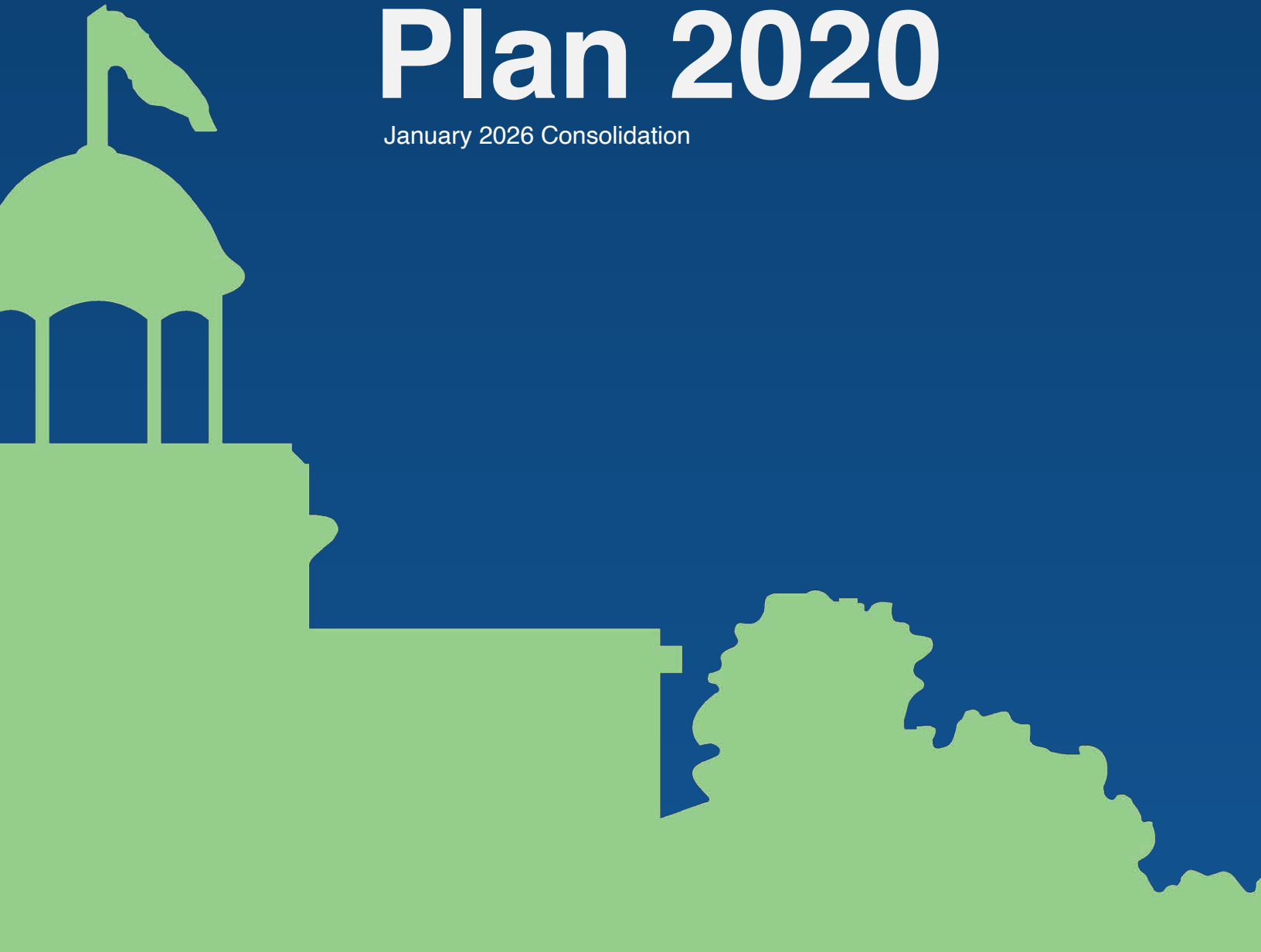


Strathroy-Caradoc

# Community Improvement Plan 2020

January 2026 Consolidation



**Prepared for:**

The Municipality of Strathroy-Caradoc

**Prepared By:**

Re:Public Urbanism



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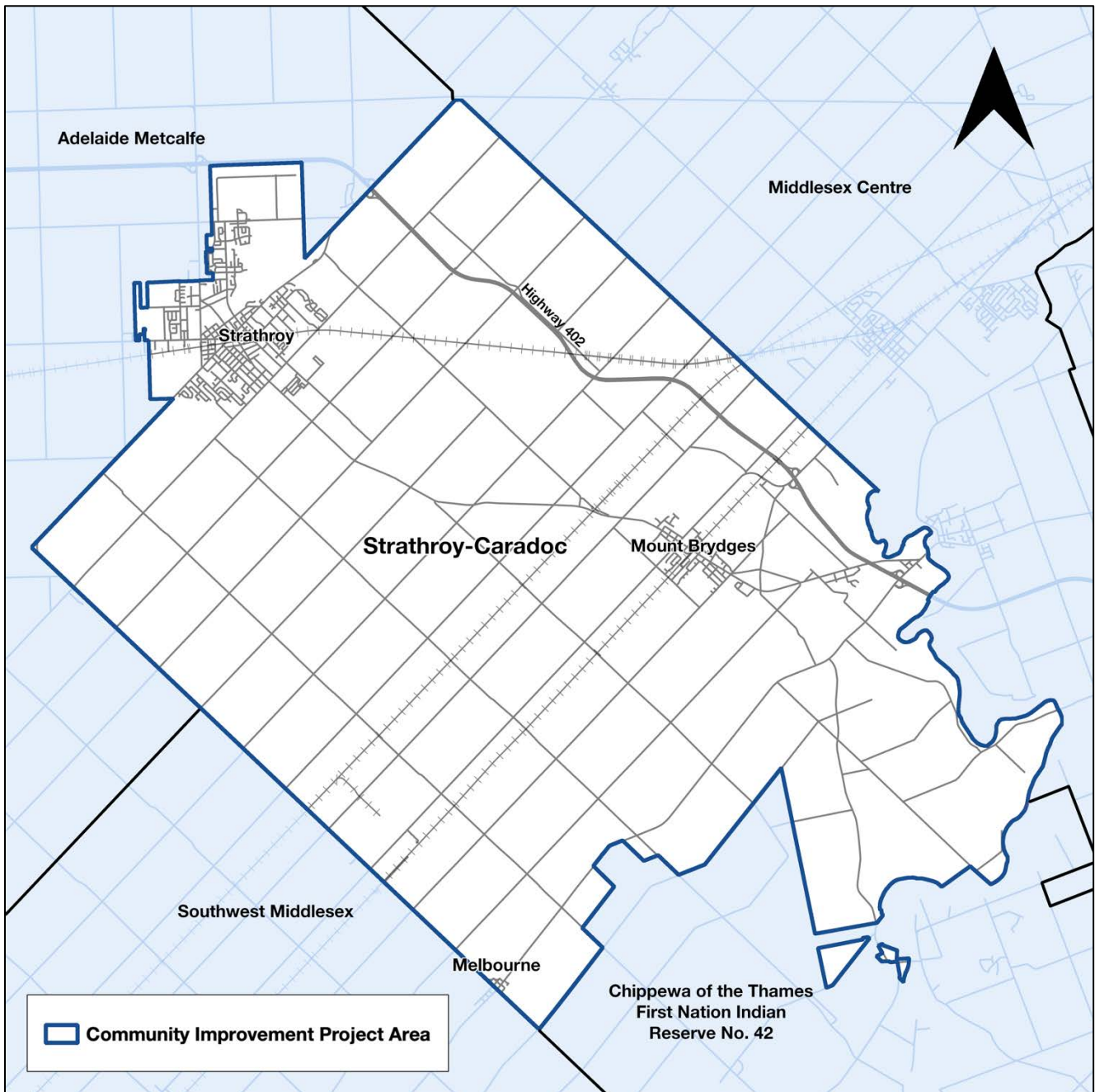


CITY HALL

## 1.0 | INTRODUCTION

The Municipality of Strathroy-Caradoc undertook the preparation of this Community Improvement Plan (CIP) in late 2019 and early 2020, intending to build on the success of the previous CIP “About Face”. Originally adopted in 2006, “About Face” encouraged the beautification and preservation of the Community’s built heritage within the central commercial districts of Strathroy, Mount Brydges, and Melbourne. Through this new CIP, Strathroy-Caradoc intends to renew their commitment to community improvement and encourage economic investment through the expansion of improvement strategies and financial incentives. This Community Improvement Plan is the culmination of the efforts of municipal staff, council, business community, and general public in Strathroy-Caradoc.

Under By-law No. 49-20, this Plan hereby replaces the previous 2006 CIP “About Face”.



## 1.1 Strathroy-Caradoc Community Improvement Project Area

The entirety of the Municipality of Strathroy-Caradoc is designated a Community Improvement Project Area by By-law No. 49-20. Notwithstanding this, the CIP uses an overlay approach to identify where specific incentives will apply. These are outlined in greater detail in Section 5 of this document.



## 1.2 Purpose & Planning Horizon

This document is intended to facilitate improvements to public and private buildings and lands in strategic areas of Strathroy-Caradoc. Private investment in the community will be encouraged and supported through the provision of a range of diverse financial incentive streams outlined in Section 5.0, while municipal leadership initiatives will be outlined in Section 6.0. Through the administration of financial incentives and implementation of a municipal leadership strategy, the goals and objectives for community improvement outlined in Section 4.0 of this plan will be realized.

The intended implementation timeline 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, amend any goals or municipal initiatives, and/or to ensure consistency with updates to applicable legislation throughout the lifespan of the plan.

## 1.3 What is a CIP?

A CIP is a powerful tool used by Ontario municipalities to facilitate the (re)development, rehabilitation, and/or revitalization of selected areas in a municipality. This is done through the identification a Community Improvement Project Area (CIPA), where the plan will be focused, and encouraging projects that will benefit the public realm and the general improvement of the area. Most CIPs today provide a selection of financial incentive programs specially tailored to encourage property or building owners to undertake improvement projects that are aligned with the goals and vision of the plan. Without a CIP, municipalities are otherwise prohibited from offering financial assistance to the private sector in any way. More information on the legislative framework is provided in Section 2.0.

## 1.4 Community Profile & Overview of Focus Areas

Strathroy-Caradoc is centrally located in southwestern Ontario and constitutes one of the seven local municipalities that make up Middlesex County. The municipality was established in 2001 following an amalgamation of the Town of Strathroy and the Township of Caradoc and has since grown to a population of just under 23,871 residents. The Municipality enjoys its proximity to larger urban centres such as the City of London and City of Sarnia and is well-connected to the rest of Ontario via Highway 402 and CN, CP, and Via Rail. For the purposes of this plan, Strathroy-Caradoc was divided into three distinct focus areas:

- **Strathroy** – With a population of approximately 16,056, Strathroy is by far the largest community in the Municipality, as well as the County, and is arguably the economic / service centre for Western Middlesex County and Eastern Lambton County. Located at the northern edge of the Municipality, it borders the Township of Adelaide Metcalfe and Highway 402. The Town has the highest concentration of residential development and economic activity, with a well-established downtown, commercial corridors to the south and north, and two large employment areas.
- **Mount Brydges** – Mount Brydges is centrally located within the municipality and is the second largest community in Strathroy-Caradoc with a population of approximately 2,656. With its proximity to Highway 402, it is well situated as an eastern gateway to the municipality. The community is largely structured along the Adelaide Road (County Road 81) corridor running through the village, where

most of the commercial and employment activity can be found. The uses along this central corridor are a mix of highway commercial auto services, retail, small shops and cafés, and professional offices. The intersection of Adelaide Road and Glendon Road forms the commercial “core” for the community.

