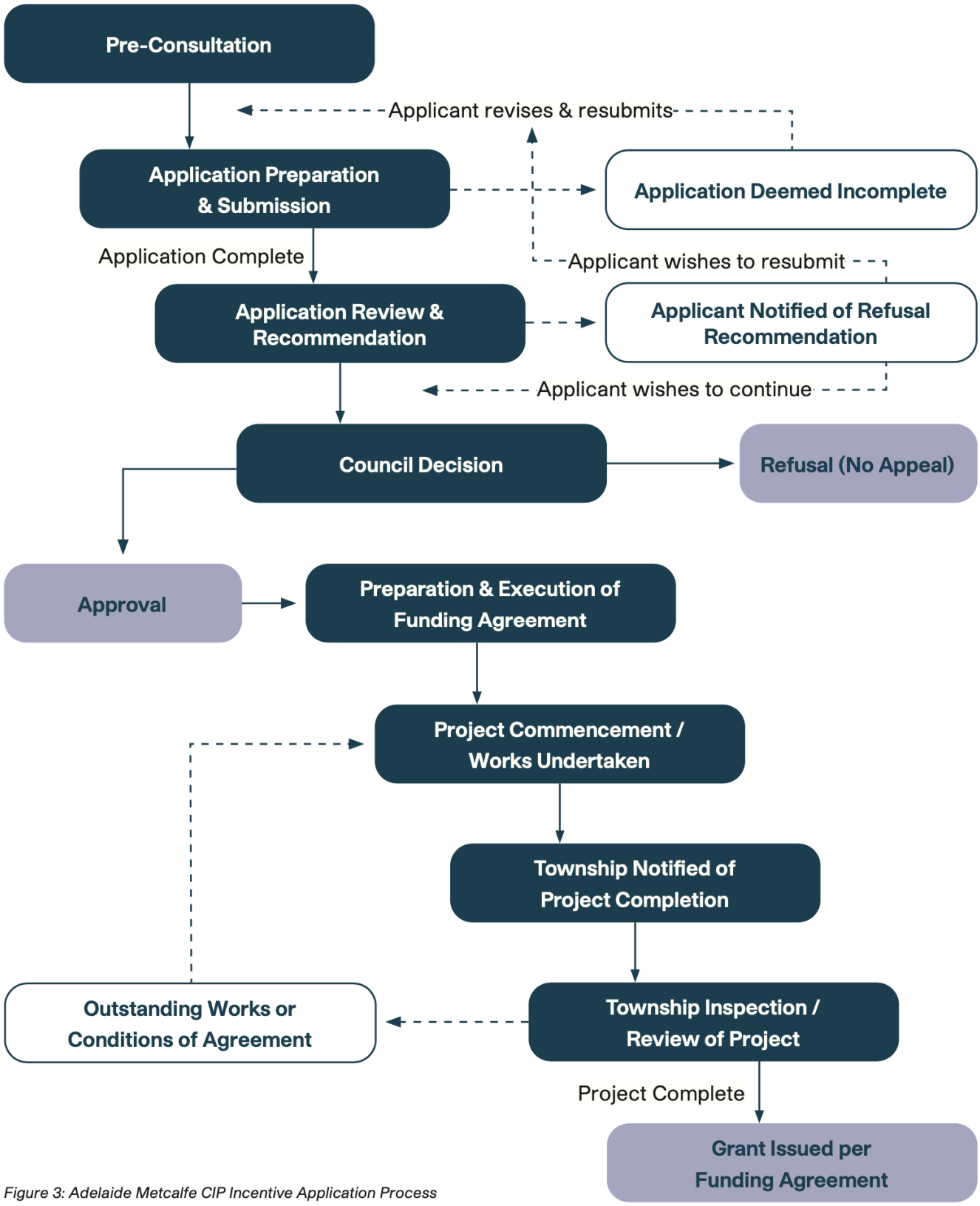


Figure 3: Adelaide Metcalfe CIP Incentive Application Process

Marketing & Modifications

8

8.1 Marketing the Plan

A large part of the success of this CIP will be determined by its accessibility and familiarity among the business community and general public. Marketing of the plan and the various incentive programs will play an important role in reaching potential applicants and encouraging a broader intake of project proposals. It is therefore recommended that the Township take advantage of all opportunities to provide more information about the plan, projects, and incentive programs through a range of methods, such as:

