

CITY OF THUNDER BAY GROWTH COMMUNITY IMPROVEMENT PLAN



LAND ACKNOWLEDGEMENT

As we come together in this beautiful place, where the Thunder Bird hugs the land in its wings, where Anemki Wajiw – Thunder Mountain, welcomes all, where Nanabijou – the Sleeping Giant, rests, may you be prompted to pay respect and to acknowledge the land and with it, certain truths.

This land is the traditional land of the Anishnawbe people and is where they and many other peoples have gathered for time immemorial.

This sacred place, originally known as Anemki Wequedong, is now also the Treaty Territory of the Fort William First Nation, signatories to the Robinson-Superior Treaty in 1850.

This place is where, with the contribution of the Métis people in this area, a small thriving community formed into what has now become Thunder Bay.

Yet it is more than what these places are called, that we must learn to acknowledge and respect. We must acknowledge and respect the relationships.

The relationship to the Land – where we are the custodians and caretakers for the next generations.

The relationship to the Water – water is life.

The relationship to the Water Carriers – the women, who hold the sacred teachings about the water.

The relationship with the Plants – that help us live and sustain us with food and medicines.



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City of Thunder Bay Growth Community Improvement Plan

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1 Introduction

The City of Thunder Bay envisions a future full of opportunity and is taking strategic actions to make building and investing in our community more appealing than ever. The Growth Community Improvement Plan (CIP) aims to revolutionize the city's approach to fostering growth, investment, and innovation.

Thunder Bay has set ambitious growth targets for the upcoming years. Having historically faced low assessment and population growth, the city is implementing new tools and programs to further stimulate growth and attract development investment and thereby further support sustainable growth, an expanded tax base, increasing population, and more employment opportunities.

With the Thunder Bay Housing Community Improvement Plan (HCIP) in place accelerating housing development, it's equally important to support employment projects related to business expansion and new business to the city.

The Growth CIP will encompass the entire City of Thunder Bay, focusing on industrial and commercial developments with emphasis on high construction value and employment. A fundamental objective of the CIP is to ensure that Thunder Bay remains competitive with other municipalities, in part by offering a range of incentives to attract industrial and commercial business and development.

The city is committed to creating a vibrant and prosperous future through strategic initiatives like the Growth Community Improvement Plan. These efforts will ensure that the city remains an attractive destination for businesses and developers, driving innovation and investment while fostering a thriving community for all residents.



1.1 What is a CIP?

A CIP is a strategic municipal planning and economic development tool enabled under the Ontario Planning Act that is used by municipalities across Ontario to revitalize certain areas of a municipality. Under a CIP, revitalization is assisted through mechanisms such as financial incentives that enable grant programs.

Whereas the Official Plan and Zoning By-law direct how land and buildings are used, the Ontario Planning Act sets out how and when CIPs are to be used. A CIP is a plan or framework deploying tools and strategies for improving the built, economic and social environment in a target area of a municipality. They are implemented to generally serve one or more of the following objectives:

- Facilitating change and transition in certain areas;
- Stimulating economic growth and development;
- Motivating rehabilitation and *redevelopment* of private buildings/properties; and
- Delivering local needs and priorities.

The traditional use of CIPs is very focused, with typical examples being the improvement of the downtown or “core areas” in a municipality or the encouragement and facilitation of *brownfield* property *redevelopment*. In the last decade, these tools have begun to be used in more innovative and strategic ways to encourage broad municipal goals such as supporting the creation of affordable housing.

1.2 Why Prepare a CIP?

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, under Section 28 of the Planning Act, having a CIP in place allows the municipality to assist financially with improvements to private properties. Financial assistance may be available through incentive-based programs, such as grants and loans, a reduction or cancellation of certain fees required by the municipality, tax assistance, and municipal programs. These incentives (grants, loans, tax relief, municipal programs, etc.) are intended to encourage and facilitate improvements that will ultimately result in spin-off benefits for the community. These benefits can include, but are not limited to:

- Facilitating the improvement of the overall economic health of the municipality at large through elements of the CIP being geared toward industrial and commercial development, (tax incentives, planning and building fee reduction or elimination, etc.) which can attract new *employment* opportunities or increase the availability of housing. Both of which may in turn support local business; and

- **Improving the long-term sustainability of buildings in the target area(s) through physical improvements (structural, mechanical, aesthetic, etc.), which in turn may:**
 - **Improve the economic sustainability of the area and viability for continued business operations or the creation of new business opportunities, such as new commercial spaces, new rental housing units and economic sustainability of present or future business operations; and**
 - **Improving overall vibrancy, accessibility, and barrier reduction for members of the community.**



2 Basis of the CIP

Section 28 of the Planning Act, supported by other provincial legislation, provides municipalities a broad toolkit to facilitate private investments that may have spin-off benefits for the community through a Community Improvement Plan.

The CIP must operate within the applicable provincial and local *City* plans and policies. This section provides an overview of the key legislation that enables the development of CIPs in Ontario and within the City of Thunder Bay.

2.1 Planning Act

The Planning Act is the primary piece of legislation that provides for the preparation of CIPs and sets out:

- Types of projects/activities/works that are considered '*community improvement*';
- A process by which a municipality can identify a '*community improvement project area*' and prepare a '*community improvement plan*';
- Tools that can be implemented once a '*community improvement plan*' is adopted; and
- *Eligible costs* for which a municipality can provide incentives.

2.1.1 Community Improvement

Section 28(1) of the Planning Act defines '*community improvement*' as "the planning or replanning, design or redesign, re-subdivision, clearance, development or *redevelopment*, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a *Community Improvement Project Area*, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary."

Section 28(2) states that where there is an official plan in effect in a local municipality or in a prescribed upper-tier municipality that contains provisions relating to '*community improvement*', that Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a '*community improvement project area*'.

2.1.2 Community Improvement Project Areas

Section 28(1) of the Planning Act defines the term '*community improvement project area*' as "a municipality or an area within a municipality, the *Community Improvement* of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty

arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”.

2.1.3 Community Improvement Plan

Section 28(4) of the Planning Act states that once a ‘*community improvement project area*’ has been designated by By-law, “the *Council* may provide for the preparation of a plan suitable for adoption as a Community Improvement Plan for the *Community Improvement Project Area*”.

2.1.4 Tools

The Municipality may then prepare and use a ‘community improvement plan’ to:

- Acquire, hold, clear, grade, or otherwise prepare land (Section 28(3));
- Construct, repair, rehabilitate, or improve buildings on land acquired or held by the municipality (Section 28(6));
- Sell, lease, or dispose of any land and buildings acquired or held by the municipality (Section 28(6)); and
- Make grants or loans to owners and tenants of land and buildings within the *Community Improvement Project Area* (CIPA) to pay for the whole, or any part of, ‘*eligible costs*’ related to *community improvement* (Section 28(7)).

2.1.5 Eligible Costs

‘*Eligible costs*’ are specified in Section 28(7.1) of the Planning Act, and include costs related to “environmental site assessment, environmental remediation, development, *redevelopment*, construction, and reconstruction of lands and buildings for *rehabilitation* purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities”.

The word rehabilitation is emphasized above because it is important for understanding the definition of *eligible costs*. While the term ‘rehabilitation’ is not defined in the Planning Act, it is generally understood to mean the restoration of something back to its former capacity. In the case of Thunder Bay, it is considered that the community has experienced low growth for decades, resulting in a tax base increase that has not kept up with inflation over the years. Therefore, it is important to rehabilitate Thunder Bay’s tax base to achieve financial sustainability, and to fund programs and services to the best public interest.

Finally, Section 28(7.3) of the Planning Act states that the total of the grants and loans provided in respect of the lands and buildings shall not exceed the *eligible costs* of the *community improvement* project with respect to those lands and buildings.