- **Rural Area** – Beyond the two communities of Strathroy and Mount Brydges lies a vibrant rural area dominated by large-scale farming operations, as well as smaller hobby-farms and large rural residential lots with a population of approximately 4,600 people spread over more than 200 km<sup>2</sup>. While the Municipality has been committed to ensuring development is directed to Strathroy and Mount Brydges, there are a handful of established rural residential clusters south of Mount Brydges as well as the Hamlet of Melbourne. The rural area is generally formed following the traditional Ontario “concession road” survey pattern from the early part of the 19th century. Both Longwoods Road and Adelaide Road serve as major, and historic, roads, while Highway 402 provides regional connections to major centres like London and Sarnia.

## 2.0 | LEGISLATIVE & POLICY CONTEXT

This section of the CIP outlines the provincial policy and legislative context under which CIPs are developed. Additionally, it also provides an overview of the local planning and economic development policy context for Strathroy-Caradoc.

## 2.1 Provincial Legislation & Regulation

**Municipal Act** – Under Section 106 of the *Municipal Act*, a municipality is prohibited from providing assistance to any manufacturing business or other industrial or commercial enterprise through the granting of “bonuses”. A “bonus” can include financial incentives, gifting or loaning municipal properties at below fair market value, and/or partial or full exemptions of any levies or charges. Notwithstanding this, Section 106 (3) allows municipalities to provide assistance through a CIP adopted under Section 28 of the *Planning Act*.

**Planning Act** – Section 28 of the *Planning Act* outlines the authority and means by which community improvement planning can be undertaken by Ontario municipalities. This section states that where there is an official plan in effect within a municipality 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.

**Ontario Heritage Act** – Under Section 39 of the *Ontario Heritage Act*, a municipal council may pass by-laws providing for grants and/or loans to the owner of a heritage property designated under Part IV of the *Act* for the purpose of paying for all or part of the costs associated with altering the property. A CIP may also contain provisions and/or incentives to assist with improvements to a designated heritage property.

**Development Charges Act** – Under Section 5 of the *Development Charges Act*, in developing the rules for a development



charge by-law, a municipal council may opt to include provisions for full or partial exemptions for certain types of development and/or for the phasing-in of development charges. Recent amendments to the Development Charges Act (effective June 1, 2024) have introduced province-wide exemptions and discounts for specific housing types in an effort to strengthen tools for the creation of affordable housing:

- Full DC exemption for non-profit housing;
- Full DC exemption for affordable and select attainable residential units
- Discounts of up to 25% for qualifying purpose-built rental units.

As a result, the Municipality should ensure that its Development Charge By-law reflects the legislative exemptions.

**Provincial Planning Statement (2024)** – 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**

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 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.

## **2.3 Middlesex County Economic Development Strategy**

Middlesex County's Economic Development Strategy establishes three interrelated vision statements focused on: the County leveraging its strategic location in the attraction of new business and skilled workers while retaining its community image; leveraging attractive lifestyle choices, economic vitality, and natural environment of the County; and, fostering diversification efforts to enhance the regional economy. Further to this, there are three main goals established under the strategy to help achieve the overall vision pertaining to creating a supportive environment for business and investment, an active and targeted approach to business growth and attraction, and a commitment to community sustainability and growth. One of the key recommended actions arising out of the strategy is the exploration of opportunities to offer community improvement-like initiatives geared towards the agricultural sector and its diversification.

## **2.4 Strathroy-Caradoc Corporate Strategic Plan**

At the time of preparation of this CIP, the 2020-2029 Strategic Plan outlined the organizational vision and priorities for the future of the community. The Strategic Plan specifically identified the development of a new CIP as a tactic for achieving the following goals of the Strategic Plan:

- Build and maintain a diverse tax base and be a place that offers a variety of economic opportunities to current and prospective residents and businesses; and,
- Provide distinct experiences that celebrate its past and future by prioritizing innovative new ideas that set the community apart.

In addition to facilitating community improvement projects, this CIP will act as a complementary tool for the implementation of the Strategic Plan and any future updates.

## **2.5 Strathroy-Caradoc Official Plan**

Some of the main goals of the OP as they relate to community improvement planning include; promoting local economic development; generating increased employment opportunities and commercial/industrial assessment; recognizing, protecting, and strengthening the defining characteristics of the urban and rural areas of the municipality; and, undertaking community improvements for the purposes of enhancing the quality of life for existing and future residents. Section 2.8.1 of the OP outlines the goals and objectives for community improvement in Strathroy-Caradoc, which include:

- achieving minimum standards of public health, safety and occupancy;
- eradicating property conditions which pose a blight, eyesore, nuisance, risk or land use conflict;
- improving areas experiencing decline, blight or neglect;
- remediating contaminated or brownfield sites and turn them into viable uses compatible with neighbouring uses; and,
- upgrading and maintaining municipal services and facilities in accordance with prevailing standards.

Further to these goals and objectives, Sections 2.8.2, 2.8.3, 2.8.4, and 2.8.5 outline the general authority, criteria, and public input process under which the municipality may identify a Community Improvement Project Area (CIPA) and pursue the preparation and implementation of a CIP. Sections 3, 4, and 5 outline the general policy directions for land use and growth

within Strathroy, Mount Brydges, and the Rural Area, respectively. Generally speaking, these sections direct the majority of future growth and intensification to Strathroy and Mount Brydges, while outlining commitments to ensure the continued protection, economic diversification, and viability of the rural and agricultural areas.

## **2.6 “The Road Ahead” Strathroy-Caradoc Economic Development Strategy**

The Strathroy-Caradoc economic development strategy outlines a number of action items aimed at fulfilling economic development objectives of the municipality. Emphasis is also placed on reinforcing the “Rural Hospitality, Urban Opportunity” philosophy of the municipality throughout the document. Two of the important action items as they relate to community improvement planning include:

- The creation of a community investment strategy for Strathroy and Mount Brydges – the creation of a new CIP with expanded scope will complement this action item; and,
- The compilation of a formal Business Retention & Attraction Strategy (including Community Improvement Plan Review)

The strategy also identifies the importance of the current development opportunities associated with the “100-acre site” in the north end of Strathroy, adjacent to Highway 402, as these lands act as a gateway to Strathroy and are highly visible.

## **2.7 Downtown Strathroy Master Plan**

The Downtown Strathroy Master Plan was prepared in 2010 and outlines a program of capital works aimed at the revitalization of downtown Strathroy. These works include

streetscaping, the development of a new civic square, and other public realm improvements. The overall nature of the priorities outlined in this document are complementary to the intent of community improvement planning. The Municipality undertook a review and update of the Downtown Strathroy Master Plan concurrently with the development of this CIP.

## **2.8 Downtown Strathroy Urban Design Guidelines**

Under direction from the 2010 Downtown Strathroy Master Plan, Downtown Strathroy Urban Design Guidelines were developed in 2018 to provide a framework for future development and redevelopment in the Downtown, supporting new development, and ensuring that it respects the overall vision of the community and contributes positively to the public realm and local economy in Strathroy.

## **2.9 Strathroy-Caradoc Zoning By-law**

The Strathroy-Caradoc 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, it will be important to consider the role that this document will have throughout the implementation of this CIP, most notably through the review of projects and issuance of grant funding.

## **2.10 Strathroy-Caradoc Development Charge Deferral Policy (By-law No. 47-19)**

In 2019, Strathroy-Caradoc Council adopted a Development Charge Deferral Policy to establish guidelines for the request for, and administration of, development charge deferrals for certain types of development. The intent of the policy is to incentivize development that incorporates new affordable rental housing units, housing units for special needs, as well as projects of significant direct economic benefit to the municipality. This by-law closely ties into the goals and objectives outlined in this document and will allow for the effective implementation of development charge-related financial incentives offered under this plan.

## 3.0 | PUBLIC ENGAGEMENT

In addition to the preparation of a new CIP, Strathroy-Caradoc also undertook a concurrent review and update to the Downtown Strathroy Master Plan in 2020. Despite their differences in scope, both the CIP and Downtown Master Plan strive to foster quality-built environments, economic growth, and enhance the socio-economic health and vitality of Strathroy-Caradoc. Given the complementary nature of these plans and their concurrent development timeline, a single harmonized public consultation strategy was employed for each. This section outlines the public engagement completed in support of this document.



### 3.1 REINVEST 2020

Strathroy-Caradoc undertook the development of this CIP concurrently with the review and update of the Downtown Strathroy Master Plan in 2020. Given the complementary nature of these two plans, a single harmonised public engagement strategy was created for their review and update, called “REINVEST 2020”. This undertaking was promoted through both traditional and digital media. The strategy ultimately centered around the “Downtown Summit” sessions where members of municipal staff, council, businesses, developers, and the general public were engaged in roundtable discussions on the priorities and goals for community improvement. Following the Downtown Summit, an online survey was published to allow for continued feedback from the community in the early stages of drafting the CIP. The feedback gathered from the public engagement sessions and surveys informed the community priorities below that eventually assisted with the development of the guiding

principles and goals in Section 4.0 of this plan.

### 3.2 Community Priorities

The following priorities were identified by the community as needing to be addressed in the CIP:

- Encouraging a greater mix and stock of housing / attainable housing;
- Facilitating the improvement of major corridors throughout the Municipality through landscaping, streetscaping, and the introduction of multi-modal options (bike paths, trails, etc.);
- Promoting high quality-built form in commercial/industrial areas to strengthen sense of character and place;
- Attracting and accommodating new commercial and entertainment uses in Downtown Strathroy as well as a greater diversity of non-residential uses in Mount Brydges;

- Enhancing recreation opportunities in the community and leveraging existing assets to foster a culture of “Live, Work, Play” throughout the Municipality;
- Undertaking initiatives to increase tourism and improve visitor experience in the public realm through art and entertainment and strengthening the agri-tourism base in the rural area;
- Incentivise the establishment of industrial and commercial uses that contribute to the diversification of the local economy and employment opportunities;
- Addressing underutilized lands and buildings, especially commercial areas; and,
- Ensuring that rural and urban infrastructure is appropriate to accommodate the growing needs of the community into the future.

The full REINVEST 2020 consultation summary can be found on the community improvement plan webpage or at Town Hall.

### 3.3 Additional Consultation

Upon developing a draft document, the Plan was circulated to the Ministry of Municipal Affairs and Housing (MMAH) for review and comment, in accordance with the requirements of the *Planning Act*. The draft document was also presented to the general public at a virtual open house on **September 10, 2020**, wherein attendees were invited to discuss the plan with members of the project team, staff, Council, and the community. The final consultation event for the project consisted of a statutory public meeting, held virtually by the Municipality of Strathroy-Caradoc on **September 21, 2020**.

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. It should be noted that the final consultation sessions were held virtually in lieu of in-person events, in order to respect public health regulations and safety during the ongoing COVID-19 pandemic in 2020.



## 4.0 | GUIDING PRINCIPLES & GOALS

Community improvement plans can take many different forms and directions. They can focus on specific areas of a municipality, or on specific sectors or types of development. The Strathroy-Caradoc CIP has been developed based on a number of guiding principles and goals that were established by Council, municipal staff, the business community and the general public during the consultation and engagement phase of the development of the plan. The following section outlines these guiding principles.

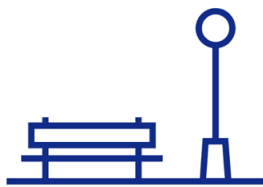


### 4.1 Housing for All

One of the main pillars of a strong, healthy, and successful community is housing security – a high level of housing attainability and diversity

ensures everyone has a right to live in and be a part of their community. This plan supports the community’s desire to increase the stock of quality attainable housing units, particularly rentals, as well as augment the existing residential base with different types and densities of housing in the core areas of our community.

- **Goal** - Increase the number of attainable rental housing units in Strathroy-Caradoc.
- **Goal** - Increase the stock, density, and diversity of housing units in Strathroy-Caradoc.



### 4.2 Beautiful Space, Place, and Identity

At its core, this plan seeks to improve the physical beauty of the community, its buildings, and its spaces not only to attract visitors and new commercial users, but to also encourage existing residents to live, work, and play in the community. By continuing to create great spaces and environments within our community, we can also strengthen Strathroy-Caradoc’s identity and self-sufficiency.

