

Document 5 – Detailed Review of City of Ottawa CIP Programs and Jurisdictional Scan

1. Montréal Road Community Improvement Plan (Active)

Project History and Rationale:

The Montréal Road Community Improvement Plan was adopted on June 12th, 2019, in By-Law 2019-224. It was developed to stimulate urban renewal along a portion of Montréal Road which was receiving significant investment as part of a City of Ottawa renewal and revitalization project.

The CIP area is in Vanier, an urban neighbourhood near the downtown core, with a unique cultural character and history. The area has a broad diversity of land uses with independent business, non-profits, social enterprises, government buildings, residential dwellings, and artistic and cultural organizations. The area had not shown much active development and was perceived to be deteriorating, which resulted in a reduction in property values and created a deterrence to commercial property investment. This lack of private sector investment resulted in fewer job opportunities and poor prospects for future improvement.

Economic Development Services (EDS) conducted two consultations with select property owners to gauge program readiness after the Quartier Vanier Business Improvement Area (BIA) requested the City consider a CIP for Montréal Road. A study of the “Opportunities, Approach, and Efficacy of a CIP for Montréal Road” was conducted by Cushman & Wakefield in November 2018. The study shortlisted twenty-five properties which could be candidates for redevelopment and recommended that the City implement a CIP from North River Road to St. Laurent Boulevard. The study recommended the City reduce the proposed \$250k minimum uplift in assessment threshold to a \$50k threshold to appeal to a wider range of applicants.

Problem(s) the CIP Addresses / Plan Objectives:

The focus of the program is to stimulate the creation of an urban commercial environment that will promote active pedestrian use and encourage street-facing businesses. Additionally, the City wants to build upon the strengths of Vanier’s existing diversity and character and have outlined specific streams in the eligibility criteria which will help promote redevelopment and property improvements. Other goals of the CIP include:

- Promote a higher density of housing types, especially affordable housing;
- Improve the built and visual quality of the commercial hub along Montréal Road; and
- Increase employment opportunities for Vanier residents and support Montréal Road as an employment centre.

CIP Specific Eligibility Criteria:

All applicants must meet typical eligibility requirements in addition to plan-specific criteria which include:

- Eligible projects must be non-residential and/or mixed-use properties (mixed-use properties must include one or more residential units); and
- The front six metres of properties with ground floor tenant space which face Montréal Road must be exclusively active uses (subject to zoning by-laws).

Provided the applicant meets the eligibility criteria, the program offers a financial incentive in the form of a Tax Increment Equivalent Grant (TIEG). Further, there are three additional program streams offering supplemental benefits if the development meets the prescribed requirements. These include:

- Affordable Housing Supplementary Benefit (minimum of 10 new residential housing units of which 30 percent are Affordable Housing);
- Support for Cultural Activities and Artists Supplementary Benefit (minimum of 300 square metres of space dedicated to arts and cultural activities); and
- Support for Social Enterprises Supplementary Benefit (minimum of 300 square metres of space dedicated to social enterprise).

Projected and/or Actual Outcomes of the Montreal Road CIP:

Metrics	2 Montreal Rd. + 3 Selkirk	458 Montreal Road	TOTAL
Number of Applications Received	1	1	2
Number of Applications Approved	1	1	2
Number of Projects Completed	0	0	0
Municipal Property Tax Increase	\$ 12,535,489	\$ 8,903,481	\$ 21,438,970
TIEG Grant	\$ 1,351,765	\$ 2,910,171	\$ 4,261,936
Post-Construction Net Revenue	\$ 11,183,724	\$ 5,993,310	\$ 17,177,034
Building Charges and Other Development Fees	\$ 5,896,000	\$ 1,900,000	\$ 7,796,000
Net New Tax Revenue and Other Income	\$ 17,079,724	\$ 7,893,310	\$ 24,973,034
Percent of Net New Revenue (Tax Dollar Retention)	89.2%	67.3%	80.1%
Building Charges and Other Development Fees to Post Construction Net Revenue	52.7%	31.7%	45.4%
Net New Tax Revenue and Other Income after TIEG Grant	1263.5%	271.2%	586.0%
Value of Private Investment	\$84,000,000	\$17,000,000	\$ 101,000,000
Number of Construction jobs	130		130
Number of FTEs	100		100
Number of Residential Units	271		271
Number of affordable housing units	0		0
Dedicated space for Cultural Activities	0		0
Dedicated space for Social Enterprise	0		0

The CIP will be active for five years and is set to expire in 2024. As of May 2023, there have been two applications that have been approved for the Montréal Road CIP.