2.2 Municipal Act

2.2.1 Brownfield Developments

Section 365.1 of the Municipal Act enables municipalities to implement a *Brownfields Financial Tax Assistance Program*, which is intended to incentivise bringing *brownfields* back into productive use. Under this program, municipalities may pass by-laws providing for the cancellation of all or a portion of the taxes for municipal purposes levied on eligible properties for which a phase two environmental site assessment has been conducted, confirming that additional remediation is required. The cancellation of taxes applies to the eligible properties during the assistance period, as defined by the Municipal Act, Section 365.1 (1);

Eligible property means, property for which a phase two environmental site assessment has been conducted,

- a) that is included under section 28 of the Planning Act in a *community improvement project area* for which a community improvement plan is in effect containing provisions in respect of tax assistance under this section, and
- b) that, as of the date the phase two environmental site assessment was completed, did not meet the standards that must be met under subparagraph 4 i of subsection 168.4 (1) of the Environmental Protection Act to permit a record of site condition to be filed under that subsection in the Environmental Site Registry; (“bien admissible”)

Assistance period means, with respect to an eligible property, the period of time starting on the date on which the by-law under subsection (2) providing tax assistance for the property is passed and ending on the earliest of,

- a) the date specified in the by-law
- b) the date that the tax assistance provided for the property equals the sum of,
 - i. the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition to be filed in the Environmental Site Registry under section 168.4 of the Environmental Protection Act, and
 - ii. the cost of complying with any certificate of property use issued under section 168.6 of the Environmental Protection Act.

This program also includes provisions for participation by the Province, through cancellation of the education portion of the taxes by application to the Minister of Finance.

2.2.2 Heritage Properties

Section 365.2 of the Municipal Act enables municipalities to implement the Heritage Property Tax Relief Program. The program encourages the maintenance and conservation of locally designated heritage properties. This is done by allowing municipalities to pass a by-law to provide tax relief (10 to 40 percent) to owners of eligible heritage properties, subject to agreement to protect the heritage features of their property. The Province also shares in the cost of the program by funding the education portion of the property tax relief. It is noted that a CIP is not required in order to implement this tax relief program; however, it is only available to heritage properties that are designated under the Ontario Heritage Act.

Grants and loans for heritage restoration and improvement can also be provided to properties that are not designated by using tools from Section 28 of the Planning Act.

2.3 Provincial Planning Statement

The Provincial Planning Statement (2024) (PPS), issued under Section 3 of the Planning Act, outlines the Province's position with respect to land use planning and development. Although the PPS does not explicitly reference CIPs, aside from supporting the revitalization and rehabilitation of downtown areas and recognizes the importance of downtowns and main street areas as a component of long-term economic prosperity (Section 1.7.1 d).

The PPS outlines key policies to guide growth and development across the province with a focus on sustainable, long-term planning. One of the central goals is to encourage the efficient use of land, resources, and infrastructure. The PPS emphasizes the importance of directing growth to settlement areas that are well-equipped with infrastructure and public services. Furthermore, the policy encourages intensification and *redevelopment* within existing built-up areas to make the most of existing infrastructure and support more compact, transit-friendly communities.

Section 2.4 Strategic Growth Areas directs planning authorities to identify and focus growth and development in strategic growth areas to support the achievement of complete communities. These areas should be planned to accommodate significant population and *employment* growth, serve as focal points for education, commercial, recreational, and cultural activities, and support the transit network. Strategic growth areas should also promote affordable, accessible, and equitable housing. Planning authorities are encouraged to prioritize infrastructure and public service investments, identify appropriate development scales, permit intensification, and consider student housing strategies. Additionally, a key aspect of this policy is the *redevelopment* of underutilized commercially-designated retail lands, such as shopping malls and plazas, to support mixed-use residential development. These areas should be prioritized for significant population and *employment* growth, serving as hubs for education, commercial, recreational, and cultural activities, while supporting transit networks and promoting affordable, accessible housing.

Section 2.8 Employment of the PPS highlights the importance to promote economic development and competitiveness. Planning authorities are directed to provide an appropriate mix and range of *employment* and institutional lands, and broader mixed uses to meet long-term needs. This includes maintaining a diversified economic base by ensuring a range of suitable sites for *employment* uses that support various economic activities and ancillary uses. In addition, municipalities are encouraged to identify strategic sites for investment, monitor the availability and suitability of *employment* lands, including market-ready sites, and address any barriers to investment.

2.4 City of Thunder Bay Official Plan

The City of Thunder Bay Official Plan (OP) is the key municipal land use policy document, playing an important role in the development of lands while also describing the vision the *City* has for its future. It sets goals, objectives, and policies guiding land use planning decisions. Everything the *City* does related to land use needs to conform to the OP, including passing any by-laws and undertaking any public works.

The OP contains several sections which describe many land use systems and areas. It also contains figures, appendices, and maps called schedules. These maps sort land into various categories known as designations. The text of the OP has policies relating to each land use designation.

The OP was updated in 2019. The OP's vision for Thunder Bay is a city that is healthy, safe, successful, and adaptable. The OP uses four approaches that speak to the climate, the economy, the community, and the natural environment.

The OP currently contains several *Community Improvement* Planning policies, including the goals and objectives outlined below. The OP states that, in addition to other planning policy tools, *Community Improvement* measures should be used within the Municipality to achieve a high standard of urban and rural design.

2.4.1 Official Plan Goals

The OP outlines general goals that the Municipality would like to achieve through their policies. The key goals that support this housing acceleration CIP are as follows:

- Promote a pattern of land use, and the provision of services and facilities that will enhance the health, safety, and well-being of all present and future residents of the city;
- Direct development so that it occurs in an efficient and cost-effective manner;
- Support a balance among the various land uses by allocating sufficient, well located, and suitable lands to meet the needs of the community;

- Utilize all available planning tools and good planning practices to minimize the possibility of conflict and incompatibility between land uses;
- Create a physical environment that encourages social interaction, promotes social capital, enhances culture, and sustains the well-being of all residents;
- Maximize the opportunities for choice in *employment*, housing, recreation, and overall lifestyle for all city residents while emphasizing the need for compact, mixed-land use patterns, and providing people with the opportunity to live close to where they work, learn, shop, and play;
- Create a physical environment that is attractive, accessible, safe, functional, vibrant, and a source of community pride; where residents and visitors experience a strong sense of place supported by public art and quality streetscapes; and
- Support initiatives with an environment-first approach that maximizes the connectivity between neighbourhoods, land uses, and green spaces.

2.4.2 Official Plan Community Improvement Policies

The OP for Thunder Bay outlines policies related to *Community Improvement* that are set in place to guide the policy creation CIPs, and what they are required to achieve. The *City's* objectives for *community improvement* are:

- Enhance the quality of the physical environment and environmental condition of the community through the proper maintenance, preservation, improvement, and adaptive reuse of existing buildings or landscapes;
- Provide appropriate municipal infrastructure and services in support of private sector initiatives;
- Promote sustainable development through compact urban form, intensification, mixed uses, revitalization, conservation and increased transit use;
- Encourage private owners to upgrade, rehabilitate, or redevelop their buildings and land holdings in accordance with the policies of the OP;
- Undertake comprehensive *community improvement* projects in designated CIPAs to foster community pride, attract new business investment and residents;
- Realize the highest value for public expenditures;
- Increase community safety through the application of Crime Prevention Through Environmental Design principles in all development projects; and
- Increase the supply of adequate and affordable/attainable housing and improve the diversity of housing options by increasing the mix and range of housing types.

The OP outlines that CIPAs are to be as flexible as possible, meaning that any lands within any land use designation may be considered in the selection of the CIPA. These lands must also be selected based on the following considerations:

- Condition and adequacy of municipal infrastructure or services;
- Condition and adequacy of municipal recreational services and facilities such as parks, arenas, or community centers;
- Condition and appearance of buildings or structures which require upgrading, rehabilitation, or *redevelopment*;
- Presence of, and potential for, major open space areas with facilities that serve the entire community;
- Presence of residential, commercial, industrial, or institutional areas which require streetscape and/or façade improvement;
- Existence of, or potential for the establishment of, Business Improvement Areas;
- Presence of vacant lots and/or commercial buildings;
- Condition and adequacy of off-street parking facilities;
- Need for transportation improvements, traffic re alignment or establishing or improving connections to the active transportation network;
- Presence of properties designated under the Heritage Act, including individual properties and Heritage Conservation Districts;
- Presence of incompatible land uses;
- Presence of soil contamination;
- Opportunity to improve community safety;
- Inadequate mix and range of housing types; and
- Inadequate supply of affordable/attainable housing.

CIPs are to be prepared for designated CIPAs and encourage the preservation and rehabilitation of natural heritage features and areas, and cultural heritage resources. Key policies from the OP for CIPs state that the *City*:

- May offer grants or loans for *community improvement* in accordance with approved CIPs;

- Will co-ordinate capital works projects in order to implement identified *community improvement* projects in an efficient and orderly manner; and
- Will foster partnership ventures between public and private sectors to achieve the objectives of *community improvement*.