- **Goal** - Improve the physical and visual quality of buildings and spaces and increase the amount of green space in core areas and along streetscapes.
- **Goal** - Increase the safety, accessibility, and quality of streetscapes and major

intersections for vehicular and non-vehicular users.

- **Goal** - Support the creation and enhancement of indoor and outdoor public spaces and uses that promote healthy and active lifestyles.



### 4.3 Strong Culture and Heritage

Strathroy-Caradoc boasts a rich stock of 19<sup>th</sup> and 20<sup>th</sup> century buildings that provide a diverse inventory of interesting built forms and heritage character, which serve as a reminder of our past, however, only a handful of buildings have been formally designated under Part IV of the Ontario Heritage Act. Where stories are unable to be told through a physical building or space, public art installations or civic spaces such as the cenotaphs in Strathroy and Mount Brydges provide new opportunities to reflect on our history and heritage, or simply express changes in our local culture.

- **Goal** - Build a strong collection of local public art, cultural amenities, and/or civic spaces in the community.
- **Goal** - Preserve and enhance historically significant buildings, lands, and features throughout the community.



#### 4.4 Destination through Reinvigoration

There is a significant supply of underutilized lands particularly in the central commercial areas of Strathroy and Mount Brydges. The role of these central areas as community “cores” is challenged by continuing development pressures on peripheral lands in each settlement area. There is a need to strengthen the support of these core areas through the encouragement of innovative redevelopment and infill on existing sites, development of vacant / underutilized properties, as well as the expansion of commercial and entertainment-focused amenities and uses in order to build a feeling of “destination”.

- **Goal** - Reduce the number of vacant or underdeveloped buildings and sites in core areas of the community.
- **Goal** - Encourage adaptive or innovative redevelopment to improve existing properties and accommodate new uses and built forms in core areas.
- **Goal** - Reinforce the Downtowns of Strathroy, Mount Brydges, Melbourne, and strategic sites in the Rural Area as community “destinations” for commerce, entertainment, leisure, and employment.



#### 4.5 Economic Opportunity, Rural Diversity & Agri-Tourism

Recognizing that employment opportunities are a key facet to a thriving community, there is a need to attract new employment uses within strategic areas such as the Molnar Industrial Park, support existing employers with expansions throughout the community, and foster a greater diversification in the rural economy. Doing so can create more jobs and spur greater economic investment in our community.

- **Goal** – Purposeful and resilient diversification of the rural economy.
- **Goal** - Attract new economic investment to key employment areas to create more jobs and increase municipal tax revenues.



## 5.0 | FINANCIAL INCENTIVE PROGRAMS

An important part of supporting community improvement in Strathroy-Caradoc is engaging the private sector. One method of achieving this is by providing financial incentive programs to stimulate private investment in fixing up properties and buildings. These initiatives may be considered for funding, alongside other priorities, through the 2019-2023 Strategic Plan and 2020-2023 Multi-Year Budget processes.

## 5.1 Beautification Program



The beautification program is intended to encourage property owners to undertake projects that improve the overall visual appeal and quality of their building exterior and property. This program is meant to support works such as façade improvement, landscaping, and/or signage installation / repair. The goal of this program is to strengthen community identity and beautify older / established areas of the Municipality by improving the physical and visual quality of buildings and spaces, as well as increasing the amount of green space along streetscapes.

### Eligible Areas (Schedule A)

- Downtown Strathroy
- Caradoc Street South Commercial Corridor
- High Street Industrial Park
- Mount Brydges Commercial Core
- Mount Brydges Economic Area
- Melbourne Commercial Core

### Eligible Works

Exterior **development** or **redevelopment** associated with the enhancement, rehabilitation, restoration, and / or general improvement of one or more façades of an existing building.

Works associated with the improvement, rehabilitation, and / or installation of on-site signage associated with a business or non-residential use on the property.

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 site beautification associated with the building.

**Professional fees** for any designs or services reasonably associated with the works above;

Any combination of the above.

## Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following apply:

- Only buildings and properties containing the following uses are eligible for funding under this program:
  - Commercial
  - Office
  - Institutional
  - Industrial
  - **Mixed-use**
  - Recreational (if directly associated with a business)
  - Heritage (must be designated under Part IV of the Ontario Heritage Act)
- Residential-only buildings and properties are not eligible for funding under this program.
- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*
- Projects must be directly related to façades and site areas which front onto, or are highly visible from, a public right-of-way/street or other lands legally and reasonably accessible and open to the public (i.e. parks, parking lots, lanes, etc.).

## Incentive Details

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

## Construction Costs Matching Grant

*(only one of the following options may be selected for a project)*

1. For a single façade, the maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$15,000.
  - a) Landscaping works are limited to a maximum of 15% of the calculated grant amount, unless otherwise approved by the Municipality.
2. For multiple façades, the maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$20,000.
  - a) Landscaping works are limited to a maximum of 15% of the calculated grant amount, unless otherwise approved by the Municipality.

## Professional Fees Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$1,500.

## Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Intensification & Redevelopment
- Heritage
- Public Art & Interim Use
- Rural Economic Development & Agri-Tourism
- Environment & Sustainability

## 5.2 Intensification & Redevelopment Program



The intensification and redevelopment program is intended to promote the rehabilitation of properties which may require improvements to comply with minimum code requirements, and support the functional redevelopment and renovation of buildings or properties necessary for new or expanded uses. This program also encourages infill projects to increase the efficient use of lands and services within the core areas of the Municipality. The goal of this program is to reinvigorate the core areas of economic activity in the Municipality by supporting a diverse range of uses, encouraging repurposing of buildings, and incentivising the development of vacant or underdeveloped properties.

### Eligible Stream Zones (Schedule A)

- Downtown Strathroy
- Caradoc Street South Commercial Corridor
- Mount Brydges Commercial Core
- Melbourne Commercial Core

### Eligible Works

Works associated with the improvement, **redevelopment**, renovation, and/or conversion of existing buildings necessary to accommodate the establishment or expansion of a commercial, office, institutional, or **mixed-use**;

**Infill** development on vacant or partially developed properties, such as but not limited to:

- New main building construction; or
- Additions to an existing building, resulting in a minimum 25% increase in gross floor area.
- Works undertaken to improve barrier-free accessibility, structural integrity, and/or otherwise allows the building or site to meet minimum standards for code/zoning compliance, such as but not limited to:

- Installation of wheelchair ramps;
- Creation or improvement of on-site barrier-free parking spaces; and/or
- Barrier-free improvement/retrofitting of washroom facilities.

Investigative works/studies associated with evaluating **brownfield** sites for development potential.

**Professional fees** for any designs or services reasonably associated with the works above.

Any combination of the above.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Only buildings and properties containing the following uses are eligible for funding under this program:
  - Commercial
  - Office
  - Institutional
  - **Mixed-use**
- Residential-only buildings and properties are not eligible for funding under this program;
- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*
- This program is not intended to support **greenfield** development
- The **Construction Costs** Matching Grant shall only be applied to those parts of works/projects directly associated with barrier-free and accessibility improvements.

- All property taxes must be paid in full before receiving any grant monies under the Annual Tax Increment Grant.

### Incentive Details

Applicants may apply for funding under one or a combination of the following grants. The Annual Tax Increment Grant may not be combined with any other grant in this plan.

#### Building Permit & Planning Fee Grant

The maximum amount of the grant is 50% of the total **building permit and planning fees** associated with the project, up to \$10,000.

#### Construction Costs Matching Grant (Barrier-free works/projects only)

The maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$10,000.

#### Professional Fee Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$5,000.

#### Brownfield Investigation Grant

The maximum amount of the grant is 50% of the cost of an Environmental Site Assessment (ESA) or other study/works associated with the filing of a Record of Site Condition (RSC), up to \$25,000.

The grant will be paid upon the filing of an RSC application and the depositing of copies of any ESA(s) and associated information for Municipal records, to the satisfaction of the Municipality.

### Annual Tax Increment Grant

The grant is equal to a percentage of the municipal portion of the tax increment calculated at project completion, up to \$25,000 annually. At no point shall the gross total of all grant payments exceed 50% of the cost of eligible works.

The “Tax Increment” is calculated as the difference between the pre-development municipal tax assessment (prior to site improvement, determined by the municipality) and the post-development municipal tax assessment (following project completion and reassessment).

The grant will be paid to the owner on an annual basis as a percentage of the municipal portion of the tax increment, decreasing annually, for a period of no more than ten years. In Year 1, the grant may be equal to 100% of the tax increment and may be decreased annually at a rate determined by the Municipality in its sole discretion.

The grant period may range from 1 to 10 years and shall be determined by the Municipality in its sole discretion.

Should the improvements of the project result in a tax increment significantly less than anticipated at the time of application for the program, the municipality may in its sole discretion, allow the owner to re-apply for one or more grant programs contained in this plan on a retro-active basis.

### Example Tax Increment Calculation *(based on a hypothetical tax rate of 5%)*

Pre-Development Assessed Value: \$1,000,000  
Pre-Tax: \$50,000

Cost of Eligible Works: \$250,000

Post-Development Assessed Value: \$1,500,000  
Post-Tax: \$75,000

Tax Increment: (pre-tax) – (post-tax) = \$25,000  
Grant Period = 5 Years at 100%  
Annual Grant Amount = \$25,000  
Gross Total of Grant = \$125,000

### Eligible Program Combinations

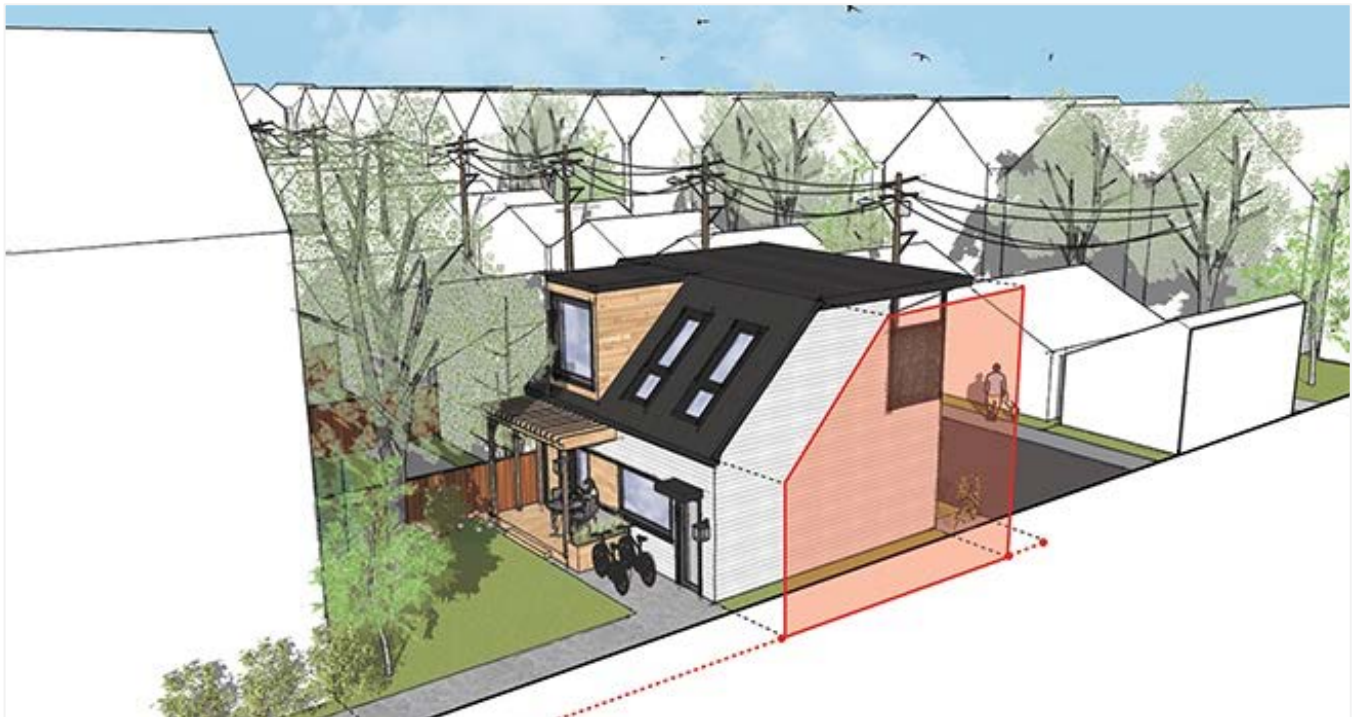
The grants under this program may be combined with grants from the following programs:

- Beautification
- Heritage
- Public Art & Interim Use
- Environment & Sustainability

### Additional Notes

Please note that the redevelopment of brownfield sites within a Community Improvement Project Area may be eligible for provincial funding via tax assistance under the Brownfield Financial Tax Incentive Program (BFTIP), subject to approval by the Minister of Finance. Please visit [ontario.ca/page/brownfields-financial-tax-incentive-program](http://ontario.ca/page/brownfields-financial-tax-incentive-program) for more information or consult with Municipal Staff for more information.