Application 1: 2 Montréal Road and Selkirk Street

Applicant 1 has started development on a three-tower mixed use residential development with commercial retail at grade and a public park. The location is currently vacant land and was formerly a gas station as well as a shopping centre containing short-term retail tenants. A CIP grant for Phase 1 of the project was approved by Council on April 13, 2022, which includes one residential tower and the associated at-grade retail space.

The private investment value related to construction for this phase is estimated to be \$84,000,000 while the estimated cost of City permits, and fees is estimated at \$5,896,000. Upon successful delivery of the project, an estimated grant of \$1,351,765 will be available to the applicant over a 10-year period (Maximum \$5,000,000 minus \$3,648,235 from the Brownfield Program).

Application 2: 458 and 470 Montréal Road:

The applicant is developing a three-storey automotive dealership on the property. Construction value is estimated at approximately \$17,000,000 and building permits and development charges are estimated to be \$1,900,000. The CIP grant, approved by Council on May 26, 2021, will not exceed \$2,910,171 over a maximum 10-year period. The program will be funded through an estimated 10-year aggregate increase of \$8,903,481 in the municipal share of property tax resulting from the redevelopment. Project construction began in Q1 2023.

Factors influencing CIP Uptake:

The Montreal Road CIP was launched in late 2019 and despite initial strong engagement with more than 50 property owners showing interest, uptake was greatly impacted by the COVID-19 pandemic less than a year later.

2. Integrated Orléans Community Improvement Plan (Active)

Project History and Rationale:

The Integrated Orléans Community Improvement Plan was adopted on September 8, 2021, in By-Law 2021-285, and combines the successful elements of both the Or ans and St. Joseph Boulevard CIPs while adding new incentives for economic development in anticipation of the completion of Phase 2 of the Confederation Line (LRT). The extension of the LRT line to Trim Road will create new opportunities for economic growth in Or ans due to increased transit passenger participation and improved access to local industries, businesses, and tourism opportunities.

Problem(s) the CIP Addresses / Plan Objectives:

The intent of the Integrated Or ans CIP is to improve the Or ans area with a focus on encouraging upgrades to existing commercial sites and mixed-use redevelopments and supporting new employment. The program establishes objectives for three different area priorities with mechanisms that are slightly different from previous CIPs. These include:

1. St. Joseph Boulevard - Main Street Program: The program focuses on enhancing the main street aesthetic of St. Joseph Boulevard by encouraging development adjacent to the roadway such as mixed-use development, improvements to built-form aesthetics, and land use intensification. The program will provide a TIEG incentive for eligible construction costs up to a maximum of the lesser of \$1,000,000 or 70 percent of the total costs. This grant increases to 85 percent of the eligible costs if the proposed development contains three or more affordable housing units in addition to the general eligibility requirements.
2. Employment Creation Incentive Program: This program incentivizes the creation of new employment opportunities and promotes land-use intensification and mixed-use development. The program offers a TIEG incentive equivalent to 75 percent of the municipal property tax increase attributable to the property's redevelopment to a maximum of \$5,000,000.
3. Pedestrian Friendly Streets Program: This program incentivizes developers to build street-facing developments and include ground-floor access to public uses/spaces to attract more pedestrian traffic. The program offers a grant value that is determined by the lesser of 50 dollars per square foot of the eligible development area or a maximum of \$250,000.

CIP Specific Eligibility Criteria:

All three (3) programs under the Integrated Or ans CIP have specific eligibility criteria.

Applicants can only apply for one program (grants cannot be combined).

St Joseph Boulevard Main Street Program:

- The applicant must demonstrate that the redevelopment will result in a minimum increase of \$50,000 in the assessed value of the property.