2.5 Thunder Bay Employment Land Strategy, 2020

In 2020, an Employment Land Strategy was commissioned by the Thunder Bay Economic Development Commission (CEDC) which includes employment land supply and demand analysis for the period of 2019 to 2051.

This analysis identified that there is a vast supply of remaining undeveloped, designated industrial lands across the city, especially for light and heavy industrial-designated areas. The study observed a relative scarcity of vacant industrial lands in some of the more centrally situated built up employment areas. Innova Business Park represents a sizable inventory of remaining undeveloped lands that are centrally located, and more proximate to labour compared to other undeveloped planned industrial areas.

The vacant commercial land supply mainly comprises of very small parcels where many are associated with adjacent land uses, such as parking lots. It was noted within the study that due to the location of these undeveloped lands, there may be a land supply gap to accommodate a new retail-commercial project of significant scale.

Employment land by industry is divided into multiple categories, including industrial, office, and institutional, while also clarifying excluded categories which includes retail-commercial land. Based on the analysis conducted by the CEDC, the following conclusions were made for land demand: 23.3 net hectares of *employment* land was allocated to industrial land; 5.3 net hectares allocated to office land; and 20 net hectares allocated to retail-commercial land.

This Employment Land Strategy lays out recommendations to help inform decision making by *City Council*. The following are the key takeaways from the study that the strategic recommendations stem from related to industrial, office, and retail-commercial land:

1. At an aggregate level, the city has a more than adequate supply of *employment* land across all land use designations. There is no identified need for the *City* to directly intervene in the land market;
2. Business-area designated lands will be in demand, but there is a sufficient supply to consider some conversion to Light Industrial use, should significant demand for this category emerge over time;
3. Underdeveloped, centrally situated Light Industrial lands must be retained to accommodate such uses going forward;

- 4. The city's established heavy industrial base is an asset which requires protection to ensure ongoing operations. However, the vast supply of vacant and underutilized Heavy Industrial sites can withstand some conversion to Light industrial uses, if such applications arise;**
- 5. The city has a suitable amount of Industrial-designated lands in a variety of locations with a range of in-place servicing, to suit occupier needs;**
- 6. From a land needs perspective, the *redevelopment of brownfield* sites is not required to meet anticipated *employment* land demand;**
- 7. There may be opportunities for Industrial land conversion in select locations to facilitate sought-after development;**
- 8. Office space could be a feature of a mixed-use *redevelopment* of a site in the Strategic Cores or along the waterfront;**
- 9. There is no identified need to extend municipal infrastructure/services to additional *employment* lands in order to meet anticipated office land demand;**
- 10. The *City's* Zoning By-law with respect to office space as a permitted use is unnecessarily rigid, and not conducive to fostering growth in this type of land use;**
- 11. There is a gap in the retail-commercial land supply in the form of larger sites capable of accommodating significant new development;**
- 12. There is potential for existing retail-commercial sites to be repurposed; and**
- 13. There will likely be ongoing need for development sites for retail-commercial properties. Conversion of *employment* lands to a Commercial use can be explored, while ensuring sufficient needed Industrial lands remain available for that use.**

Though the study, at the time of its completion, concludes that there is sufficient *employment* lands available across all categories, it has been the experience of both CEDC and the City over the ensuing years, that some interventions are required. Though there may be a large amount of underutilized *employment* lands, there are not sufficient lands readily available to meet current demand and growth goals. Additionally, a number of large vacant industrial sites that were potentially available at the time of the study have since been purchased, with development proposals now at various stages. It will be important for the City to actively monitor the supply of available vacant employment lands and take the necessary steps to facilitate an adequate supply.

3 Community Improvement Plan Goal and Objectives

3.1 Overview

The Goal statement explains how the CIP will provide an overall public benefit to the city and represents the overall intended result of this Plan. Objectives have also been identified, which represent the tangible outcomes that the city aims to achieve through the implementation of the CIP. For each of the objectives, a set of measures will also be established for the purpose of monitoring the effectiveness of this CIP. Typically, in order to be eligible for any of the Municipal and *Financial Incentive Programs* offered through this CIP, a proposed project must directly support the goal statement and one or more of the objectives.

3.1.1 Goal Statement

The following is the goal statement for the Thunder Bay Growth CIP:

The City of Thunder Bay Growth Community Improvement Plan will attract industrial and commercial development projects to increase capital investment, *employment*, and tax assessment.

3.1.2 Objectives

The following objectives for the CIP have also been identified:

1. Improve the supply of development-ready *employment* lands;
2. Reduce *redevelopment* risk (e.g. Financial, time, regulatory, liability) associated with former industrial sites;
3. Be competitive with other jurisdictions within and outside of Ontario, including the USA;
4. Meet assessment, population, and strategic growth targets; and
5. Maintain legislative compliance.



4 Community Improvement Project Area

In accordance with the Planning Act, the Growth CIP designates a certain area of the city as a *Community Improvement Project Area (CIPA)* for providing Municipal and *Financial Incentive Programs* (as described in Section 5 and 6 respectively) to *eligible applicants*.

To achieve the goals and objectives of this CIP, the City of Thunder Bay has identified the CIPA to be the entire municipal boundary, with eligible properties having to be designated for, or redesignating to, *employment* use which includes industrial and commercial designations. As the City of Thunder Bay's Official Plan designates the entire city as a CIPA, this area is already permitted and adopted, and no further amendments are needed prior to ratification of this CIP. Potential *applicants* should refer to lands located within the CIPA to assist with their interpretation, as shown below in Figure 1.

The basis and rationale for this CIPA is to allow all areas of the city to grow *employment* land, including industrial, commercial, and institutional lands, in support of the predicted growth of the city. Another component of this CIPA is that eligible properties must be designated as *employment* land. This criterion is in place to ensure the city is properly utilizing the existing vacant and/or underutilized *employment* lands, and not removing lands from other valuable designations, such as residential.

Municipal and *Financial Incentive Programs* may be available to property owners and tenants (with written consent of the owner) of lands and buildings located within the CIPA, subject to several eligibility criteria. Section 5 and 6 of this CIP list the Municipal and *Financial Incentive Programs*, respectively, that may be available to the CIPA.



4.1 Outlining the Area

The CIPA map as shown in Figure 1 below outlines the area eligible for the Incentive Programs. The full map can be viewed in Appendix A.