## 5.3 Additional Unit Program



The additional unit program is designed to assist property owners with the cost of creating new residential rental units on eligible properties. In addition to new units, this program will also assist property owners with costs associated with bringing non-compliant units up to code to legalize existing units and ensure the safety and wellbeing of tenants is maintained. This program is intended to encourage an increase in the stock and diversity of rental housing options throughout the Municipality as well as allow for increased density in built-up urban areas with larger lot fabrics.

### Eligible Stream Zones (Schedule A)

- Entire Municipality

### Eligible Works

**Development or redevelopment** that results in the creation of a new additional residential rental unit or **“Dwelling, Secondary Suite”** on a property;

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 unit;

**Development or redevelopment** that results in the establishment of a **“Garden Suite”** on a property;

Professional fees for any designs or services reasonably associated with the works above;

Any combination of the above.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Prior to any grant monies being issued, the **dwelling, secondary suite or garden**

**suite** must comply with the Strathroy-Caradoc Zoning By-law, and any other applicable codes/legislation, and must obtain an occupancy permit from the Municipality;

- Costs associated with cosmetic, material lifecycle replacement, or otherwise visual improvements to an existing **dwelling, secondary suite** or **garden suite** are not eligible for funding;
- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*.

### Incentive Details

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

#### Building Permit & Planning Fee Grant

The maximum amount of the grant is 75% of the total **building permit and planning fees** associated with the project, up to \$2,500.

#### Construction Costs Matching Grant

The maximum amount of the grant is 25% of the **construction costs** of the eligible works, up to \$15,000.

#### Professional Fee Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$2,500.

#### Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Rural Economic Development & Agri-Tourism

## 5.4 Attainable Rental Housing Program



The Attainable Rental Housing Program is designed to support the creation of new attainable and near-market rental housing units in the settlement areas of Strathroy and Mount Brydges. The incentives available under this program will seek to offset the costs of developing and maintaining rental housing and encourage a further diversification of the Municipality's housing stock. By supporting housing development and infill within the core areas of the community, we can help reduce long-term infrastructure costs and impacts on the environment, while improving housing affordability.

For the purpose of administering this program, the Municipality will determine and publish an annual statement of Average Market Rent (AMR) for each of the following units, to be updated as-needed:

- Bachelor
- 1-Bedroom
- 2-Bedroom
- 3+ Bedroom

### Eligible Stream Zones (Schedule A)

- Strathroy Settlement Area
- Mount Brydges Settlement Area

### Eligible Works

Development or Redevelopment that results in the creation of new rental housing units where at least 15% of all units, with a minimum of one, in the development are rented at or below Average Market Rent (AMR) as defined in this program. For clarity this program supports rental housing creation in residential-only and mixed-use developments.

### Incentive Details

#### Planning & Building Fee Grant

Grant equal to 100% of the costs of any required Building Permit or Planning Application required for the Eligible Project,

up to a maximum of \$5,000 for the entire project.

**Professional Fees Matching Grant**

Grant equal to 50% of the Professional Fees associated with the Eligible Project, up to a maximum of \$10,000, for the entire project.

**Tax Increment Grant (TIG)**

The total annual grant offered under the Tax Increment Grant (TIG) will be tied to the number of rental housing units provided within each level of attainability, the

combined annual maximum of which shall not exceed 50% of the tax increment.

TIG amounts will be determined in accordance with the level of attainability achieved, which is measured as a percentage of the current Average Market Rent (AMR) for the respective unit type/size, as determined by the Municipality of Strathroy-Caradoc and shown in the table below.

Attainability Level	Percentage of AMR	Max Grant Amount	Grant Period
Average Market	91% to 100%	\$2,000 per unit per year	Minimum 10 years, Maximum 25 years
Near-Market	81% to 90%	\$3,500 per unit per year	
Attainable	≤ 80%	\$5,000 per unit per year	

*The Municipality of Strathroy-Caradoc shall maintain full discretion in the determination of Average Market Rent (AMR) based on unit size/type and the maximum rent permitted to qualify for each Attainability Level described above.*

**Eligibility Criteria**

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Registered owners of lands and buildings must enter into an agreement with the Municipality outlining the obligations and responsibilities of the owner, including but not limited to the criteria listed in this section.
- A minimum of 15% of the total rental housing units in the development must be rented at or below Average Market Rent (AMR), as defined by this Plan and determined by Strathroy-Caradoc, for a minimum period of 10 years and up to a maximum period of 25 years from occupancy, known as the Grant Period. The Municipality of Strathroy-Caradoc

shall have sole discretion in determining the length of the Grant Period

- If any unit(s) change in their attainability level but remain eligible for funding under this program, the grant amount(s) may be adjusted accordingly. If the units are no longer deemed to be affordable, the Municipality may cancel the annual grants paid under this program and/or may require past grants, plus interest, to become repayable to the Municipality in full.
- During tenancy, the housing provider must agree not to increase the rent during the affordability period by more than the prevailing rent increase guideline established for each calendar year pursuant to the Residential Tenancies Act, 2006 or any successor

legislation or the rental rates established through the agreement, whichever is less. However, the rent rate established through the agreement may be adjusted to the current year during unit turnover.

- The total combined annual maximum grant offered under the Tax Increment Grant (TIG) component shall not exceed 50% of the tax increment as defined below:
  - **Tax Increment:** The incremental increase in property taxes generated by an eligible project. Determined as the difference between pre- and post-project completion municipal property taxes levied as a result of the revaluation of the property by Municipal Property Assessment Corporation (MPAC).
- Tenancy for Attainable Units rented at 80% or less of AMR should be coordinated with the City of London Housing Access Centre (HAC) to ensure those most in need of housing have priority access, based on wait list or other available data deemed appropriate.
- Any housing unit (attainable or not) within a development supported under this program shall not be used as a short-term rental for the duration of the grant period.
- Prior to the payment of any TIG grants, the following must be satisfied:
  - The development is complete and occupancy permits have been issued;
  - The property has been reassessed by MPAC;
  - Property taxes for the respective year have been paid in full, and each year subsequent;

- The Municipality of Strathroy-Caradoc has confirmed the rent levels are in accordance with the requirements of the CIP and any funding agreement(s).

- Conversion of ground-level non-residential floor space to residential is not eligible for funding under this program, unless explicitly permitted by the Municipality in its sole discretion;
- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*.

### Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Environment & Sustainability

## 5.5 Heritage Program



The heritage program is intended to support works associated with the conservation and preservation of designated heritage buildings under Part IV of the Ontario Heritage Act within Strathroy-Caradoc. This program seeks to encourage and strengthen a culture of heritage preservation in the community, while presenting opportunities for new heritage buildings/properties to be designated and preserved under Part IV of the Ontario Heritage Act.

### Eligible Stream Zones (Schedule A)

- Entire Municipality

### Eligible Works

**Development or redevelopment** undertaken to rehabilitate, enhance, and/or otherwise improve the exterior of a heritage building designated under Part IV of the *Ontario Heritage Act*.

**Professional fees** for any designs or services reasonably associated with the works above;

Any combination of the above.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Only projects involving buildings designated under Part IV of the *Ontario Heritage Act* are eligible for funding;
- Eligible projects must be carried out in accordance with the *Standards and*

*Guidelines on the Conservation of Historic Places in Canada* and,

- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*.

### Incentive Details

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

#### Building Permit & Planning Fee Grant

The maximum amount of the grant is 100% of the total **building permit and planning fees** associated with the project.

#### Construction Costs Matching Grant

The maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$15,000.

#### Professional Fee Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$3,000.

### Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Beautification
- Intensification & Redevelopment
- Public Art & Interim Use
- Rural Economic Development & Agri-Tourism
- Environment & Sustainability

## 5.6 Public Art & Interim Use Program



The Public Art & Interim Use program is intended to encourage the enhancement and promotion of local art and culture and support innovative interim uses on vacant / underdeveloped private lands to eliminate activity gaps or “dead zones” in the core areas of the Municipality. The overall goal of this program is to strengthen the identity of communities through the celebration of local history, culture, and heritage through art and inclusive spaces.

### Eligible Stream Zones (Schedule A)

- Entire Municipality

### Eligible Works

Works reasonably associated with the installation of new, or enhancement of existing, permanent public art display, such as but not limited to:

- Murals;
- Statues; and/or
- Displays.

Works associated with the establishment of a temporary or “interim” use on vacant or underdeveloped private property, wherein it may be reasonably enjoyed and/or used by the general public. Eligible interim uses may include, but are not limited to:

- community garden;
- parklet improvements;
- bee-hotels/gardens; and/or
- semi-permanent or seasonal kiosks/stands used for the retail of foods or produce.

**Professional fees** for any designs or services reasonably associated with the works above;

Any combination of the above.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- For the purposes of this program **construction costs** may include capital costs for semi-permanent amenities, structures, and/or improvements;
- For public art projects, preference will be given to proposals that celebrate or represent the local history, culture, identity, and/or heritage of the community and which will be situated within a high visibility and/or prominent location;
- For proposed interim uses, preference will be given to proposals that are associated with uses that are open/accessible for public enjoyment and/or which directly involve public art;
- All proposed interim uses must not prevent the complete restoration of the lands to their original condition, and will not constitute a permanent change to the intended underlying land use designation of the property;
- Any uses involving the housing or keeping of livestock and/or which may, in the opinion of the Municipality, negatively impact the surrounding lands or area, are not eligible for funding under this program;
- All proposed interim uses must conform to the list of permitted uses under the *Strathroy-Caradoc Zoning By-law*.
- Proposed interim uses on contaminated properties are not eligible for funding under this program.

### Incentive Details

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

#### Construction Costs Matching Grant

The maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$7,500.

#### Professional Fee Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$1,500.

#### Eligible Program Combinations

A grant issued for the establishment of an interim use shall not be combined with any other programs outlined in the CIP.

Grants issued for the installation or enhancement of public art may be combined with the following programs:

- Beautification
- Intensification & Redevelopment
- Heritage
- Environment & Sustainability

## 5.7 Urban Economic Development Program



The Urban Economic Development Program is intended to assist with the creation of jobs and diversification of the local economy by incentivising exceptional projects which closely align with the economic development goals and priorities of the community. This program offers relief from development charges and building and planning fees to attract new employers to locate in strategic areas of the municipality and also encourage the expansion and growth of existing established employers.