- Dedicated webpage within the Township's municipal website that includes a copy of the plan, any promotional materials, applications, an FAQ section, and/or any other relevant information that can help people learn more about the plan
- Brochures & Posters which are easy to read, visually appealing, and provide information on the CIP. These should be made available to drop-ins at the Township office, at community centres, in businesses, and/or distributed in other innovative ways (included in tax/water bills).
- Celebration of the success of completed CIP projects through regular updates to council, on-site CIP program signage for current/ completed projects, as well as actively promoting projects on the Township's website and social media with photos/posts.
- Annual monitoring/evaluation reports to Council should be made readily available to the community to promote the successes of the plan. The reports could include photographs, data trends, and other interesting aspects of the plan implementation on an annual basis

8.2 Evaluating & Monitoring the Plan

8.2.1 Annual Report to Council

In order to track the implementation and performance of this Plan, various baseline data will be gathered and measured throughout its life cycle, and Township staff will prepare and present findings in an annual report to Council and make the findings available to the greater community. The report should contain an overview of statistics, trends, as well as recommendations for improvements to the structure or framework of the plan. The report should also summarize any progression towards implementing the municipal leadership initiatives outlined in Section 6.0

8.2.2 Baseline Data

The following data is suggested to be tracked and measured by the CIP Coordinator upon adoption of the plan and monitored for changes on an annual basis or as frequent as available data allows, for inclusion in the annual monitoring report described above:

- Acreage / floor area of commercial space;
- Number of new housing units added, as well as affordable housing units;

- Commercial vacancy rates in the community;
- Number of building and planning applications submitted for certain types of development (accessibility, internal redevelopment, façade improvement, etc.);
- Any other baseline data that may be beneficial to tracking the implementation and evaluation of this plan (application numbers, funding amounts, investment amounts, etc.).

8.2.3 Monitoring Statistics & CIP Goals

The following measures of success should also be tracked and monitored by the CIP Coordinator, for inclusion in the annual monitoring report described above:

- Number of applications received
- Number of applications approved and for which respective stream(s)
- Total value of grants issued
- Total value of investment dollars leveraged
- Observable trends in the baseline data noted above

In addition to the above, the Township may also wish to track measures directly related to the Guiding Principles of this plan outlined in Section 4.0 to assist in monitoring success and identifying any recommendations for changes.

8.3 Amending & Modifying the Plan

Based on the results of the monitoring exercises above or feedback gathered throughout the implementation of the CIP, it may be necessary to modify or amend this plan from time to time as community priorities and goals change or as the plan is implemented. The table to the right provides guidance as to what plan adjustments or changes would require an amendment to the plan, as required by the Planning Act.