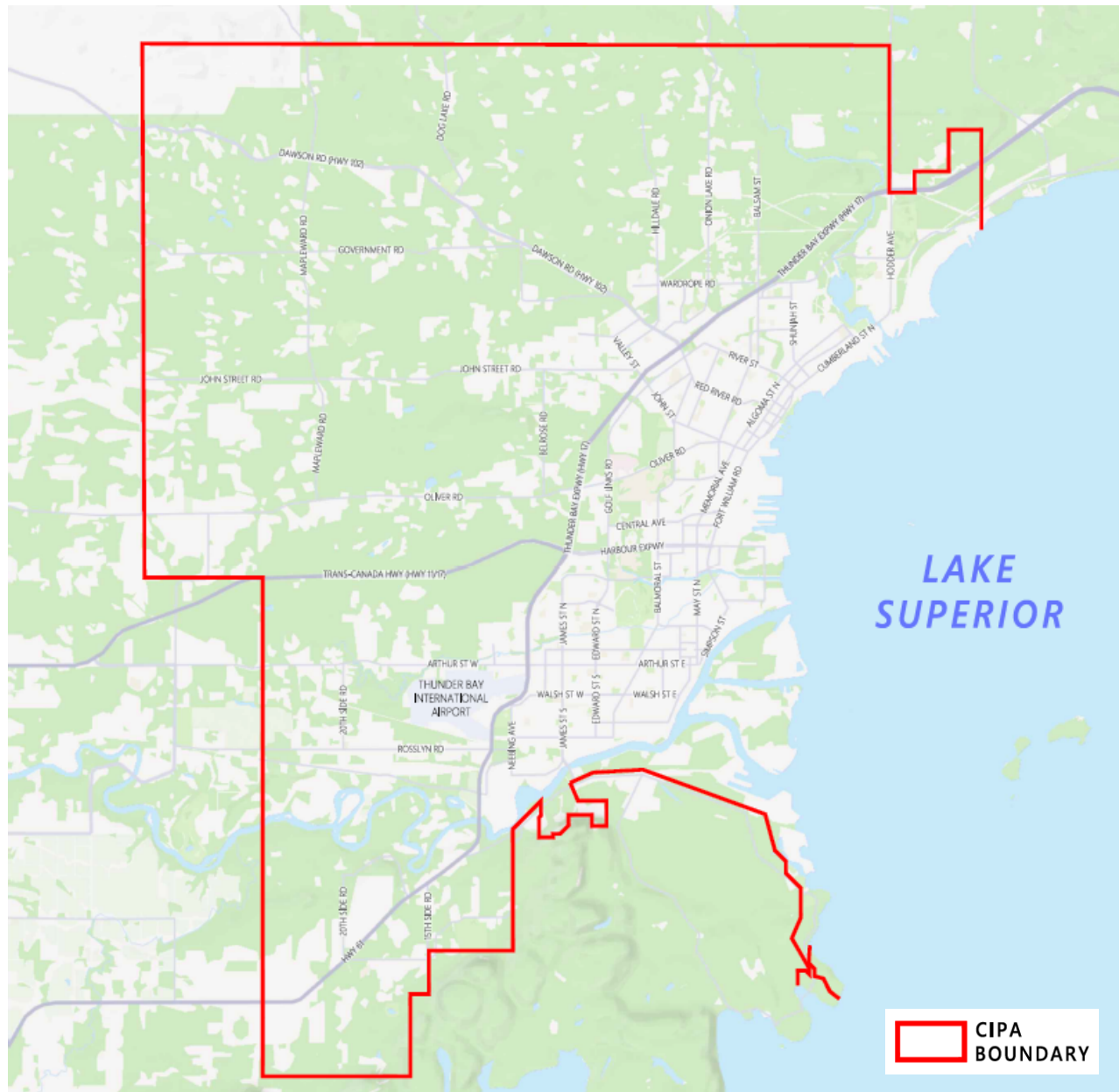


Figure 1 CIPA Map

5 Municipal Programs

5.1 Overview

A set of Municipal Programs have been identified as a means for the *City* to participate in *community improvement* and to provide proactive and visible leadership in achieving the objectives of the Thunder Bay Growth CIP. While the *Financial Incentive Programs* in Section 6 are dependent upon private sector participation for results, Municipal Programs use public resources, such as staff time and *City* properties, to implement improvement projects and initiatives. They can also act as stimulus to leverage private sector investment into the designated CIPA. The *City* may engage in any of the initiatives outlined in this Section as part of implementation of the CIP, subject to the *City's* capital budget and the availability of resources.

5.2 Employment Land Action Plan

To ensure that there are sufficient *employment* lands available, it will be important for the *City* to closely monitor land availability, demand, and take proactive measures to unlock *employment* lands for development.

The *City*, in partnership with the CEDC will be undertaking an employment land action plan and applying a variety of projects, policy reviews, and pursuing partnership to achieve the desired outcomes.

5.3 Land Banking and Disposal Strategy

As part of the Employment Land Action Plan, the City will develop a Land Banking and Disposal Strategy. The city has historically added to the supply of light industrial and business park lands with the appreciation that the development of such lands are crucial to the *employment* and economic vitality of Thunder Bay. The *City* will strategically broaden this scope to include additional Heavy Industrial lands and potentially commercial inventory, to improve land availability.

5.4 Land Acquisition and Consolidation

The City of Thunder Bay may acquire and consolidate lands within the CIPA to ensure there is an adequate available *employment* land supply and variety to support *employment* uses and developments.

The City of Thunder Bay may engage in a general program of acquisition of lands as permitted by provincial legislation and may facilitate the consolidation of land within the CIPA in conformity with the CIP. Additionally, the *City* may acquire, hold, clear, grade, or

otherwise prepare the land for *community improvement* as defined by this CIP. Within the CIPA, the *City* may also prepare studies to support the development of the land, including but not limited to geotechnical studies, servicing feasibility studies, and environmental studies.

The *City* may also set out guidelines for identifying and evaluating sites for acquisition, partnering, taking municipal leadership actions, and/or set out criteria for evaluating and selecting preferred sites and high priority sites/areas. Additionally, the City of Thunder Bay may choose to reconstruct, repair, rehabilitate, or improve buildings on land that it acquires or holds, to further the objectives of this CIP.

5.5 Property Disposition

The City of Thunder Bay may sell, lease or otherwise dispose of *City* owned land or buildings within the CIPA considering the goals and objectives of the CIP and other relevant policies.

5.6 Development Streamlining

For major development applications, the *City* will actively explore procedural and other development incentives such as, scheduling extra or single-agenda-item *City* Council meetings, assign and dedicate administrative staff to expediting the review and processing of major development applications, and Major Project Navigator roles and pre-zoning sites in keeping with the goals and objectives of the Community Improvement Plan.

5.7 Prioritizing Infrastructure Projects

The *City* will take the steps to realign municipal infrastructure development to support strategic opportunities and growth. This will include reprioritizing municipal infrastructure projects to be ready for and facilitate significant potential developments as opportunities present themselves.



6 Financial Incentive Programs

6.1 Overview

The City of Thunder Bay Growth CIP sets out five *Financial Incentive Programs* that may be available to *eligible applicants*. The purpose of the *Financial Incentive Programs* is to provide support for *employment* growth, where such growth may result in or contribute to the goal statement and objectives in Section 3 of this report.

The City of Thunder Bay may provide funding for any of the incentive programs in this Section during the term of this CIP, subject to modifications to provincial legislation and the availability of resources. Detailed information about how each of the incentive programs work is provided following the General Eligibility Criteria in Section 6.2.

6.2 General Eligibility Criteria

To be eligible for any of the *Financial Incentive programs* that may be offered by the *City*, the following General Eligibility Criteria must be met:

- a) All incentive program applications must include completed application forms as well as supporting materials such as detailed work plans, cost estimates and contracts, specifically for projects that do not require a building permit, applicable reports and any additional information and/or reports, studies as required by the *City*;
- b) The lands and buildings subject to an application must be located within the CIPA designated by the By-law for this CIP;
- c) All projects must contribute to achieving one or more *community improvement* objectives (as identified in Section 3.1.2);
- d) Unless otherwise specified, registered and assessed property owners, tenants with written consent of property owners, and agents appointed by the property owner may be eligible for Financial Incentives;
- e) The total value of all grants provided to an owner shall in no case exceed the total value of *eligible costs* associated with the *community improvement* project;
- f) Unless otherwise specified in the Program Specific Eligibility Criteria (Section 6.3), an *applicant* may be eligible for multiple grants during the term of this CIP to a maximum of \$2,000,000 in funding received. If the *City* determines further funding is warranted, it will be brought to Council for approval;

- g) Financial incentives will not be applied retroactively to eligible costs of projects initiated prior to the submission of an application, and any application for costs incurred prior to the adoption of this CIP will not be considered eligible;
- h) The property owner must have no outstanding property tax arrears or any other outstanding obligation to the *City* that, in the opinion of the *City*, is not in good standing on the subject property at the time of application or during the term of the grant;
- i) The property owner must have no current litigation with the *City*;
- j) *Applicants* will be required to disclose all other funding sources, including governmental, private, or not-for-profit funding to support the project. These may be taken into consideration in the review of applications.
- k) The proposed works will conform with all applicable policies, standards, and procedures, including (but not limited to) the Official Plan, Zoning By-law, Urban Design Guidelines, and Site Plan Control, in addition to being subject to a review and the issuance of necessary Planning and development approvals and building permits pursuant to the Ontario Building Code; and
- l) If a property to be rehabilitated is designated under the Ontario Heritage Act, the improvements shall not compromise the reasons for designation and must be prior approved by the Heritage Advisory Committee, if required. In such cases, the CIP Grant Application will be circulated to the *City's* Heritage Advisory Committee for review and comment.

In addition to these General Eligibility Criteria, a set of Program Specific Eligibility Criteria must also be met, which are outlined in the description of Financial Incentives.

Upon review of the General Eligibility Criteria and Program Specific Eligibility Criteria, it is recommended that the *applicant* further review the *City's* existing programs to see if layering of multiple programs is possible for their proposed development. It is not the intent of this CIP for an *applicant* to apply for grants within two separate CIP documents.