### Eligible Stream Zones (Schedule A)

- Molnar Industrial Park
- High Street Industrial Park
- Mount Brydges Economic Area

### Eligible Works

**Development** or **redevelopment** associated with the establishment or expansion of an industrial use within an employment area that adds to the diversification of the local economy and creation of new jobs.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Applicants shall submit a detailed business plan as part of any application for funding under this program outlining the details of the project, including but not limited to, a brief overview of the industry sector the business is associated with, the number of new full-time jobs that will be created and/or retained, the level of investment involved/construction costs, and/or a brief description as to why the project should be considered for the grant, to the satisfaction of the municipality.
- Preference will be given to those projects and/or works that are associated with a **Targeted Sector** (as identified by the municipality from time to time) and/or

those projects which most closely align with the economic development goals of the municipality.

- For the Development Charge Grant, the project must result in the calculation and requirement for the payment of a development charge. Each project will also be reviewed against the set of scoring criteria found in Schedule “D” established and modified by the Municipality from time to time.
- The scoring criteria established or modified by the municipality from time to time will be used to determine the percentage amount of the Development Charge Grant for an eligible project.

### Incentive Details

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

**Building Permit & Planning Fee Grant** The maximum amount of the grant is 50% of the total **building permit and planning fees** associated with the project, up to \$15,000.

### Development Charge Grant

The maximum amount of the grant will depend on the as-built performance of the project against the scoring criteria outlined in **Schedule “D”** but shall not exceed 80% of the development charges for the project. Notwithstanding this, the maximum grant amount paid shall be the lesser of \$1,000,000 or 90% of available reserve funds.

Following project completion, the project will be reviewed and assigned a score by the Municipality based on its performance against the scoring criteria outlined in **Schedule “D”**. The Development Charge Grant is then paid to the owner as a rebate

equal to a percentage of the development charges applicable to the project, in accordance with the performance score achieved.

The grant may be paid to the owner upon project completion or may be paid at the time of occupancy of the building and/or site, at the discretion of the Municipality.

Notwithstanding any deferrals and/or reductions to the payment of a development charge which may be permitted by the Municipality for the eligible project, development charges shall generally be required to be paid in full to the satisfaction of the Municipality prior to the issuance of the grant.

Please note that projects that have been approved for a Development Charge deferral under By-law 47-19 are not eligible for a Development Charge Reduction.

### Parkland Cash-in lieu Reduction

The Parkland Cash-in lieu Reduction is only available as part of an eligible project on municipally owned lands which have or will be transferred for development purposes within the Molnar Industrial Park, as indicated on **Map 1** in **Schedule “A”**.

The Parkland Cash-in lieu Reduction will be applied to the total cash-in-lieu payment calculated for the eligible project at the time that the payment is due. The reduction may relieve:

- a) up to 100% of the parkland cash-in-lieu payment required for the development of an eligible project associated with a **targeted sector**; or,

- b) up to 50% of the parkland cash-in-lieu payment required for the development of an eligible project associated with a non-targeted sector;

subject to the terms and conditions of any required agreement(s) and determined by the Municipality in its sole discretion.

#### Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Beautification
- Environment & Sustainability

## 5.8 Rural Economic Development & Agri-Tourism Program



The Rural Economy & Agri-Tourism program is intended to assist with the creation of more jobs and purposeful diversification of the rural economy. This will be accomplished through the provision of financial incentives for the establishment or expansion of on-farm diversified business, rural-commercial, agri-tourism, or other commercial recreation uses in the rural area to promote growth and resiliency.

### Eligible Stream Zones (Schedule A)

- Rural Area

### Eligible Works

**Development** or **redevelopment** associated with the establishment or expansion of an **agri-tourism, on-farm diversified uses**, rural commercial or industrial use, or commercial recreational use on a property in the rural area.

Examples of eligible works include, but are not limited to:

- New construction or renovation/redevelopment of a building to serve the use;

- works associated with the enhancement, rehabilitation, restoration, and / or general improvement of one or more building facades;
- works associated with the improvement, rehabilitation, and / or installation of on-site signage associated with a business or non-residential use on the property;
- costs associated with the purchase and/or installation of permanent equipment and/or structures directly associated with an agri-tourism, on-farm diversified uses, rural commercial or industrial use, or commercial recreational use;

- 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 site beautification associated with the building;
- Any combination of the above.

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Improvements to dwellings / parts of dwellings used as part of a home-based business or commercial operation are not eligible for funding under this program, unless otherwise approved by the municipality;
- Only buildings and properties containing a bonafide **agri-tourism, on-farm diversified use**, rural commercial or industrial use, or commercial recreational use are eligible for funding under this program.
- For the purposes of this program “**construction costs**” may include capital costs for equipment, structures, and/or improvements directly associated with eligible uses;
- Funding preference will be given to projects involving the permanent physical improvement of eligible properties and buildings in the rural area.

### Incentive Details

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

#### Building Permit & Planning Fee Grant

The maximum amount of the grant is 100% of the total **building permit and planning fees** associated with the project, up to \$15,000.

#### Construction Costs Matching Grant

The maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$15,000.

### Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Beautification
- Additional Unit
- Heritage
- Environment & Sustainability

## 5.9 Environment & Sustainability Program



The Environment and Sustainability Program is intended to incentivise environmentally conscious development practices and improvements that reduce the impact of our build environment on the natural environment. This program will encourage the pursuit of improvements to buildings and properties that incorporate Low Impact Design (LID) elements, green technologies, sustainable building materials, energy efficiency, and/or active transportation. This program is intended to support improvements to both non-residential and multi-unit residential buildings used for rental housing and is designed to complement existing provincial and federal funding opportunities.

### Eligible Stream Zones (Schedule A)

- Entire Municipality

### Eligible Works

Retrofits or upgrades to a building that directly improves building sustainability, climate resilience, or energy efficiency, such as but not limited to:

- Implementation of tight building envelopes with high levels of insulation and airtightness;
- Installation of efficient HVAC systems, selected based on building design requirements;
- Use of high-performance windows with optimal orientation and thermal resistance, and shading to reduce summer heat gain;
- Installation of high-performance lighting systems, such as LED, and lighting controls (occupancy/daylight sensors);
- Upgrading to efficient water heating systems and ENERGY STAR® (or equivalent) appliances;
- Use of light-coloured or permeable exterior materials to reduce heat island effect;

- Incorporation of renewable energy systems (e.g., solar panels) or natural ventilation strategies;
- Integration of smart building technologies to improve energy performance and monitoring;
- Structural integrity upgrades, accessibility retrofits, or purely aesthetic improvements are not eligible under this program but may be eligible under other CIP programs;

Site design improvements that are designed to promote climate-resiliency and sustainable practices, such as but not limited to:

- Provision of active transportation amenities such as permanent bike parking or repair stations;
- Installation of permanent electric vehicle charging stations;
- Development or redevelopment of parking lots or other outdoor on-site facilities to incorporate green infrastructure elements such as but not limited to porous concrete or vegetated stormwater swales/planting beds;

Professional fees for any designs or services reasonably associated with the works above;

Any combination of the above..

### Eligibility Criteria

In addition to the general criteria outlined in Section 7.3, the following eligibility criteria apply to projects under this program:

- Only buildings and properties containing the following uses are eligible for funding under this program:
  - Commercial

- Office
- Institutional
- Recreational (if directly associated with a business)
- Residential buildings and mixed-use buildings containing at least three legal rental housing units are eligible. For a mixed-use building, the Municipality may adjust the final grant amount to ensure that funding is applied only to those residential portions of the building/project.

- Residential-only buildings and properties containing less than 3 dwelling units are not eligible for funding under this program;
- Projects located within Downtown Strathroy shall be subject to the requirements of the *Downtown Strathroy Urban Design Guidelines*.
- Proposals involving **green infrastructure** elements or other works associated with the incorporation or implementation of sustainable site features must be designed and carried out by a qualified professional, where reasonably necessary as determined by the municipality, to be eligible for funding.
- To be eligible to receive grant funding for works associated with achieving or exceeding a minimum third-party energy efficiency standard, applicants shall be required to submit evidence and/or confirmation from a qualified source or professional, to the satisfaction of the municipality.

## Incentive Details

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

### Building Permit & Planning Fee Grant

The maximum amount of the grant is 50% of the total **building permit and planning fees** associated with the project.

### Construction Costs Matching Grant

The maximum amount of the grant is 50% of the **construction costs** of the eligible works, up to \$10,000.

### Professional Fee Matching Grant

The maximum amount of the grant is 50% of the **professional fees** associated with the eligible works, up to \$2,000.

## Eligible Program Combinations

The grants under this program may be combined with grants from the following programs:

- Beautification
- Intensification & Redevelopment
- Attainable Rental Housing
- Heritage
- Public Art & Interim Use
- Urban Economic Development
- Rural Economic Development & Agri-Tourism



## 6.0 | MUNICIPAL INITIATIVES

The following municipal leadership strategy is based on the priorities identified by the Municipality and community and is intended to provide guidance and direction for municipal-led actions for community improvement at various stages throughout the lifetime of this plan. While many of the following undertakings contain a number of recommendations and actions for the consideration, Council will maintain full discretion to determine whether to pursue any of the following initiatives. Nothing in this plan is intended to commit the Municipality or any other public authority to funding the initiatives outlined within this section.



## 6.1 Complete Streets Policy & Guidelines

Well-designed streets form the backbone of successful and vibrant community cores as they allow for, and accommodate, a range of modes (vehicles, bikes, pedestrians) and incorporate design elements that balance beauty, safety, and accessibility. Additionally, they help to foster a sense of identity and feelings of arrival for the user. The county road system and main streets in Strathroy and Mount Brydges intersect much of the commercial, institutional, service-based, and public uses in the Municipality, as such, these corridors accommodate a significant number of daily users. Some of the main challenges that exist within the Municipality's major streets include: the need to balance efficient movement of goods and people in private vehicles, with active modes of transportation (namely pedestrian and cycling) to improve safety as well as amenity; in some cases, lack of purpose built multi-modal infrastructure including sidewalks and bike lanes; and, lack of streetscaping, vegetation, and general amenity.

### 6.1.1 Recommended Actions and Initiatives

In order to supplement the private investment encouraged through this plan, the Municipality should explore opportunities to enhance key streets within the Municipality through the development and implementation of a complete streets policy and guidelines to:

- Leverage unused space within wider rights-of-way to expand pedestrian infrastructure (wider sidewalks) and formally accommodate active transportation (bike lanes, multi-use paths);
- Target significant intersections to improve accessibility, safety, and legibility through interventions such as bulb-outs, pedestrian islands, signage, and delineated crossings; and,
- Direct the installation of landscaping and other design elements to beautify the streetscape and calm traffic in strategic locations.

### 6.1.2 Roles & Implementation Timeline

Given the differing levels of jurisdiction between the local and county road network, Strathroy-Caradoc should seek out a collaborative approach with Middlesex County in the development of the complete streets policy and guidelines. The timeline for the pursuit and development of a streetscape improvement strategy will be determined by Council in consultation with municipal staff and Middlesex County.

## 6.2 Public Parking Strategy

As the Municipality continues to encourage intensification and development within the established cores of the community, it will be important to ensure that adequate infrastructure is in place to accommodate future parking needs. The Municipality will need to consider the collective needs of visitors, tourists, businesses, and residents as the community cores grow to ensure efficient use of land and the adequate provision of parking. This Plan recognizes that a handful of scoped parking counts have been undertaken in Downtown Strathroy in relation to private development and public projects; however, these counts alone will not be sufficient to identify the current larger-scale gaps and future parking needs of the community. A more comprehensive approach will be required to account for future parking needs as Strathroy-Caradoc grows.

### 6.2.1 Recommended Actions and Initiatives

Strathroy-Caradoc should explore and plan for full build out / growth scenarios in core areas involving significant developments that may increase the load on existing municipal and private parking facilities. Some recommended actions include, but are not limited to:

- Completing a comprehensive parking study for the downtown cores of Strathroy and Mount Brydges to assess needs and potential solutions;
- Reviewing existing zoning by-law parking ratios;
- Incorporating accommodations for active transportation users (racks / repair stations)

### 6.2.2 Roles and Implementation Timeline

The Municipality will continue to implement the parking standards of the zoning by-law for new development and maintain the existing inventory of municipal parking facilities. At such a time as Council may deem necessary, the municipality may wish to pursue further studies, investigations, or interventions to enhance or augment parking facilities in the Downtown.