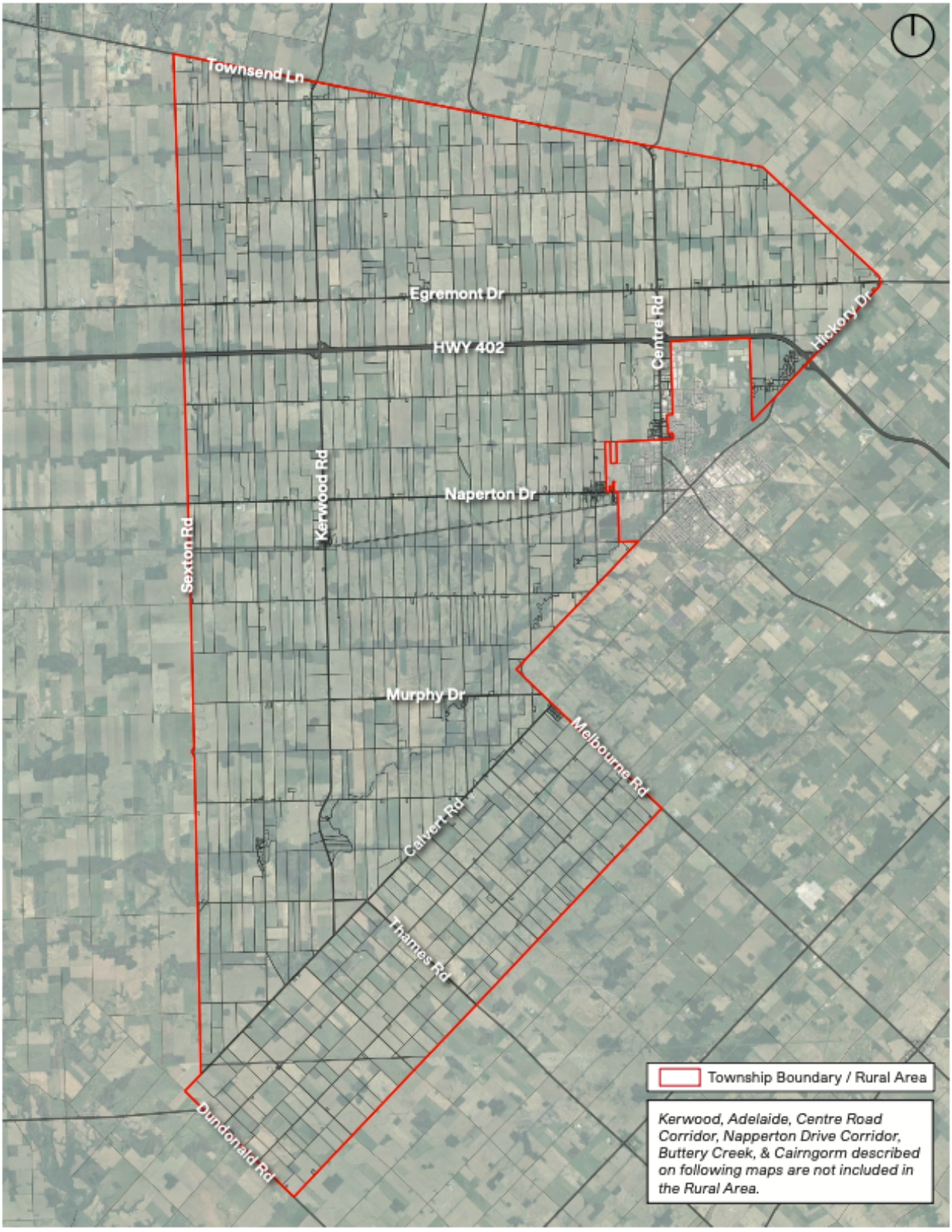
Adjustment or Change to Plan	Amendment Required?
Addition or removal of one or more financial incentive programs from the Plan	Yes
Modifications to one or more incentive programs, such as but not limited to: • types of eligible projects; • eligible costs; • eligibility requirements; • maximum grant values or amounts	Yes (except for minor technical or administrative changes)
Add, modify, or remove any of the Guiding Principles or Goals of the Plan	Yes
Add, modify, or remove any general eligibility criteria in Section 5.8.	Yes
Change to Community Improvement Project Area	No, but requires a by-law passed by Council
Repeal of Community Improvement Project Area	No, but requires a by-law passed by Council
Budgetary allocation changes (overall budget or program-specific)	No
Changes to funding or prioritization of municipal leadership initiatives	No
Canceling of funding for one or more incentive programs	No
Extension of the plan beyond the 10-year planning horizon	No
Delegation of Council's approval authority responsibilities under Section 7.1.5 to a Implementing Committee or a return of responsibilities to Council	No, but requires a by-law passed by Council