6.3 Financial Incentive Programs

6.3.1 Employment Growth Tax Incentive

6.3.1.1 Purpose and Anticipated Benefits

To help offset increases in property taxes for *employment* projects in the CIPA, the Employment Growth Tax Incentive may provide *applicants* with an annual grant for city property taxes. The Tax Incentive is intended to reimburse the owner for part, or all of the tax increases resulting from the completion of eligible improvements and is calculated as a

percentage (up to 100% in year 1) of the increase in city property taxes from “pre-development” to “post development”, following a “phasing in” approach that will proportionally discount the percentage received each year.

6.3.1.2 Value of Grant

Where all eligibility requirements are fulfilled, a Tax Incentive may be provided to approved applications, with the value of the grant determined based on the number of points received using the scoring mechanism outlined in Table 3. Table 1 below outlines the grant percentage of the tax increment achieved with each score for the duration of the 3-to-5-year grant:

Table 1 Grant percentage of tax increment achieved based on scoring.

| Score | Year 1 Grant Percentage | Year 2 Grant Percentage | Year 3 Grant Percentage | Year 4 Grant Percentage | Year 5 Grant Percentage |
|-------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 0-10 | 0% | 0% | 0% | 0% | 0% |
| 11-12 | 50% | 33% | 17% | 0% | 0% |
| 13-14 | 60% | 40% | 20% | 0% | 0% |
| 15-16 | 70% | 46% | 23% | 0% | 0% |
| 17-19 | 80% | 60% | 40% | 20% | 0% |
| 20-21 | 90% | 68% | 45% | 22% | 0% |
| 22+ | 100% | 80% | 60% | 40% | 20% |

Table 2 below showcases an example payment schedule for an *applicant* that scored 25 points, the maximum, and is receiving a grant starting at 100% of the tax increment for the maximum of 5 years.

Table 2 Employment Growth Tax Incentive Value (Maximum Scenario – Scored 25 Points)

| Year of Grant | Increment Grant Percentage | Amount of Taxes Payable |
|---------------|----------------------------|-------------------------|
| 1 | 100% | Base Rate |
| 2 | 80% | Base Rate |
| 3 | 60% | Base Rate |
| 4 | 40% | Base Rate |
| 5 | 20% | Base Rate |

The amount of the grant will be recalculated every year based on the city tax increment for that particular year.

6.3.1.3 Program Specific Eligibility

- *Applicants* receiving this grant are not eligible for to apply for the Capital Contribution Grant (Section 6.3.2) within this CIP.

6.3.1.4 Eligible Projects and Costs

The value of the grant associated with the Tax Incentive will be proportional to the number of points received using the evaluation criteria and scoring mechanism outlined in Table 3 below. The applications will be assessed based on economic performance and alignment with the *City's* Net-Zero Strategy, with a maximum of 25 points available.

Table 3 Employment Growth Tax Incentive Evaluation Criteria and Scoring Mechanism

| Performance Category | Evaluation Criteria | Scoring |
|---|--|-----------|
| Building Permit Construction Value | \$5,000,000 - \$19,999,999 | 5 Points |
| | \$20,000,000 - \$39,999,999 | 6 Points |
| | \$40,000,000 - \$59,999,999 | 7 Points |
| | \$60,000,000 - \$79,999,999 | 8 Points |
| | \$80,000,000 - \$99,999,999 | 9 Points |
| | \$100,000,000 + | 10 Points |
| Full-time Jobs Created or Retained | 20-39 | 2 Points |
| | 40-59 | 3 Points |
| | 60-79 | 4 Points |
| | 80-99 | 5 Points |
| | 100 + | 6 Points |
| Ratio of Private to Public Investment | 80% + private project funding | 1 point |
| Community and Social Benefits | Investment in public realm, support of indigenous, minority, or disadvantaged communities | 2 Points |
| Alignment with CEDC Current Priority Industries | Project aligns with CEDC priorities including but not limited to strategic industry and long-term economic benefits | 4 points |
| Alignment with Net-Zero Strategy | <p>Conforms with 5/9 of the following criteria:</p> <ol style="list-style-type: none"> 1) Integrates energy and emissions considerations into business practices 2) Show proof of an ENERGY STAR Canada Certification and/or prove that the building is 20% more efficient than the current Ontario Building Code through an energy audit performed by a certified energy auditor 3) Swaps vehicle fleets to electric where possible and encourages low carbon deliveries <ol style="list-style-type: none"> i. All light-duty vehicles are electric ii. All small engine equipment is electric 4) Enable low-carbon transportation options <ol style="list-style-type: none"> i. Provides a minimum of two vehicle charging stations on site ii. Provide secure bike parking for employees (i.e. indoor bike storage space) and patrons (i.e. outdoor bike racks) 5) Uses low or zero carbon systems for space and water heating | 2 Points |

| Performance Category | Evaluation Criteria | Scoring |
|----------------------|---|---------|
| | <ul style="list-style-type: none"> 6) Incorporates a smart building control system to manage heating and cooling 7) Manages onsite stormwater runoff using low-impact development (LID) practices 8) Utilizes low carbon and/or locally sourced building materials in at least 30% of construction 9) Has the capacity to generate at least 10% of operational energy using solar, wind, geothermal, or biomass | |

6.3.1.5 Payment of Grant

The value of the grant provided is equal to the incremental increase in property assessment and city property tax resulting from the improvements, as described above. The grant is provided to the owner (registered or assessed), tenant, or assigned third party, after the taxes have been paid in full for the calendar year to which the application for the annual instalment applies.

If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments, and the grant program is cancelled.



6.3.2 Capital Contribution Grant

6.3.2.1 Purpose and Anticipated Benefits

The purpose of the Capital Contribution Grant is to provide an alternative to the Employment Growth Tax Incentive, by providing a lump sum grant to the *applicant* upon final inspection per the building permit, as opposed to after the property is assessed.

6.3.2.2 Value of Grant

Where all eligibility requirements are fulfilled, a Capital Contribution Grant may be provided on approved applications, with the value of the grant determined based on the number of points received using the scoring mechanism outlined in Table 3. Table 1 outlines the grant percentage of the tax increment achieved with each score. This grant would be equivalent to 80% of the amount that would be received over the 3-5-year Tax Increment Grant, as a lump sum upon final inspection per the building permit.

6.3.2.3 Program Specific Eligibility

- *Applicants* receiving this grant are not eligible to apply for the Employment Growth Tax Incentive (Section 6.3.1) within this CIP.

6.3.2.4 Eligible Projects and Costs

The value of the grant associated with the Capital Contribution Grant will be proportional to the number of points received using the evaluation criteria and scoring mechanism outlined in Table 3 above. The applications will be assessed based on the Employment Growth Tax Incentive scorecard (Table 3) with a maximum of 25 points available.

6.3.2.5 Payment of Grant

The value of the grant provided is equivalent to 80% of the amount that would be received over the 3-5-year Tax Increment Grant, as a lump sum upon final inspection per the building permit. The grant is provided to the registered owner, tenant, or assigned third party.

The value of the grant will be estimated based on the expected assessed value and then reconciled once the project is assessed.



6.3.3 Brownfield Rehabilitation Grant

6.3.3.1 Purpose and Anticipated Benefits

Provide financial incentives to undertake environmental studies on *brownfield* sites within the City of Thunder Bay to allow additional lands to become available for *employment* development.

6.3.3.2 Value of Grant

The maximum value of a grant shall be up to 25% of *eligible costs* per project and/or property, up to a maximum of \$50,000.

6.3.3.3 Program Specific Eligibility

- Property has an area of over 2 hectares (4.94 acres);
- Property shall be remediated, or studies shall be completed, by the end of the grant;
- Duplicate studies or reports in a 10-year window are not eligible to be funded under this grant;
- No remediation has begun on the eligible project or cost that is being applied for prior to applying for this grant; and
- Completed studies and results or an accounting of *eligible costs* must be provided to the *City*.

6.3.3.4 Eligible Projects and Costs

- A Phase II ESA, Remedial Work Plan, or Risk Assessment prepared by a qualified person;
- Environmental remediation, including the costs of preparing an RSC; and
- Monitoring, maintaining, and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment.

6.3.3.5 Payment of Grant

The grant will be provided upon successful completion of studies, reports, or remediation listed as *eligible costs*, and receipt of the *City* receiving results for their record, in addition to a non-reliance letter. The grant will be paid in a lump sum as a reimbursement of up to 25% of *eligible costs* incurred, or the maximum value of the grant, whichever is less.