## 6.3 Wayfinding & Signage Strategy

Fostering a strong wayfinding network is important in ensuring that visitors, tourists, and residents alike, are able to easily navigate the community and physical environment. Wayfinding can be used to direct visitors to municipal parking areas, recreational trailheads, or community points of interest, for example, and help to create welcoming and legible communities. Additionally, wayfinding can also be used to assist in connecting businesses with potential patrons, foster a greater sense of arrival for travellers, and strengthen the overall identity of the community.

### 6.3.1 Recommended Actions and Initiatives

In order to further improve the wayfinding network, it is recommended that the Municipality:

- Undertake an audit of existing municipal wayfinding signage to assess the state of repair, design, location, and presence (i.e. noticeability) in order to identify potential areas for improvement. The information gathered should be used to inform and support improvements to community signage to strengthen the sense of arrival and identity of Strathroy-Caradoc’s communities, particularly for Strathroy, Mount Brydges, and Melbourne. Improvements may include, but are not limited to:
  - Consistent, high-quality signage design for welcome signage in each community;
  - Landscaping and/or lighting around signage sites; and/or
  - Signage and/or physical features to establish the downtown cores of the community.
- Consider measures to assist businesses and tourism-focused establishments in the rural area connect with visitors and potential patrons. This may be done through the establishment of guidelines and measures for private off-site signage and other wayfinding features either on designated public properties and/or sections of the public right-of-way, where appropriate and safe.
- Collaborate with local heritage/historical societies and committees, the Business Improvement Area (BIA), Chamber of Commerce, rural business community, recreational groups, and other community organizations to identify opportunities to better promote points of interest in the community through mediums such as digital mapping and/or information pages on the municipality’s social media or website.

### 6.3.2 Roles and Implementation Timeline

Council may in their sole discretion opt to pursue one or more of the recommended actions, or no recommended actions, contained herein throughout the lifecycle of this plan.

## 6.4 Urban and Rural Design Guidelines

At the time of developing this plan, the Downtown Strathroy Urban Design Guidelines were the only design guidelines currently implemented in Strathroy-Caradoc. The overall intent of these guidelines is to help preserve and enhance the unique character of the Downtown, through the establishment of design standards that can be applied to development, redevelopment, and revitalization efforts in the Downtown. Also at the time of developing this Plan, the Municipality was pursuing the creation and adoption of an additional set of urban design guidelines as part of the North Meadows Secondary Plan. However, similar to the Downtown Urban Design Guidelines, these would only be applicable to a specific area of Strathroy and not applicable elsewhere.

As the communities of Strathroy and Mount Brydges continue to grow, it will be important for the Municipality to encourage and guide development that contributes positively to the identity and beauty of the community, which can be difficult without support from guidelines.

### 6.4.1 Recommended Actions and Initiatives

Strathroy-Caradoc should consider the development and implementation of general design guidelines for development within settlement areas and along major corridors in the community. These guidelines may

include, but are not limited to prescriptive guidance for:

- The design, form, and character of buildings;
- Building materials;
- Landscaping standards;
- Signage and lighting;
- Heritage/cultural design elements; and/or,
- Public realm improvements to the streetscape

#### 6.4.3 Roles and Implementation Timeline

In order to increase the effectiveness, impact, and consistency of improvement projects supported under this Plan, it is recommended that the Municipality consider the development of general design guidelines within the first three years of adoption. Notwithstanding this, the pursuit and/or timeline for the development of any general design guidelines will be determined by Council in consultation with municipal staff.

## 7.0 | IMPLEMENTATION

The Strathroy-Caradoc CIP 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. Interpretation and administration of this plan will be at the sole discretion of the Municipality of Strathroy-Caradoc.

## 7.1 CIP Administration

The following outlines the policies related to the administration of the CIP:

**7.1.1** The Municipality shall designate a CIP Coordinator to administer the CIP. This individual will act as a liaison between the community and the Municipality, championing the plan and providing guidance to applicants on the interpretation of the plan and submission of applications. This individual will also be tasked with managing the intake of grant applications and Implementation Committee activities.

**7.1.2** The Municipality shall establish an Implementation Committee for the purpose of reviewing and providing recommendations to council on grant applications, or decide on certain applications if Council has delegated authority to the Committee in accordance with Section 7.1.9. This committee may be comprised of a combination of municipal staff, council, members or representatives of the local business community or general public, at the sole discretion of the Municipality.

**7.1.3** Each year Council may, at their sole discretion, opt to allocate budget monies to one, all, or none of the incentive streams outlined in the CIP. In doing so, Council shall set a total annual budget for the CIP funding streams. It is recommended that Council identify the distribution percentage or amount of budget monies for each incentive stream at this time.

**7.1.4** The decision to fund improvements through the programs of this CIP is entirely at the discretion of the Municipality. The Municipality 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.

**7.1.5** The Municipality reserves the right to limit funding 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.

**7.1.6** The Municipality reserves the right to amend any established process of application submission and evaluation for financial incentives at any time and for any reason, without the need to amend this Plan.

**7.1.7** The Municipality may establish application intake periods at designated times during the year or may allow for a floating intake wherein the Implementation Committee would review and make recommendations on applications to council on an ad-hoc basis.

**7.1.8** All applications for grant funding will be evaluated and determined on a “first come, first served” basis.

**7.1.9** Council is the approval authority for all CIP financial incentive applications. Council may:

- Review recommendation reports submitted by the Implementation Committee and/or CIP Coordinator;
- Approve, refuse, or modify grant awards in accordance with this Plan;
- Participate in broader CIP monitoring and oversight.

Notwithstanding the above, Council may delegate some or all final funding decisions

and duties described above to the Implementation Committee for applications that:

- are requesting no more than \$25,000 in funding; and
- do not involve a grant, rebate, or refund associated with property taxes or development charges.

**7.1.10 County Participation in the CIP** - Section 28(7.2) of the Planning Act allows an upper-tier municipality to make grants or loans to a lower-tier municipality for the purpose of carrying out a community improvement plan, on such terms as to security and otherwise as council considers appropriate. To this end, Middlesex County may, from time to time and at their sole discretion, make grants or loans to Strathroy-Caradoc for the purpose of participating in the grant programs or municipal leadership initiatives defined in this CIP.

## **7.2 Application Process**

The following outlines the standard application process for the CIP funding programs:

**7.2.1** Applicant arranges to pre-consult with the CIP Coordinator to discuss their project(s) and identify eligibility, review applicable streams, and receive preliminary feedback. The CIP Coordinator will also advise of any additional information and materials required for a complete application.

**7.2.2** Applicant submits their application, including any required supporting information and materials identified at the pre-consultation.

**7.2.3** 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 or which are clearly outside the scope of the program or eligibility requirements will be refused.

**7.2.4** The decision of the Municipality to accept or refuse the application will be communicated to the applicant. In the case of a refusal, the Municipality will provide reason(s) for the refusal to the applicant. Refusal of an application does not disqualify an applicant from being able to submit future applications.

**7.2.5** Upon deeming an application complete, the CIP Coordinator will forward the application and associated materials to the Implementation Committee for review, and a committee meeting date will be scheduled.

**7.2.6** If decision-making authority HAS been delegated by Council to the Implementation Committee in accordance with Section 7.1.9:

- Prior to the Implementation Committee meeting, the CIP Coordinator will prepare a recommendation to approve or refuse the application in the form of a report to the Implementation Committee. The recommendation is communicated to the applicant.

If decision-making authority has NOT been delegated by Council to the Implementation Committee in accordance with Section 7.1.9:

- Following the Implementation Committee meeting, the CIP Coordinator will, through direction provided by the Implementation Committee, prepare a recommendation to approve or refuse the application in the form of a staff report to

Council. The recommendation is communicated to the applicant.

**7.2.7** The application is then forwarded to Council or, if it has been delegated authority, the Implementation Committee, for a final decision. If Council or the Implementation Committee approves the application, the CIP Coordinator will be directed to prepare a CIP Funding Agreement for execution with the applicant. There is no opportunity for appeal on a CIP application. The Funding Agreement prepared by the Municipality will address matters such as, but not limited to; general terms; duration/deadlines; default; payment; and/or any other conditions related to the specific grant program, determined by the Municipality in its sole discretion.

**7.2.8** Upon execution of a CIP Funding Agreement, the applicant may initiate the works associated with the improvement project, in accordance with the provisions of the agreement.

**7.2.9** Payment of any financial incentives will be in accordance with the provisions of the CIP Funding Agreement.

**7.2.10** 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:

- a) Original invoices for all costs associated with eligible works;
- b) Proof of payment for all costs claimed for eligible works;
- c) Photographs of the completed project;

- d) Certificates of occupancy or other similar documents;
- e) Required inspection reports; and
- f) Any applicable licenses or other approvals.

**7.2.11** Prior to the issuance of any financial incentives, the CIP Coordinator, in coordination with other municipal staff, will conduct a site inspection of the completed works to confirm the works have been carried out in accordance with the CIP Funding Agreement. The Municipality will address the non-completion or non-compliance of any works in accordance with the CIP Funding Agreement.

**7.2.12** 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 the payment of the financial incentives in accordance with the CIP Funding Agreement.

**7.2.13** 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 completed within twelve (12) months from the date of execution of the Funding Agreement, as determined by the Municipality in its sole discretion.

## **7.3 General Eligibility Requirements**

The following requirements are applicable to all CIP applications, and must be met in order for the application to be eligible for grant funding. Please note that these requirements must be read in conjunction with the stream-specific eligibility requirements outlined in

Section 5.0. The general eligibility requirements are as follows:

**7.3.1** Applications for financial incentives shall meet or exceed all applicable eligibility criteria.

**7.3.2** Applicants must obtain approval for any grant funding prior to commencing an eligible project, unless otherwise permitted by the Municipality under Section 7.3.15, in its sole discretion.

**7.3.3** All proposed projects shall be consistent with the guiding principles and goals outlined in Section 4.0 of this Plan.

**7.3.4** If the applicant is not the owner of the lands that are the subject of an application, they must provide written 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.

**7.3.5** In order to be deemed complete, all CIP funding applications may be required to include the following, at the discretion of the Municipality:

- a) Original copy of all required application forms completed;
- b) Photos of the existing property and building that are subject of the proposed works;
- c) A minimum of two (2) costs estimates provided by a reputable business, individual, or organization having a valid HST/GST number and qualified to provide such estimates for the proposed works (including material costs), unless otherwise determined by the Municipality. A detailed

breakdown of costs per project will be required for multiple projects;

- d) Conceptual or other professional drawings and/or designs, depending on the scale of the project;
- e) A site plan or landscaping plan;
- f) A detailed description as to how the project is consistent with the guiding principles and contributes to the goals of the Plan, outlined in Section 4.0;
- g) Other supporting materials such as, but not limited to work plans, applicable reports, and/or approvals, that may be required to supplement the application, as determined by the municipality in its sole discretion.

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

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

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

**7.3.9** 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.

**7.3.10** Proposed works must conform to the Middlesex County Official Plan, Strathroy-

Caradoc Official Plan, Strathroy-Caradoc Zoning By-law, and any other applicable planning legislation/documents.

**7.3.11** 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.

**7.3.12 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.

**7.3.13** The CIP Coordinator has the authority to deny intake of applications for grants of less than \$1,500.00.

**7.3.14** 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 Municipality, be inconsistent with the original description of the project, the Municipality may delay, reduce, or otherwise cancel any approved incentives and may require the applicant to repay any incentives dispersed to date.

**7.3.15** 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. Notwithstanding this, the Municipality may consider funding for those parts of an active project that have not yet been carried out, at

the sole discretion of the Municipality. Under no circumstances will CIP funding be used retroactively.