Incentive Eligibility Areas

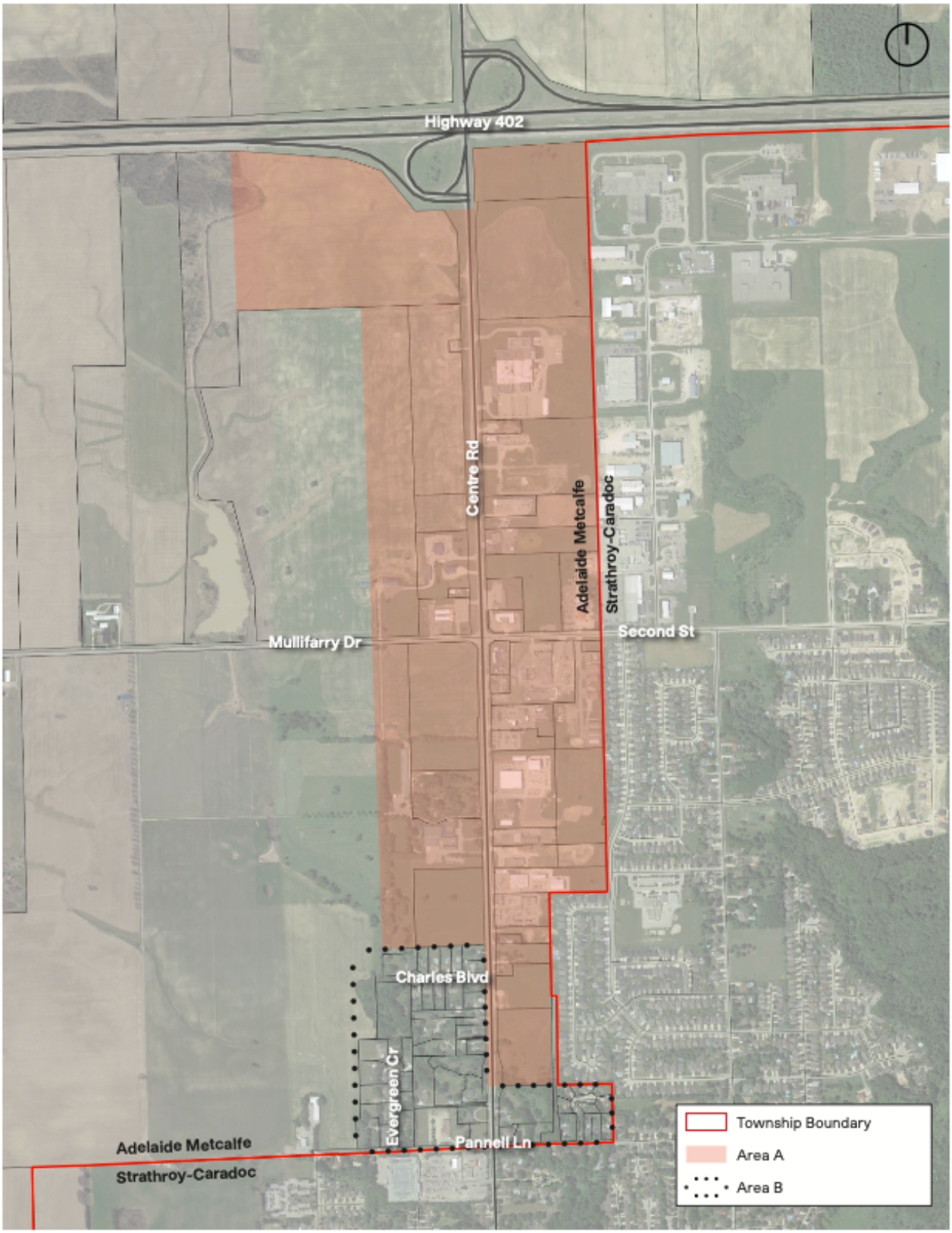
A.1 Rural Area
A.2 Centre Road Corridor
A.3 Kerwood
A.4 Adelaide
A.5 Napperton Drive
A.6 Buttery Creek
A.7 Cairngorm
A.8 Highway 402 Industrial Area

A

A.1 - Rural Area



A.2 - Centre Road Corridor (County Road 81)