6.3.4 Large-Scale Employment Grant

6.3.4.1 Purpose and Anticipated Benefits

Provide financial incentives to large-scale *employment* developments within the CIPA. This grant has a variety of eligible projects and costs and is intended to make Thunder Bay a competitive location that attracts large-scale *employment* development which will have a significant economic impact to the city.

6.3.4.2 Value of Grant

The maximum value of a grant shall be up to 100% of *eligible costs* to a maximum based on available funding approved by *Council* on a case-by-case basis. The grant may be a capital contribution to the project, or an in-kind contribution to the project, or a combination of both.

6.3.4.3 Program Specific Eligibility

- Proposed development would create or retain over 150 full time jobs in the City of Thunder Bay; and/or Proposed development would have a *construction value* of over \$500,000,000.
- *Applicants* receiving this grant are not eligible to apply for additional grants within this CIP.

6.3.4.4 Eligible Projects and Costs

- Costs associated with acquiring public or private land for the project;
- A Phase II ESA, Remedial Work Plan, or Risk Assessment prepared by a qualified person;
- Environmental remediation, including the costs of preparing an RSC;
- Monitoring, maintaining, and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment;
- Planning and Building Permit fees;
- New building construction;
- Building rehabilitation and retrofitting works;
- Building demolition;
- Infrastructure works including the improvement or reconstruction of on-site piped (water services, sanitary, and storm sewer);

- Installation of *municipal servicing*;
- Construction or upgrade to off-site infrastructure including roads, water services, sanitary, storm sewer, stormwater management facilities, electrical utilities, and gas utilities where this is required to permit the proposed project;
- Works related to the Ontario Building Code or Fire Code compliance, such as structural, electrical, safe egress, ventilation, fire protection including associated insulation, and similar improvements;
- Construction materials including but not limited to concrete slab, lumber, insulation, flooring, and drywall;
- Costs to complete any of the following types of studies, plans, or designs, including conceptual plans, structural analysis, traffic impact assessment/study or parking studies, site plan drawings, environmental drawings, architectural studies, engineering plans, interior design plans, market analysis and/or feasibility study, and other site-specific studies or plans which may be required or recommended by the *City* at the time of a pre-application submission meetings or consultation on an application under the Planning Act; and
- Costs for the services of a design professional, professional engineer, and/or architect as may be required in association with the upgrades noted above.

6.3.4.5 Payment of Grant

The grant will be provided upon successful construction and completion of the large-scale *employment* development, indicated by final inspection per the building permit process or in a method agreed upon by the *CIP Implementation Staff* and *applicant* at the funding agreement stage. The grant will be paid by cost-sharing, front-ending, or in a lump sum as a reimbursement of up to 100% of *eligible costs* incurred, or other method agreed upon by the *CIP Implementation Staff* and *applicant* at the funding agreement stage.



6.3.5 Planning and Building Permit Fee Grant

6.3.5.1 Purpose and Anticipated Benefits

The Planning and Building Permit Fees Grant may be available to *eligible applicants* to offset the Planning Act application(s) and building permit fees required by the *City*.

6.3.5.2 Value of Grant

Where all eligibility requirements are fulfilled, a Planning and Building Permit Fee Grant may be provided to cover 100% of the eligible fees required by the *City* in relation to a proposed project and/or property.

The *City* will provide a maximum of \$50,000 per project and/or property as part of a Planning Application and Building Permit Fee Grant.

6.3.5.3 Program Specific Eligibility

- The proposed development must have a *construction value* of over \$5,000,000.

6.3.5.4 Eligible Projects and Costs

Properties will be eligible for the Planning and Building Permit Fee Grant if the proposed or potential use is in accordance with the eligible uses identified in Section 6.2, with the intent that the proposed or potential use aligns with eligible projects within this Plan. *Eligible costs* include fees levied by the *City* associated with the development or *redevelopment* of eligible properties. Applicable *City* fees may include applications/permits associated with:

- City of Thunder Bay Official Plan and Zoning By-law Amendments;
- Minor variances;
- Consents;
- Plan of Condominium;
- Plan of Subdivision;
- Site plan control;
- Development agreements; and/or
- Building permits

This grant will not apply to any performance or maintenance guarantees (i.e., Letters of credit) posted by the proponent, required professional studies, or expenses including deposits incurred by the *applicant* because of the City of Thunder Bay participation at the

Ontario Land Tribunal or Court proceedings. The cost of any newspaper notices will also not be included.

6.3.5.5 Payment of Grant

Regular fees are paid at the time of the development application, and the grant in the amount of the fees paid is provided to the *applicant* following final inspection of the project/development per the building permit process. This is done to ensure that projects are completed in accordance with the approved CIP application.



7 Implementation Plan

The Implemental Plan is an important component of the CIP, as it outlines a number of administrative details.

7.1 Implementation Period

It is anticipated that the CIP may be implemented over a 10-year period ending May 2035. The implementation period may be extended or reduced as deemed appropriate or necessary, subject to an amendment to the CIP, defined further in Section 9.5.

7.2 Administration

7.2.1 Council Roles and Responsibilities

The roles and responsibilities of *City Council* within the CIP are recommended as follows, however, may be shared with the Implementation Committee:

- *City Council* may adopt the CIP through a By-law;
- *City Council* will provide annual budget approval for Growth CIP Financial Incentives;
- *City Council* will provide approval or refusal of budget for the Large-Scale Employment Grant on a case-by-case basis;
- *City Council* delegates its responsibility for reviewing CIP applications for approval/refusal to the *CIP Implementation Staff*; and
- *City Council* may receive annual reports from the *CIP Implementation Staff* regarding the approval/refusal of CIP applications.

7.2.2 CIP Implementation Staff Roles and Responsibilities

The *CIP Implementation Staff* will be responsible for CIP Implementation and will be comprised of the Planning Services Section of the Development Services Division, with participation from the Development Review Committee that includes the CEDC. The roles and responsibilities of the *CIP Implementation Staff* within the CIP are recommended as follows:

- Managing the day-to-day responsibilities of the CIP, including coordinating application submission process;
 - Making decisions regarding whether applications will be received on a "first-come first-served" basis or if an application intake window would be more appropriate;

- Establishing and communicating details on the duration of the application intake window and associated Evaluation Criteria.
- Reviewing and evaluating applications for *Financial Incentive Programs*;
- Extension & Payment criteria and decisions;
- Approving or refusing applications for *Financial Incentive programs* (in accordance with Section 7.2.1);
- Notification of application approval to *applicants*;
- Marketing the CIP, in accordance with the Marketing Guidelines set out in Section 8;
- Monitoring the CIP, in accordance with the Monitoring Plan set out in Section 9, and providing annual reports to *Council* and Citizens with respect to the costs and benefits of the CIP;
- Continually reviewing provincial policy and legislative changes over the lifespan of this CIP and bringing forward CIP amendments to the *CIP Implementation Staff* for *Council* consideration if and/or when required based on said policy changes;
- Continually reviewing the CIP application processing times throughout the lifespan of the CIP and recommending additional staffing resources if required; and
- Making recommendations to *Council* with respect to identifying an annual *community improvement* budget for Financial Incentives and which incentives to be funded in any given year.



7.3 Financial Management

As part of the annual *City* budgeting exercise, *Council* may approve a budget for Growth CIP Financial Incentives. The provision of any incentives shall be to the limit of the available funding for that year. During the implementation period of this Plan, *Council* may determine if funding and incentive levels are sufficient to ensure that the CIP functions consistent with the goal and the objectives (set out in Section 3) and also considering the *City's* financial circumstances.