**7.3.16** All proposed projects shall represent an observable improvement to the property and/or building; lifecycle replacement of existing materials, fixtures, structures, paving, etc. are not eligible for funding under the program.

## **7.4 Marketing**

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 Municipality take advantage of all opportunities to provide more information about the plan, projects, and incentive programs through a range of physical and digital mediums, such as but not limited to:

- brochures;
- posters;
- incentive Info sheets; and/or
- promotion and advertisement on social media and the municipality's website.

Further to the above, it will also be important to celebrate the success of individual CIP projects through regular updates to council, on-site CIP program signage for current/completed projects, as well as actively promoting projects on the municipality's website and social media.

## 7.5 Monitoring & Reporting

### 7.5.1 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 lifecycle, and municipal staff will prepare and present findings in an annual report to Council. 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 strategy outlined in Section 6.0

### 7.5.2 Baseline Data

The following data is to be measured upon adoption of the plan and monitored for changes on an annual basis or as frequent as available data allows:

- Amount of new commercial / industrial floor space added
- Number of new housing units added
- Number of new attainable housing units added
- Any other baseline data that may be beneficial to tracking the implementation and evaluation of this plan.

### 7.5.3 Monitoring Statistics & CIP Goals

The following measures of success will be tracked and monitored on an annual basis

- 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

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

### 7.5.4 Housing Attainability and Resiliency Key Performance Indicators

The following housing-specific key performance indicators (bottom of page) were identified in 2025 to complement the more general CIP statistics, by providing better insight on CIP impact on housing attainability and climate resiliency. The following indicators should be incorporated into the above monitoring and reporting to Council.

Indicator	Why it Matters
Total number of new attainable residential rental units supported through the CIP	Tracks the tangible outcomes of new attainable rental tenure residential units delivered with the assistance of the incentives
Amount of private capital investment leveraged per dollar amount of public investment in Housing through the CIP	Tracks how effectively the incentives stimulate private sector participation in attainable housing development and the ability of the incentives to de-risk development for home builders
Total dollar value of incentives allocated per attainable housing unit delivered through the CIP	Tracks the cost-effectiveness of the incentives by quantifying how much public support is required to produce each attainable unit
Total dollar value of incentives leveraged per dollar amount of private investment in climate resiliency retrofits/improvements	Tracks how effectively the incentives encourage climate-resilient retrofits and improvements to the rental housing stock

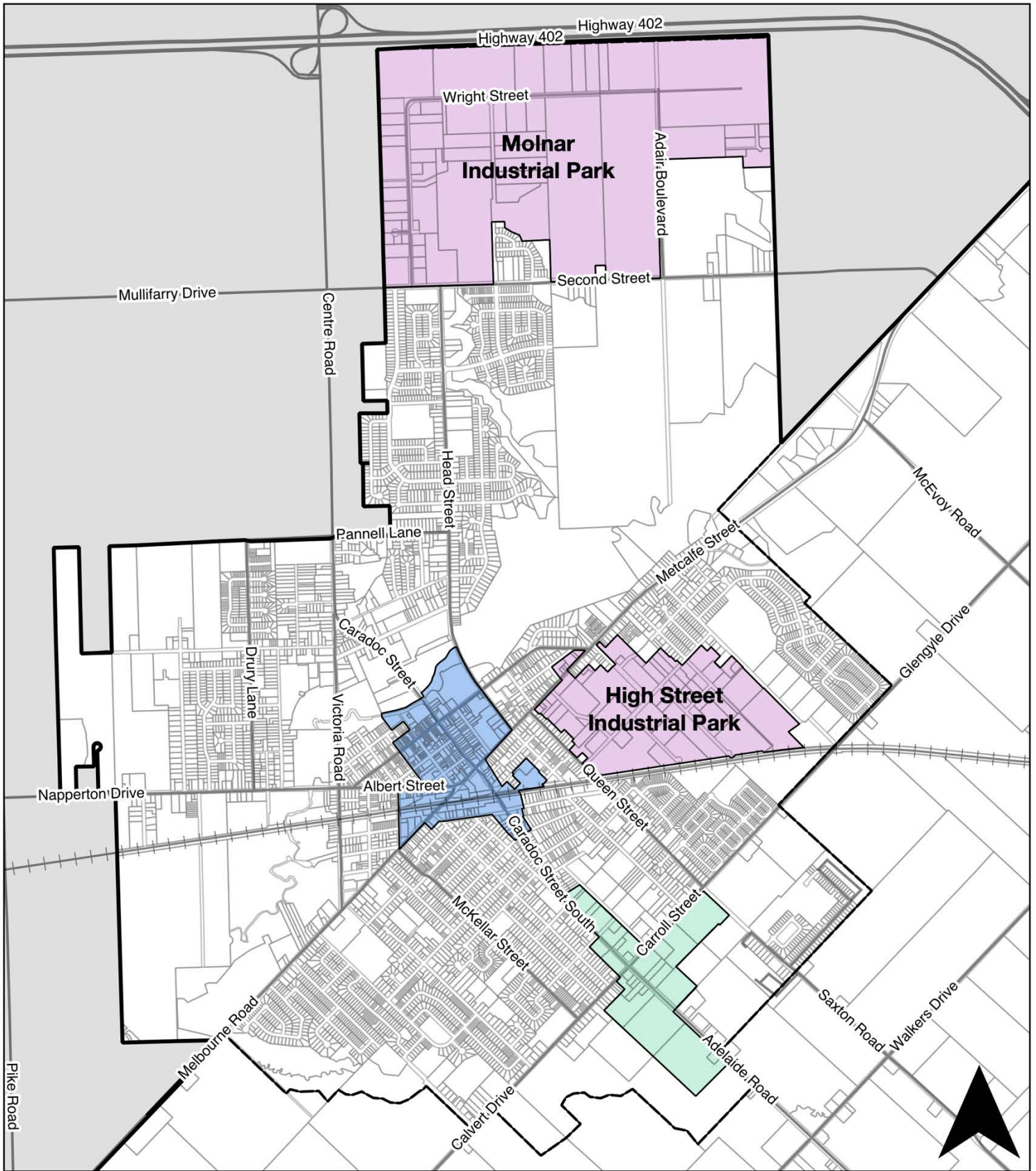
## 7.6 Modifications & Amendments to CIP

Based on the result 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. Furthermore, it may also be necessary to keep up to date with applicable provincial and local legislation. It is intended

that any recommendations for amendments or changes to the plan come out of the annual report to council, and may be supplemented by feedback from staff, council, the development / business community, and/or the general public. The following table has been prepared in order to provide 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	Yes.
Change(s) to one or more incentive programs, such as but not limited to: <ul style="list-style-type: none"> <li>• types of eligible projects;</li> <li>• eligibility requirements;</li> <li>• grant values or amounts</li> </ul>	Yes (except for minor technical or administrative changes).
Change to Community Improvement Project Area	No. Requires a by-law passed by Council.
Repeal of Community Improvement Project Area	No. Requires a by-law passed by Council.
Funding amount changes (overall budget or stream-specific)	No.
Changes to funding or prioritization of municipal leadership initiatives	No.
Cancelling of funding for one or more incentive programs	No.
Extension of the plan beyond the 10-year planning horizon	No.
Delegation of administration/approval of incentives to a committee or individual or a return of responsibilities to Council	No. Requires a by-law passed by Council.