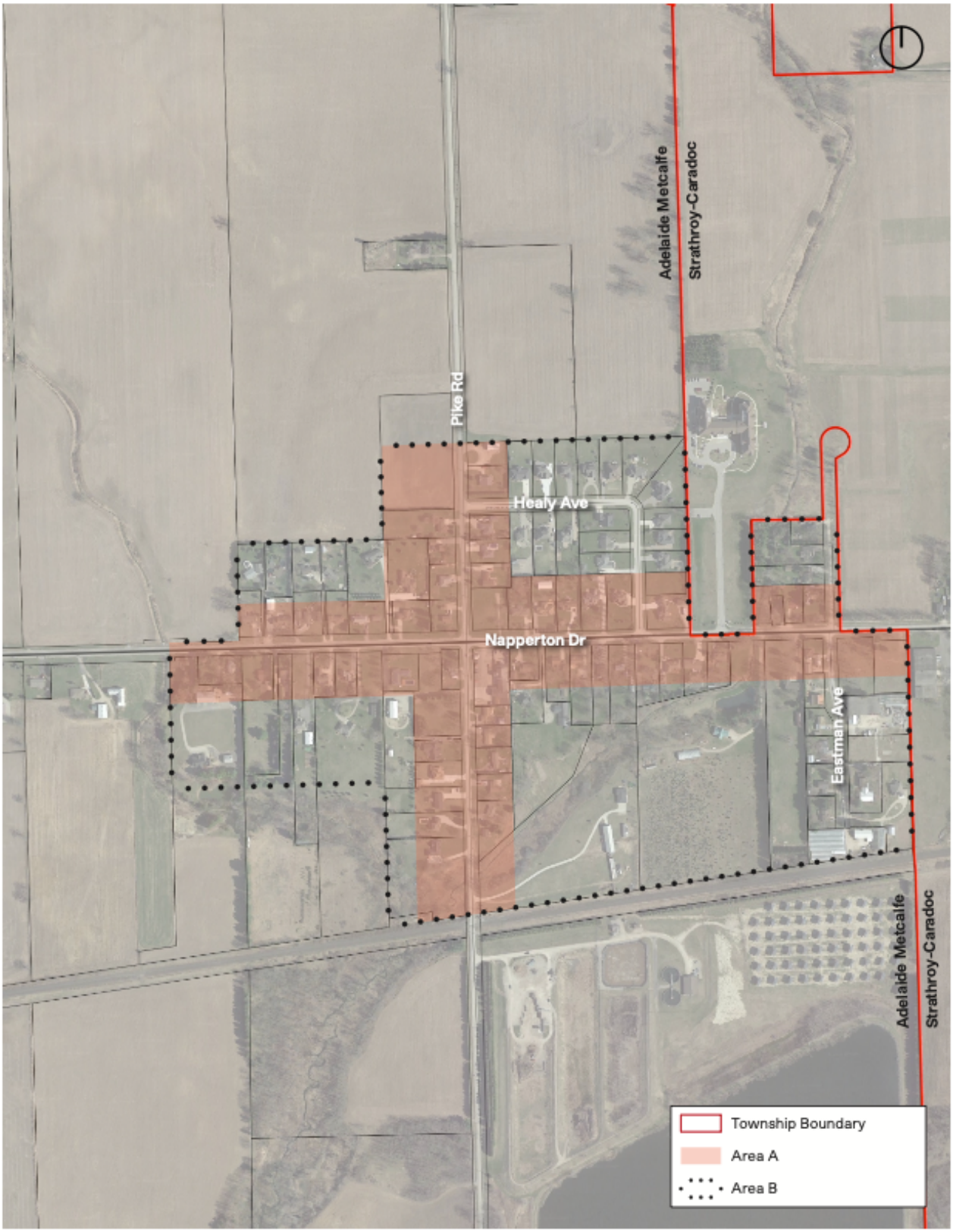


A.3 - Kerwood

Kerwood Rd
Adele St
McKenzie St
Havelock St
Clyde St
Grace St
Kerwood Rd
Area A
Area B