Employment Creation Incentive Program:

- Eligible projects must create at least 20 net new permanent full-time jobs where the additional jobs cannot include existing employee relocations.
- The applicant must demonstrate that the redevelopment will result in a minimum increase of \$50,000 in the assessed value of the property.

Pedestrian Friendly Streets Program:

- Ground floor rental space must be comprised of sidewalk-oriented active uses.
- Eligible redevelopment will only include properties with four or more floors.
- The applicant must demonstrate that the redevelopment will result in a minimum increase of \$250,000 in the assessed value of the property.

Projected and/or Actual Outcomes of the Integrated Orléans CIP:

The Integrated Orléans CIP has an expected expiration in 2031. To date, there has been one application that has yet to be considered by Committee and Council.

Factors influencing CIP Uptake:

The Integrated Orléans CIP was launched in late 2021. There was considerable initial interest, but uptake has been greatly impacted by the COVID-19 pandemic.

3. Heritage CIP

Project History and Rationale:

The Heritage Community Improvement Plan was adopted on January 29, 2020, in By-Law 2020-41 as a result of the Mayor's Heritage Matters Task Force in July 2016. The task force was an assembly of City Staff and stakeholders established to encourage the conservation and restoration of heritage buildings across the city.

Problem(s) the CIP Addresses / Plan Objectives:

This CIP was developed to reduce the likelihood of heritage buildings being demolished as a result of neglect and decay and to ease the higher costs that heritage property owners incur when restoring buildings. The program has a particular focus on vacant and abandoned building sites.

Objectives include preventing demolition of heritage buildings through neglect by offering methods to uplift derelict heritage properties throughout the city. Based on preliminary research conducted by City staff, it was found that over 30 municipalities in Ontario offer some form of tax relief to support maintaining and restoring heritage properties.

CIP Specific Eligibility Criteria:

The program offers a financial incentive in the form of a TIEG which offers a grant equal to 75 percent of the increase in municipal property taxes resulting from the redevelopment to a maximum of \$500,000 over a period of 10-years following project delivery. The CIP is available to the property owner for the following eligible cost categories, including:

- Restoration of heritage attributes;
- Costs associated with hiring a heritage consultant/architect to oversee restoration work; and
- Heritage reports (e.g., Cultural Heritage Impact Statements, Conservation Reports).

In addition to the typical CIP requirements, the eligibility criteria also includes

- The buildings must be designated under Part IV of the *Ontario Heritage Act* or contributing (Category 1, 2, 3 or Grade I) properties designated under Part V of the *Ontario Heritage Act*;
- The application must include a Cultural Heritage Impact Statement and Conservation Plan prepared by a qualified heritage conservation professional having membership in the Canadian Association of Heritage Professionals (CAHP);
- The buildings must be designated institutional, commercial, mixed-use, and mid to large-scale multi-residential buildings, therefore small-scale residential buildings are ineligible (e.g., single, semi-detached and townhouses); and
- The proposed development must be in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Projected and/or Actual Outcomes of the Heritage CIP:

Metrics	278-280 O'Connor Street	35-37 William Street	TOTAL
Number of Applications Received	1	1	2
Number of Applications Approved	1	1	2
Number of Projects Completed	0	0	0
Municipal Property Tax Increase	\$ 2,186,000.00	\$ 560,135.00	\$2,746,135
TIEG Grant	\$ 500,000.00	\$ 387,301.00	\$ 887,301
Post-Construction Net Revenue	\$ 1,686,000.00	\$ 172,834.00	\$ 1,858,834
Building Charges and Other Development Fees	N/A	N/A	N/A
Net New Tax Revenue and Other Income	\$ 1,686,000.00	\$ 129,100	\$ 1,858,834
Percent of Net New Revenue (Tax Dollar Retention)	77%	31%	68%
Building Charges and Other Development Fees to Post Construction Net Revenue	0%	0%	0%
Net New Tax Revenue and Other Income after TIEG Grant			
Number of Residential Units	67		67

As of May 2023, the Heritage CIP has two approved applications – both of which have construction underway, and two more applications are pending.