7.4 Applying for Incentives

7.4.1 The Application Process

The following is a summary of the process for the submission, evaluation, and approval of applications for CIP Financial Incentives:

- *Applicants* should discuss their application with the *CIP Implementation Staff* prior to submitting their application. This is to discuss eligibility, identify application requirements, and to ensure that *applicants* make use of all available funding options;
- *Applicants* complete and submit an application to the *City*, including any accompanying documentation;
- The *CIP Implementation Staff* will evaluate each application and supporting materials in a timely manner to determine if the application is complete. *Applicants* will be notified once their submission is deemed complete;
- Based on the evaluation of a complete application, the *CIP Implementation Staff* may approve or refuse applications for *Financial Incentive Programs* based on the determination of the Development Review Committee, which includes the CEDC;
- For applications that are approved, a Financial Assistance Agreement will be prepared and executed by the *CIP Implementation Staff* and signed by the property owner;
- Any program commitments may be cancelled if work does not commence within one year of approval of an application, or if a project is not undertaken or completed in accordance with the Financial Assistance Agreement. The *City* may request project progress updates during this time;
- Once a project is complete, the *applicant* will submit a statement with photos, supporting receipts, and paid invoices to the *CIP Implementation Staff*, if applicable. Following this, the work will be inspected by the *CIP Implementation Staff* or

designate, and, if approved, notice of completion will be issued and the financial assistance will be initiated;

- Upon completion of a *Community Improvement Project*, the *CIP Implementation Staff*, or delegate, reserve the right to inspect any properties/buildings, or to audit final costs at the owner's expense;
- Funding approval will lapse if a notice of completion is not issued within two years of the date of execution of the Financial Assistance Agreement to ensure that the project is completed, and final inspection occurs;
- The *CIP Implementation Staff* may grant an extension for *community improvement* works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion; and
- If approved to participate in the Tax Incremental Equivalency Grant, each year, once the property owner has paid property taxes in full for that year, the *City* will issue a grant payment to the *applicant*, as described in Sections 6.3.1.4 and 1.1.1.1.

7.4.2 Application Default

At any time during the lifespan of the Plan should an *applicant* of an approved eligible property fall into default of, or not uphold any of the requirements of the incentive program, or other requirements established by the *CIP Implementation Staff*, the funds paid as part of the incentives and grant programs, plus interest, will become payable to the *City* in full upon demand, unless the default is resolved within 30 days of notice from the *City*.



7.4.3 Application Requirements

Applications for financial incentives offered through this Plan must include:

- One copy of the completed application form; and
- One copy of all supporting documentation, as determined by the *CIP Implementation Staff*, which may include (but is not limited to):
 - One copy of a complete and signed application form;
 - Property Details;
 - Proposed improvements, in detail;
 - Good quality pictures of the existing condition of the building and/or property to be included as file attachments, if necessary;
 - Specifications of the proposed project, including design drawings (if available) or sketches, renderings, and/or elevation drawings illustrating the proposed improvement;
 - Development strategy, including schedule (if applicable);
 - Work estimates and project financing;
 - One of the following costing options:
 - The building permit construction value, confirmed by receipts and paid invoices; or
 - One detailed independent contractor estimate for each component of the proposed eligible work at fair market value.
 - Financial incentives applied for, amounts broken down by program; and
 - Other relevant supporting documentation, as determined by the *CIP Implementation Staff* at the pre-consultation meeting.

Additional application requirements may be identified for certain *Financial Incentive Program* applications. Requirements should be confirmed during initial discussions with the *CIP Implementation Staff*.



8 Marketing Plan

8.1 Overview

Active marketing of the CIP is crucial. The success of the CIP in attracting *employment* uses and developments within the city requires participation and investment by private developers. The following is meant to be a guide for the City of Thunder Bay to market the CIP and promote the programs available during implementation, however, further marketing tactics will be established based on opportunities that arise for the *City*. The marketing initiatives may help the *City* communicate opportunities available by means of the CIP.

8.2 Target Market

Target marketing for this CIP should be advertised to *employment* sectors both nationally and internationally, private landowners, developers, the public, and *Council*. The messages to be conveyed to each of these markets are outlined as follows:

Key Message:

- The purpose of the City of Thunder Bay Growth Community Improvement Plan is to assist in the development of employment opportunities in the city by providing incentive-based programs which will increase capital investment, *employment*, and tax assessment.

8.3 Marketing Materials

The following are communications materials that the *City* may develop to promote the CIP and the related opportunities. It shall be the responsibility of the *CIP Implementation Staff* to create and implement the following marketing materials to promote the CIP, in alignment with Section 7.2.2 of these guidelines.

- A section on the *City's* website devoted to the CIP, including information on financial incentives and the application process;
- Promotion through the CEDC website, publications, bulletins, and any other method of marketing that is typical for their organization;
- Regular promotion of the CIP incentives via social media tools;
- An information package that would be sent to *employment* sectors and developers in the CIPA;

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- An annual E-newsletter (and/or hard-copy newsletter) highlighting CIP success stories;
- Presentations can be tailored to business associations and other groups to communicate the opportunities available through the CIP;
- Information nights could be held to share information about the CIP programs and incentives;
- Information displays could be provided at municipal buildings to broadly promote the CIP;
- Information displays could be provided at home shows, garden shows, chamber events, and other events in the community to broadly promote the CIP;
- Annual progress reports could be prepared to outline the success of the CIP over the period of one year and to serve as case studies for future *applicants*;
- Periodic radio-announcements and newspaper articles highlighting available funding programs and success stories, dependent on program up-take;
- Interviews with successful *applicants*; and
- Advertisement of CIP success stories on the *City* website, including interviews with CIP participants from previous years, timelapse videos of CIP project before and after, and professional photographs of past projects.

The *City* may also identify target *employment* sectors where growth would be most desirable, and arrange meetings, presentations, or packages to ensure awareness and encourage take-up of the program. These activities may be undertaken as part of the initial launch of the new CIP program and repeated annually or every few years as “reminders” of the CIP opportunities and successes.



9 Monitoring Plan

9.1 Purpose

The purpose of the following monitoring strategy is to:

- Track funds provided by the CIP to owners and tenants of land located within the City of Thunder Bay CIPA;
- Evaluate whether the programs are achieving the goals and objectives set out by the CIP;
- Determine whether program adjustments are required; and
- Provide the basis for reporting results of the CIP, and specifically the uptake and success of *Financial Incentive Programs*, to *Council*.

9.2 Baseline Information and On-going Data Collection

In order to accurately track the progress and success of the CIP, the *CIP Implementation Staff*, in partnership with the *City*, should begin by establishing baseline conditions, which may include but are not limited to:

- An inventory of *vacant or underutilized or derelict employment* buildings and land;
- Assessment and employment data; and
- Cumulative building permit construction values by type.

The *CIP Implementation Staff*, in partnership with the *City*, should also monitor the following on an on-going bases for applications not approved:

- Number of unsuccessful applications; and
- Reason(s) for the application's refusal.

For each approved financial incentive application, the *CIP Implementation Staff*, in partnership with the *City*, should also monitor the following on an on-going basis:

- Application uptake and values
- Application alignment with scoring criteria
- Project details as proposed in an application;
- Project enhancements as a result of the program;

- **Timing of completion of the project and payment of the grant;**
- **Property tax assessment after the completion of the project, if relevant;**
- **Project details of the completed project ("after" photos); and**
- **Outcome for *brownfield* properties.**

9.3 Measures

The following section provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified have different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported, including:

- **Number of projects attracted competing with other municipalities;**
- **Number of projects that were enhanced as a result of the program;**
- **Approved value of grants, in total and by program;**
- **Total private sector investment / total value of construction, to determine the investments being leveraged by the CIP *City* contributions;**
- **Total value of tax incentives and planning application / building permit fees waived, if applicable;**
- **Number of previously vacant *employment* buildings occupied or redeveloped as a result of funding;**
- **Hectares of *employment* land developed or redeveloped assisted with funding;**
- **Utilization of the total financial incentives program budget;**
- **Utilization of the various incentive programs;**
- **Number of jobs created as a result of funding;**
- **Number of expansions/*redevelopments* of existing *employment* uses within the city;**
- **Sectors of *employment* uses that are being developed;**
- **Number and type of marketing materials posted to *City* buildings, webpages, or events;**
- **Assessment and employment data;**

- Cumulative building permit construction values by type; and
- Additional measures may be identified during the implementation of the CIP.

9.4 Reporting

The *CIP Implementation Staff* should enter information from applications and pre-application consultation meetings into an internal tracking database on an on-going basis. An annual report may be presented to *City Council* for consideration. The report may highlight the successes and achievements of the CIP, including some key data as described above, and may recommend adjustments / amendments to the Plan, as discussed below.

9.5 Plan Amendments

As a result of the monitoring and evaluation completed by the *CIP Implementation Staff*, amendments to the Plan may be required. The following summarizes when Plan amendments are and are not required:

An amendment to the CIP will not be required to:

- Reduce funding levels for the *Financial Incentive Programs*;
- Review and amend any evaluation criteria of the programs;
- Clarify definitions linked to other policy documents that have since changed or been updated during the lifespan of this Plan; or
- Discontinue or cancel any of the programs identified.