A.4 - Adelaide

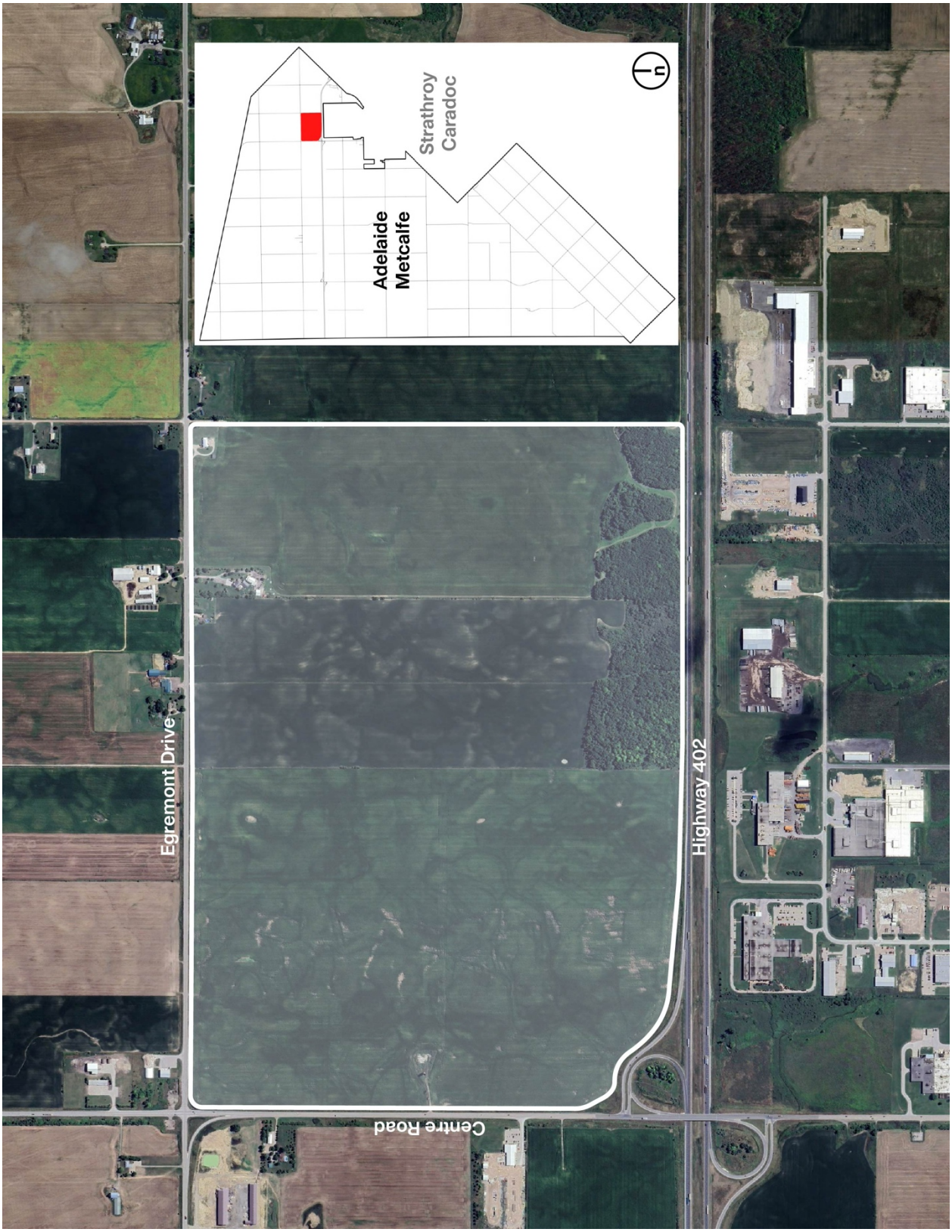
A.5 - Napperton Drive Corridor (County Road 39)



A.6 - Buttery Creek

A.7 - Cairngorm

A.8 Highway 402 Industrial Area



Glossary

B

Additional Residential Unit means a separate and complete dwelling unit that is contained within the structure of a single detached dwelling, as permitted by the Adelaide Metcalfe Zoning By-law.

Attainable Rental Housing Unit,
for the purposes of this plan, means the least expensive of:

- a unit for which the rent does not exceed 30% of gross annual household income for low- and moderate-income households, where low- and moderate-income households refers to households with incomes in the lowest 60% of the income distribution for renter households in the municipality;

  or

- a unit for which the rent is at or below the average market rent (AMR) of a unit in the municipality.