Applicant 1: 35-37 William Street was approved by Council in June 2021 for the redevelopment of a building that was damaged in a fire in April 2019. The proposed development includes the conservation of the two-storey façade that faces William Street and the addition of two new floors at the rear of the building. The proposed development will be a mixed-use commercial development which will add 16 hotel rooms on the second, third and fourth floors with a restaurant on the first floor and basement.

The estimated restoration costs of the project are \$647,000 and the estimated 10-year aggregate of the municipal portion of property taxes is expected to increase from \$408,451 to \$924,852 post-development which represents an increase of 126 per cent. The estimated aggregate grant amount for the development is \$387,301 over the 10-year grant period following project completion. The project will create an estimated 30 construction jobs and 50 ongoing jobs.

Applicant 2: 278-280 O'Connor Street was approved by Council on November 10, 2021, to redevelop two heritage buildings with the intention to convert them into a new six-storey residential building with 68 housing units and an underground parking garage. The total estimated project cost for the heritage component is \$1,800,000 and the estimated grant amount is expected to reach the \$500,000 maximum. Additionally, the municipal portion of property taxes post-development are expected to increase from \$43,000 (10-years pre-construction aggregate) to \$233,000 (10-year post construction aggregate) which represents a more than 400 per cent increase. The project will create an estimated 50 construction jobs and 5 ongoing jobs.

Factors influencing CIP Uptake:

Although the Heritage CIP was launched in early 2020, many interested property owners require considerable lead time to finalize heritage restoration project approach and plans and obtain the required documentation.

Further complicating the Heritage CIP is the program's maximum annual program ceiling of \$500,000 per year which means only one or two projects can be approved each year.

4. Ottawa International Airport Community Improvement Plan (Recommended to be paused)

Project History and Rationale:

The Ottawa International Airport Community Improvement Plan (YOW CIP) was adopted on July 6, 2022, in By-law 2022-247 to support economic development at the Ottawa International Airport (YOW) following losses in passenger volumes, reduced operating revenue and impacts on planned and potential development projects resulting from the COVID-19 pandemic.

Problem(s) the CIP Addresses and Plan Objectives:

COVID-19 had a detrimental effect on the Airport. Passenger volume declined 77 percent, from 5,100,000 passengers in 2019 to 1,200,000 passengers in 2021. Further, the number of non-stop flights from the Airport dropped from 27 in 2019 to just 6 in 2020. These reductions in passenger volume and flights severely impacted YOW's financial performance and resulted in a total loss of \$24,900,000 in fiscal years 2020 and 2021. Passenger volume decline also resulted in a considerable decrease in revenue to the City. As the Airport is located on federal land, it makes annual Payments in Lieu of Municipal Taxes (PILT) to the City of Ottawa. The payments decreased from \$5,500,000 in 2019 to \$1,500,000 in 2021, a 73 per cent reduction. The pandemic also resulted in cancellation of development projects at the Airport that would have otherwise generated an increase in employment and provided much needed lease revenue to the Airport to support air service development.

The Airport is currently engaged in efforts to increase the presence of businesses that will aid in augmenting the services provided at the airport. This includes attracting a hotel developer, maintenance hangars, aerospace security developers and more. Additionally, the Airport is trying to increase the presence of airlines using the airport as a hub and those providing direct flights to key destinations. It is important to note that the Airport is one of only two areas to receive a designation as a "Special Economic District" under the City's Official Plan.

CIP Specific Eligibility Criteria:

The intent of the YOW CIP is to incentivize the rehabilitation of existing properties and to stimulate the development of new sites on Airport lands. The project eligibility criteria include:

- The maximum allowable grant under the program is the lesser of \$25,000,000 or 100 percent of the project cost, to be paid over a period of up to 25 years;

- Unlike other CIPs, construction can happen on undeveloped land (greenfield projects);
- Eligible developments must result in an increase of at least \$250,000 in assessed property value following project completion; and
- The applicant does not have to attest to whether the development would or would not have occurred without the existence of the CIP.

Projected and/or Actual Outcomes of the Ottawa International Airport CIP:

As of May 2023, there has been one applicant to the YOW CIP. This application was declined by Council on April 12, 2023. The program will expire in 10 years (2032) with the option to extend for another five (5) years at the discretion of Council.