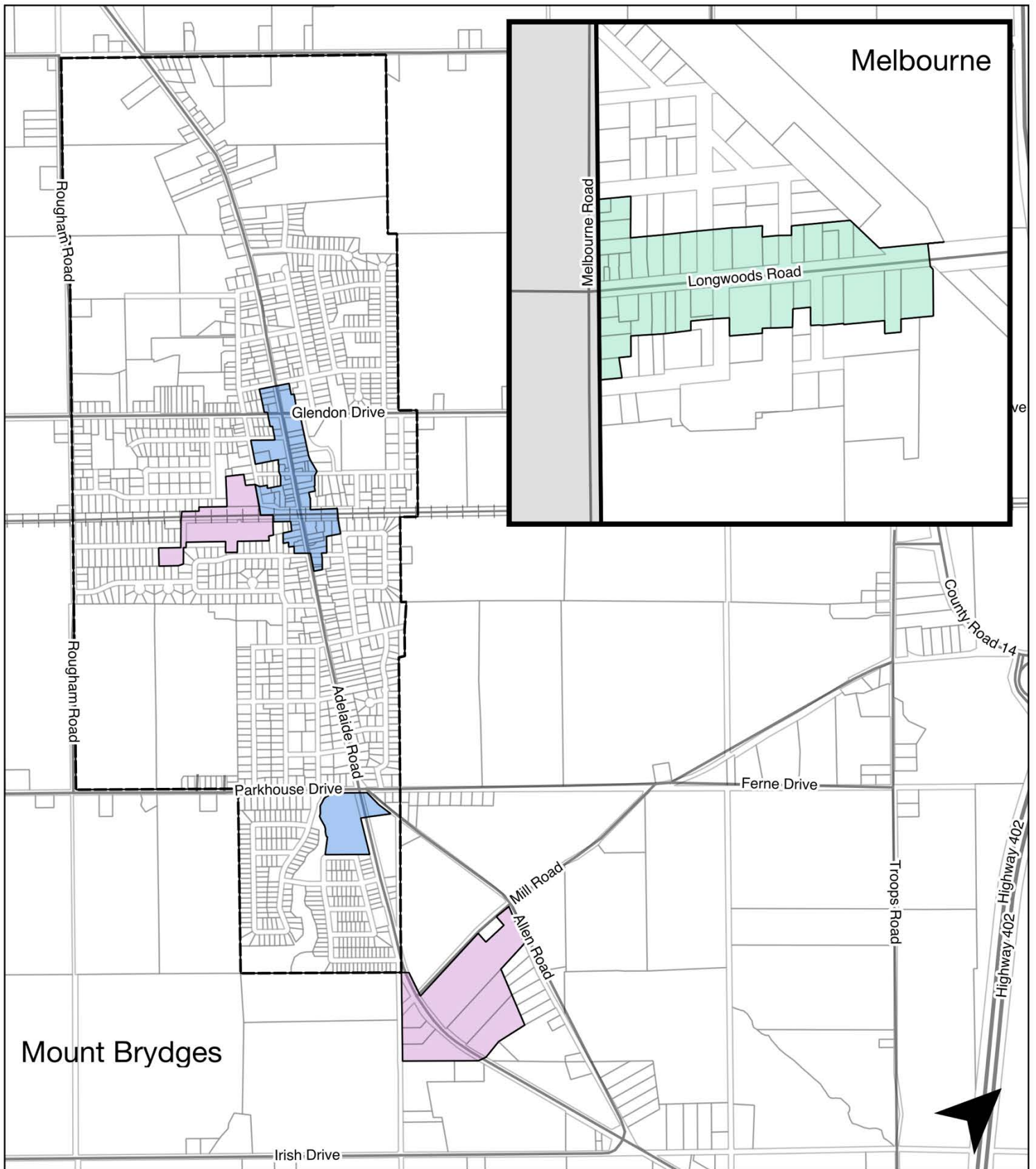
# SCHEDULE 'A' ELIGIBLE STREAM ZONES



## Strathroy-Caradoc Community Improvement Plan

### Map 1 - Strathroy Incentive Stream Zones

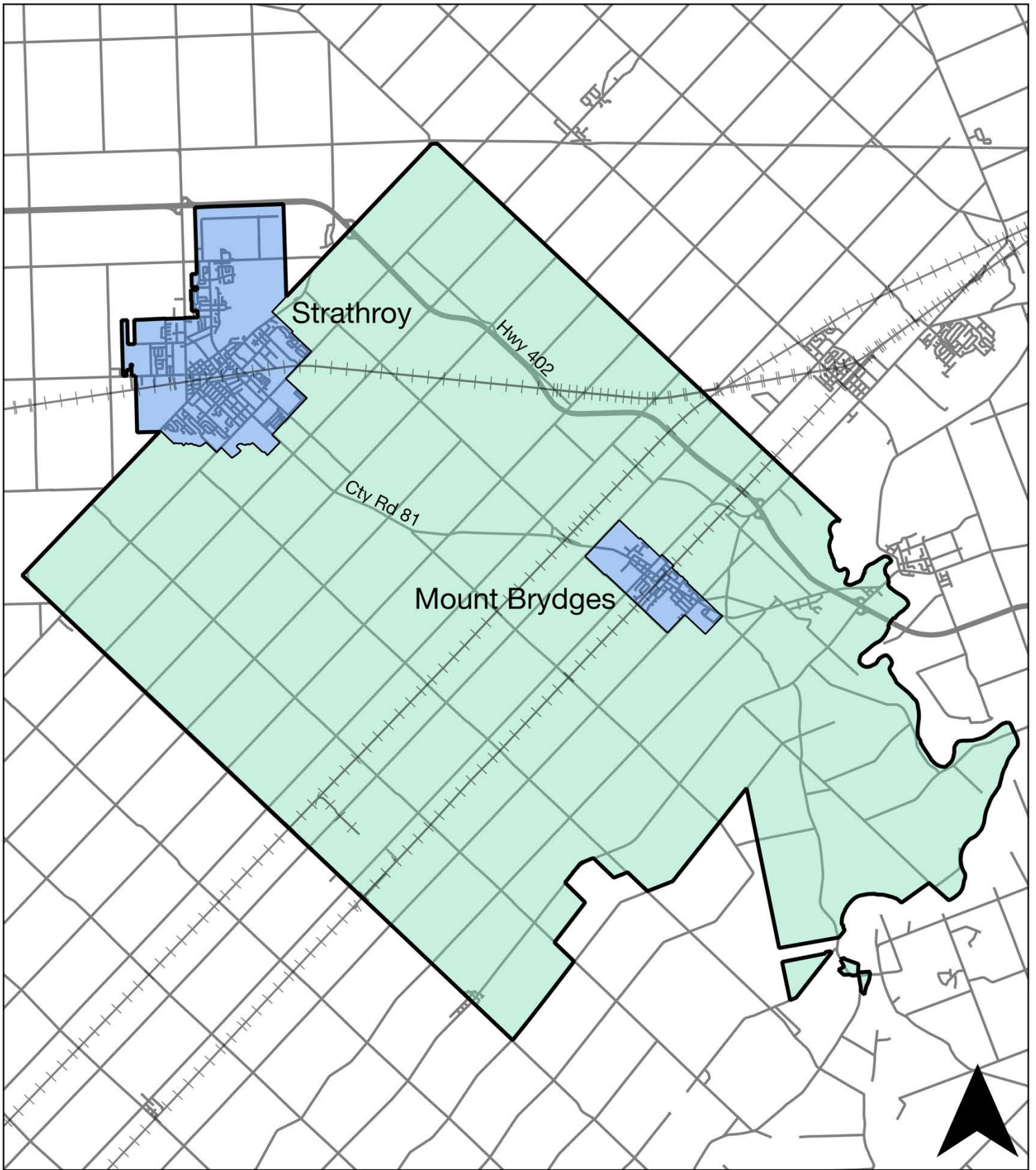
- |   |                          |   |  |
|---|--------------------------|---|--|
|   | Municipal Boundary       |  | Downtown Strathroy                       |
|   | Settlement Area Boundary |  | Caradoc Street South Commercial Corridor |
|  | Industrial Park          |   |  |



Strathroy-Caradoc Community Improvement Plan




**Map 2 - Mount Brydges & Melbourne Incentive Stream Zones**

- |   |   |
|---|---|
|  Municipal Boundary       |  Mount Brydges Commercial Core |
|  Settlement Area Boundary |  Mount Brydges Economic Area   |
|   |  Melbourne Commercial Core     |



Strathroy-Caradoc Community Improvement Plan

**Map 3 - Settlement Area & Rural Area Stream Zones**

-  Municipal Boundary
-  Strathroy & Mount Brydges Settlement Areas
-  Rural Area

## SCHEDULE 'B' GLOSSARY

**Attainable Rental Housing Unit** shall mean 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 regional market area; or
- A unit for which the rent is at or below the average market rent of a unit in the regional market area.

In determining the average market rent of a unit in the regional market area, the Municipality 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 Municipality, the Municipality may use any such method that, in its opinion, is appropriate for determining average market rent for the purpose of implementing 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.

**Average Market Rent (AMR)** means, for the purposes of this CIP, the average rent charged for a rental housing unit in the Municipality of Strathroy-Caradoc, according to building type and number of bedrooms.

**Building Permit and Planning Fees** means the Strathroy-Caradoc 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.

**Brownfield** means undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict, or vacant.

**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.

**Dwelling, Secondary Suite** means a self-contained space or enclosure, within a single detached dwelling (or other dwelling type in accordance with the Strathroy-Caradoc Zoning By-law) or accessory building, designed for habitation by a person or household, and which shall contain at least one room, a kitchen and

sanitary facilities designated for the use of its occupants.

**Garden Suite** means a single, secondary dwelling that is accessory to a main single detached dwelling and that is intended to be occupied by the next-of-kin of the owners of the main dwelling as a place of residence for a limited period of time and designed to be portable and, thereafter, removed from its site or converted to a non-residential use.

**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.

**Green Infrastructure** means natural and human-made elements that provide ecological and hydrological functions and processes. Green infrastructure can include components such as natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs.

**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.

**Owner** means the registered Owner of the Lands and includes any successors, assigns, agents, partners and any affiliated corporation. Financial assistance through tax-based funding is provided to the registered Owner of the property irrespective of any assignment of those funds to another party by the Owner under separate agreement between the Owner and a third party.

**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, including brownfield sites.

**Targeted Sector** means an employment sector or industry that the Municipality considers of significant importance to the diversification, growth, and resiliency of the local economy, which may be identified from time to time by the Municipality in its sole discretion.

**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).

# SCHEDULE 'C' CIP APPLICATION REVIEW FORM

# CIP Application Review Form

## Strathroy-Caradoc Community Improvement Plan

This CIP is not intended to fund all property improvements, but rather those eligible projects that are most aligned with the guiding principles and goals of the plan, and priorities of the Municipality. This CIP Application Review Form is designed to guide the Municipality through the review of applications, while also helping applicants to better understand the criteria on which their proposals are evaluated. This Form is not intended to be a “pass / fail” exercise, but rather a consistent and transparent methodology for the review of CIP applications – the Municipality may exercise full discretion in their assessment and decision on any application for funding under the CIP.

### Instructions

1. This Form should only be completed after reading the Strathroy-Caradoc Community Improvement Plan in its entirety.
2. This Form should be completed by the CIP Coordinator and each member of the CIP Implementation Committee prior to engaging in the discussion and/or development of any recommendations on a CIP application. Alternatively, while not recommended, one form may be completed as a group for an application.
3. Complete the relevant sections of this Form, indicating the level of compliance with the general eligibility criteria, program-specific eligibility criteria, and guiding principles and goals of the CIP, as follows:  
C = Compliant  
PC = Partially Compliant  
NC = Not Compliant  
NA = Not Applicable
4. A comment section is provided beside each of the criteria in this Form to allow for a brief summarization of the individual reviewer’s thought process and/or to provide further explanation related to their assessment, where necessary.
5. This Form is intended to be made available to the applicant in order to help provide feedback and understanding on the review and decision-making process.

### Project Information

Applicant: \_\_\_\_\_

Property Location: \_\_\_\_\_

Description of Proposal: \_\_\_\_\_

---

#### Applicable Program(s) – *check all that apply*

- |  |  |
|--|--|
| <input type="checkbox"/> 5.1 Beautification                  | <input type="checkbox"/> 5.6 – Public Art & Interim Use      |
| <input type="checkbox"/> 5.2 Intensification & Redevelopment | <input type="checkbox"/> 5.7 – Urban Economic Development    |
| <input type="checkbox"/> 5.3 Additional Unit                 | <input type="checkbox"/> 5.8 – Rural Ec. Dev. & Agri-Tourism |
| <input type="checkbox"/> 5.5 Attainable Rental Housing       | <input type="checkbox"/> 5.9 – Environment & Sustainability  |
| <input type="checkbox"/> 5.6 – Heritage                      |  |

Form Completed By: \_\_\_\_\_

## Guiding Principles & Goals

Goal	C	PC	NC	NA	Summary
<b>HOUSING FOR ALL</b>					
Increase the number of attainable rental housing units in Strathroy-Caradoc					
Increase the stock, density, and diversity of housing units in Strathroy-Caradoc					
<b>BEAUTIFUL SPACE, PLACE, AND IDENTITY</b>					
Improve the physical and visual quality of buildings and spaces and increase the amount of green space in core areas and along streetscapes.					
Increase the safety, accessibility, and quality of streetscapes and major intersections for vehicular and non-vehicular users.					
Support the creation and enhancement of indoor and outdoor public spaces and uses that promote healthy and active lifestyles.					
<b>STRONG CULTURE &amp; HERITAGE</b>					
Build a strong collection of local public art, cultural amenities, and/or civic spaces in the community.					
Preserve and enhance historically significant buildings, lands, and features throughout the community.					
<b>DESTINATION THROUGH REINVIGORATION</b>					
Reduce the number of vacant or underdeveloped buildings and sites in core areas of the community.					
Encourage adaptive or innovative redevelopment to improve existing properties and accommodate new uses and built forms in core areas.					
Reinforce the Downtowns of Strathroy, Mount Brydges, Melbourne, and strategic sites in the Rural Area as community "destinations" for commerce, entertainment, leisure, and employment.					
<b>ECONOMIC OPPORTUNITY, RURAL DIVERSITY, &amp; AGRI-TOURISM</b>					
Purposeful and resilient diversification of the rural economy.					
Attract new economic investment to key employment areas to create more jobs and increase municipal tax revenues.					

## General Review

Criteria	C	PC	NC	NA	Summary
Is the project located within an eligible area for the program?					
Are the project works considered eligible for the program?					
Does the project meet the eligibility criteria for the specific grant program?					
If the project involves one or more funding programs, are they eligible to be combined?					
Is the project good design/high quality?					
Does the project contribute to the improvement of the community?					
Is the project a permanent improvement? If not, is the proposal appropriate given the location and situational context of the property?					
Is the project feasible?					
How much funding has been obtained for the project through other public sources or programs?					

SCHEDULE 'D' URBAN ECONOMIC DEVELOPMENT  
PROGRAM SCORING CRITERIA

## Urban Economic Development Program Scoring Criteria

The following scoring criteria will be used by Municipal Staff to determine the amount of the Development Charge Grant for eligible projects administered under Section 5.7. All metrics outlined below must be substantiated by supporting information, invoices, receipts, and/or other documentation provided by the owner/applicant, to the satisfaction of the Municipality. All scoring shall be carried out by the Municipality in its sole discretion.

### 1. Targeted Sector

Targeted/Non-Targeted Sector	Points
Targeted	4
Non-Targeted	1

### 2. Construction Value

Construction Value based on building permit(s)	Points
\$200,000 – \$750,000	1
\$750,000 – \$2,000,000	2
\$2,000,000 – \$5,000,000	3
\$5,000,000+	4

### 3. Full Time Jobs Created/Retained

Full time Jobs Created/Retained	Points
1-9	4
10-19	5
20-34	6
35-50	7
51-74	8
75-100	9
100+	10

### 4. Level of Strategic Economic Significance

Level of Strategic Economic Significance	Points
Low	1
Lesser	2
Moderate	3
Greater	4
High	5

### 5. Total Score and Incentive Level Awarded

Combining the scores from each of the four metrics listed above for an eligible project, the Total Score will determine the maximum percentage of a development charge that may be paid as a grant following project completion.

Total Score	Incentive Level
0-9	No Grant
10	40%
11	45%
12	50%
13	55%
14	60%
15	65%
16	70%
17	75%
18+	80%