An amendment will be required to the CIP or implementing By-laws to:

- Extend the implementation period of the CIP;
- Add any new *Financial Incentive Programs*;
- Modify the eligibility criteria related to *Financial Incentive Programs* offered; and
- Modify the geographic area (i.e., the CIPA) to which *Financial Incentive Programs* apply.

Amendments to this CIP will be passed by *City Council* under the Planning Act. The *City*, through the *CIP Implementation Staff*, will also be required to pre-consult with the Ministry of Municipal Affairs and Housing on any amendments to this CIP.

10 Glossary

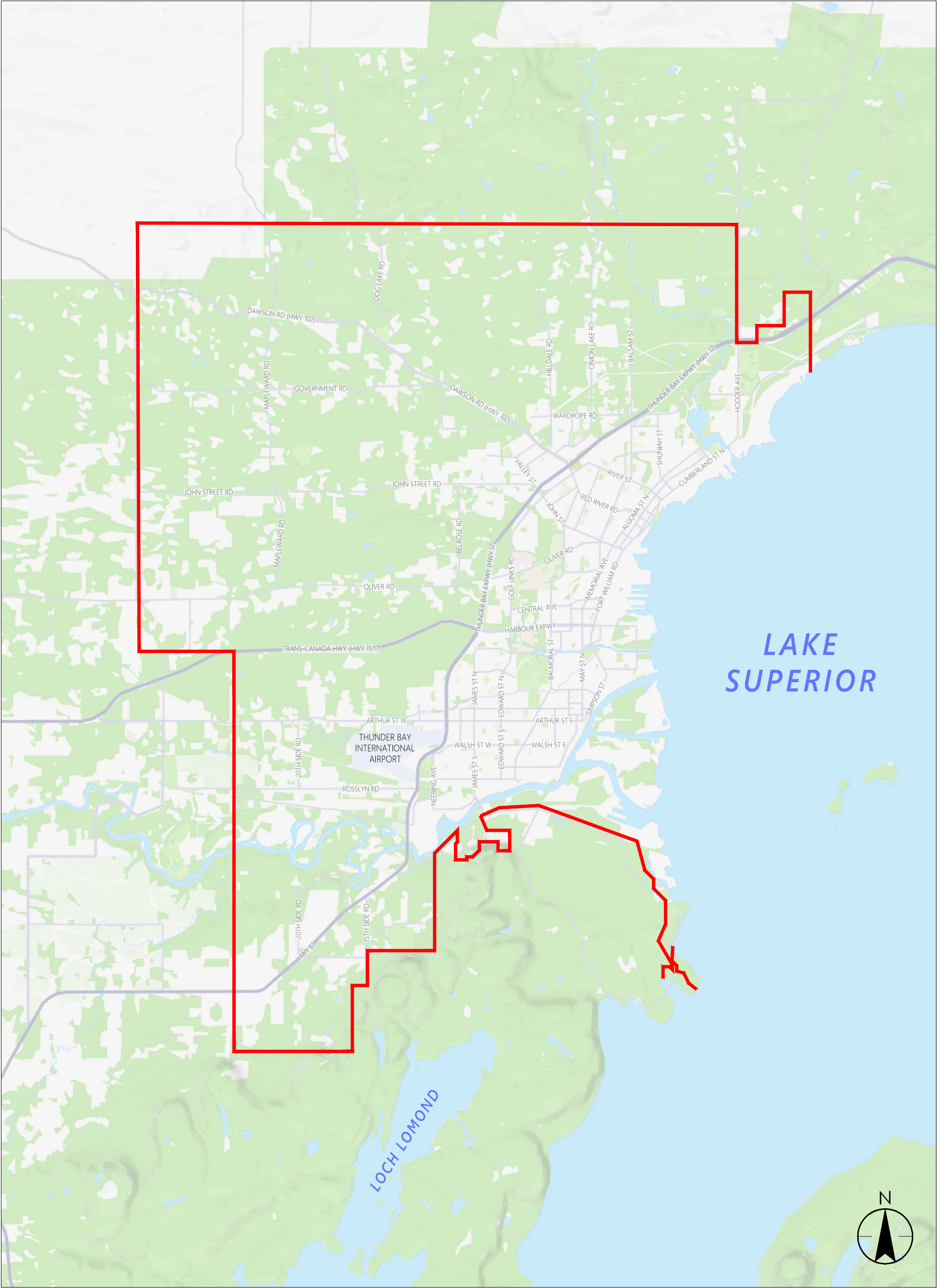
The interpretation of this Plan rests solely with the City of Thunder Bay. To assist in interpretation, the following definitions in Table 4 shall apply.

Table 4 Glossary

| Term | Definition |
|--|---|
| <i>Applicant</i> | Means the registered owners, assessed owners, and tenants (with written consent of owner) of lands and buildings located within the <i>Community Improvement Project Area</i> who meets eligibility criteria and applies for the Community Improvement Plan. |
| <i>Brownfield</i> | Means abandoned industrial land or other underutilized and often contaminated lands. |
| <i>Community Improvement</i> | Is defined by Section 28(1) of the Planning Act and means the Planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a <i>Community improvement project area</i> , and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary". |
| <i>Community Improvement Project Area</i> | Is defined by Section 28(2) of the Planning Act and means a <i>City</i> or an area within a <i>City</i> , the <i>Community Improvement</i> of which in the opinion of the <i>Council</i> is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. <i>Council</i> may, by By-law, designate the whole or any part of an area covered by the <i>City Official Plan</i> as a ' <i>community improvement project area</i> '. |
| <i>Construction Value</i> | Is the construction value as per the Building Permit. |
| <i>CIP Implementation Staff</i> | Is the designated staff who are responsible for managing the day-to-day responsibilities of the CIP, including undertaking pre-consultation meetings with potential <i>applicants</i> for grants, coordinating application submission process, reviews and grants applications, and make decisions on application approvals in accordance with the policies of this Plan. |
| <i>City</i> | Means the City of Thunder Bay |
| <i>Eligible Applicants</i> | Means an <i>applicant</i> (as defined above) who meets all the general and program specific requirements of the <i>Financial Incentive Programs</i> and prepares and submits an application for a grant or loan that is in accordance with the specific requirements of the program, as outlined in this Plan. The CIP Administrator reserves the right to determine whether an <i>applicant</i> is eligible for the <i>Financial Incentive Programs</i> . |
| <i>Eligible Costs</i> | Means costs related to environmental site assessment, environmental remediation, development, <i>Redevelopment</i> , construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities. |
| <i>Employment</i> | Means traditional industrial activities related to natural resources, manufacturing, and transportation, as well as business and economic |

| Term | Definition |
|--|---|
| | activities related to the <i>City's</i> role as a regional centre for education, health care, government, business, retail, and tourism services. |
| <i>Financial Incentive Program</i> | Means a program listed in the Incentives Section of this Plan. |
| <i>Municipal Servicing</i> | Means municipal sewage service (the disposal of sewage and grey water or wastewater by piped sanitary sewer system owned and operated by the <i>City</i>), municipal water service (the provisions of water by a piped water system owned and operated by the <i>City</i>), and municipally owned and operated stormwater systems. |
| <i>Plan</i> | Means the City's Growth Community Improvement Plan, unless otherwise specified. |
| <i>Redevelopment</i> | Means the creation of new land or structures on a site, or the substantial alteration of existing ones, including both physical changes and changes in land use. |
| <i>Vacant or Underutilized (land and/or buildings)</i> | Means developable land within a district that would otherwise qualify as substantially developed land, but which contains land, buildings, and/or structures that are not being used to their full potential and may potentially be developed, recycled, or converted into a better, more compatible use, such as a residential or Mixed-use development. Part or all of a parcel of land shall be considered vacant and/or underutilized if it is no longer necessary to support the current use, based on factors including but not limited to current and projected <i>employment</i> levels, vacancy rates, and parking demand. |

Appendix A CIPA Map



| | | |
|---|--|---|
| <p>City of Thunder Bay</p> | | Scale: N.T.S. |
| <p>COMMUNITY IMPROVEMENT PROJECT AREA</p> | | Legend: <div><div></div> CIPA BOUNDARY</div> |