Application 1: 1085 Airport Parkway Private was submitted on February 1, 2023, for the development of a 180-room hotel to include a restaurant, meeting rooms, and a pedestrian pedway connecting the hotel to the terminal building. The estimated cost of construction was \$55,000,000. The estimated grant value would have been \$13,000,000 if approved, to be paid over a period of 25 years after project completion. This application was declined.

Factors influencing CIP Uptake:

The YOW CIP is very new, having been enacted in July 2022. The scale of projects contemplated under this program and the types of complementary uses encouraged, will require more significant lead time to identify and attract.

5. Carling Avenue Community Improvement Plan (Expired)

Project History and Rationale:

The Carling Avenue CIP was adopted on September 1, 2013, in By-Law 2013-295 with the primary aim of bringing business investment and urban revitalization to a section of Carling Avenue. The high concentration of low-income households had resulted in perpetual underinvestment in the area which resulted in poor job prospects and the absence of any notable area improvement.

The Department of National Defence was slated to move approximately 10,000 workers to their new campus at 3500 Carling Avenue and this represented a great economic opportunity to capitalize on an influx of activity in the area.

Problem(s) the CIP Addresses / Plan Objectives:

The Carling Avenue CIP attempted to capitalize on future commercial opportunities by incentivizing private investment and the creation of jobs in the area. The program objective was to build a longstanding collaboration with the private sector to attract a new generation of businesses and encourage a more diverse range of commercial activity in the area.

CIP Plan Specific Eligibility Criteria:

The Carling Avenue CIP specific eligibility criteria included:

- The application could only pertain to non-residential property;
- The aggregate of all approved application grants within the CIP project period would not exceed \$10,000,000;
- The project must increase the assessed value of the property by a minimum of \$50,000 post-development; and
- The maximum TIEG could not exceed \$5,000,000 per applicant.

Projected and/or Actual Outcomes of the Carling Avenue CIP:

The Carling Avenue CIP received no applications during its 5-year term. There were 23 identified properties in the area that represented potential to prospective applicants. Although many of the properties on the North side of Carling Avenue in the CIP area were tired and in need of upgrading, most were fully leased and although tenancies were not always ideal, property owners did not see the value in upgrading.

Moreover, most of the properties were single storey retail strips on shallow lots. Since horizontal additions were impossible because of lot restrictions, it would be necessary to add one or more floors to increase floor area, which in turn would reduce higher rent generating ground floor area to provide elevator access to upper floors.

Factors influencing CIP Uptake:

Having only 23 eligible properties in the CIP area materially limited opportunity, and constraints related to lot size and shape also contributed to poor program uptake. A key takeaway was that a more thorough analysis of the development opportunities within the area should have been undertaken before the CIP was established. This could be achieved by conducting consultation(s) to determine interest from property owners and to verify if most properties would meet the eligibility criteria.

6. Bells Corners Community Improvement Plan (Expired)

Project History and Rationale:

The Bells Corners Community Improvement Plan was adopted on September 28, 2016, in By-Law 2016-321 with the aim of incentivizing urban revitalization in the Bells Corners area along Robertson Road. The area had experienced a steady decline in the number of businesses, with approximately 468 businesses having closed their doors or relocated over the past few decades. The businesses that remained in operation in the area were downsizing or contemplating relocation. Consequently, the area was experiencing many vacancies, diminished property maintenance, and dwindling business investment.

Problem(s) the CIP Addresses / Plan Objectives:

The primary aim of the CIP was to encourage the rehabilitation and redevelopment of the existing built environment by attracting new businesses to invest and establish their presence in the area. This would also provide additional employment opportunities, improve the appearance of the Bells Corners streetscape, and focus development in areas where municipal services were already present.

The Bells Corners CIP required projects to contain at least 50 percent commercial space, measured by floor area.