In determining the average market rent of a unit in the municipality, the County should reference Canada Housing and Mortgage Corporation (CMHC) data and/or the "Affordable Residential units for the Purposes of the Development Charges Act, 1997 Bulletin" published annually by the Ministry of Municipal Affairs and Housing (https://data.ontario.ca/dataset/affordable-residential-units-for-the-purposes-of-the-development-charges-act-1997-bulletin). In the event this bulletin is discontinued, or more up-to-date information is available from another source approved by the Township, the Township may use any such method that, in its opinion, is appropriate for determining average market rent for the purpose of implementing the programming under this community improvement plan.

Agriculture-Related Uses means those farm-related commercial and farm-related industrial uses that are directly related to farm operations in the area, support agriculture, benefit from being in close proximity to farm operations, and provide direct products and/or services to farm operations as a primary activity.

Agri-Tourism uses means those farm-related tourism uses, including limited accommodation such as a bed and breakfast, that promote the enjoyment, education, or activities related to the operation of a farm.

A**pplicant** means registered owner, assessed owner, or tenant of a building or property within the Community Improvement Project Area, and any person who has been given written permission to act on behalf of any of the aforementioned any person to whom any of the aforementioned has assigned the right to apply for/receive a grant or loan.

Average Market Rent (AMR)
for the purposes of this CIP, means the average rent charged for a rental housing unit in the Municipality, County, or Regional Market Area (according to available data), according to building type and number of bedrooms.

Building and Planning Fee means the Adelaide Metcalfe fees required for an application for one or more of the following:

- building permit
- demolition permit
- minor variance
- consent
- part lot control
- site plan approval
- zoning by-law amendment
- official plan amendment

For the purposes of this Plan, Development Charges are not considered a Building Permit and Planning Fee.

CIP Coordinator means a member of Adelaide Metcalfe staff appointed by the Township to administer the CIP, organize the review of funding applications with Council and/or their designate, as well as arrange for the issuance of decisions. The CIP Coordinator will also be responsible for marketing, monitoring, and evaluating the CIP throughout its life-cycle.

Construction Costs means those costs directly related to materials, labour, equipment, and/or installation associated with the completion of the eligible improvement project. For the purposes of this Plan, development charges are not considered a Construction Cost.

Development means the creation of a new lot, a change in land use, or the construction of buildings and structures requiring approval under the Planning Act.

Greenfield means, for the purposes of this Plan, lands which have not previously been developed and generally exist in a natural state. In some cases, limited agricultural uses (pasture, cultivation) may exist on a greenfield.

Implementing Committee means an existing committee of Council or CIP-specific committee created by the Township that has been delegated some or all of the approval authority responsibilities outlined in Section 7.1.5 by Council. The size, role, and composition of any Implementing Committee shall be determined by Council in its sole discretion.

Infill means development or redevelopment which results in the physical or observable intensification of the built form, use, and/or activity potential of a property.

Mixed-use means a building or property containing a combination of two or more of the following uses:

- retail uses / commercial services;
- office space
- institutional uses;
- residential uses as ancillary or secondary uses to one or more of the above uses.

On-Farm Diversified Uses means uses that are secondary to the principal agricultural use of the property and are limited in area. On-farm diversified uses include, but are not limited to, home occupations, home

industries, agri- tourism uses, and uses that produce value- added agricultural products (cideries, breweries, wineries, smaller-scale ag product processing, etc.), where permitted by the Middlesex County Official Plan, Adelaide Metcalfe Official Plan, and/ or Adelaide Metcalfe Zoning By-law.

Owner means the registered Owner of the Lands and includes any successors, assigns, agents, partners and any affiliated corporation.

Professional Fees means the costs associated with the preparation and/or registration of any agreements, plans, designs, studies, or the carrying out of any services required for the project by an architect, engineer, designer, or other qualified professional or agency.

Redevelopment means the creation of new units, uses or lots on previously developed land in existing communities.

Tax Increment means the net increase between the pre-development and post-development municipal and/or county property taxes levied as a result of the revaluation of the property by the Municipal Property Assessment Corporation (MPAC).