Projected and/or Actual Outcomes of the Bells Corners CIP:

Metrics	Bells Corners CIP			TOTAL
	2165 Robertson Road	2015 Robertson Road	300-320 Moodie Drive	
Number of Applications Received	1	1	1	3
Number of Applications Approved	1	1	1	3
Number of Projects Completed	0	1	1	2
Municipal Property Tax Increase	\$286,150	\$0	\$3,044,754	\$3,330,904
TIEG Grant	\$214,600	\$0	\$2,283,566	\$2,498,166
Post-Construction Net Revenue	\$71,550	\$0	\$761,188	\$832,738
Building Charges and Other Development Fees	\$328,000	\$4,168	\$1,900,000	\$2,232,168
Net New Tax Revenue and Other Income	\$399,550	\$4,168	\$2,661,188	\$3,064,906
Percent of Net New Revenue (Tax Dollar Retention)	25%		25%	25%
Building Charges and Other Development Fees to Post Construction Net Revenue	458%		250%	268%
Net New Tax Revenue and Other Income after TIEG Grant	186%		117%	123%
Number of Residential Units	0			0
Number of jobs	325			325

The CIP had three approved applications during its 5-year term from 2016 to 2021, two of which have completed construction.

Application 1: 300-320 Moodie Drive was approved by Council on October 11, 2017, for the development of a 6-storey, 124-room hotel and a freestanding restaurant on an existing property which had been occupied by an automotive repair garage, a thrift store, and otherwise vacant land.

The estimated cost of the project was \$20,000,000 and the estimated total increase in the municipal property tax over the 10-year grant period following project completion was estimated at \$3,044,754. The grant amount was \$2,283,566. The development also resulted in an estimated 50 construction jobs and 150 ongoing jobs. The development now exists as a 3-star hotel, the Hyatt Place Ottawa–West, and The Brew Table Restaurant.

Application 2: 2015 Robertson Road was approved by Council on October 11, 2017, to renovate the existing building on the site to create a larger building with space for three commercial retail units. The total estimated cost of the development was \$865,000 and a grant of \$178,000 was approved for the project. Municipal property tax was expected to increase by \$237,000 over the 10-year grant period. The project was estimated to deliver 15 construction jobs and 15 ongoing jobs. The project was completed, and the building now contains a KFC drive-thru, a SuzyQ doughnut shop, and a used motorcycle shop. Before grant payments commenced, the Applicant appealed the tax assessment to MPAC resulting in a sizeable reduction in assessment to an amount smaller than the predevelopment assessment. Accordingly, no grant was payable.

Application 3: 2165 Robertson Road was approved by Council on May 22, 2019, to develop two freestanding buildings on a site that was used as temporary car storage. One of the proposed buildings would have a car showroom, office space, and a warehouse. The other building would have a street-facing, dine-in restaurant. The total estimated cost of the development was \$2,500,000 and a grant of up to \$214,000 was approved. Municipal property taxes were expected to increase by \$286,000 over the 10-year grant period. The development was estimated to produce 20 construction jobs and 75 ongoing jobs. Construction has not started.

Factors influencing CIP Uptake:

The Bells Corners CIP was launched in late 2016. There was considerable interest in the program. Several property owners wished to redevelop their sites as mixed-use but could not satisfy the 50% commercial requirement. Several larger properties were

interested in developing multi-unit residential with ground floor commercial.

7. Orléans Community Improvement Plan (Repealed)

Project History and Rationale:

The Orléans Community Improvement Plan was adopted on September 11, 2013 in By-Law 2013-293 to support the addition of knowledge-based employment in Orléans. Historically, the area had a difficult time attracting businesses and employment and consequently, Orléans had a job-to-household ratio of 0.50 for the past two decades, lagging well behind the Ottawa Official Plan target of 1.3. As of 2012, there were approximately 21,000 jobs in Orléans but only 60 percent were full time. While housing in Orléans had grown steadily, with approximately 41,000 households as of 2013, the number of jobs created had not kept pace and the job-to-household ratio still hovered around 0.52.

Problem(s) the CIP Addresses / Plan Objectives:

The primary aim of the Orléans CIP was to attract knowledge-based employers that would create full-time jobs in Orléans to bridge the gap between the number of households and available jobs. The end goal was to create a positive job retention effect in Orléans and solidify it as an employment hub.

CIP Specific Eligibility Criteria:

The maximum aggregate of all grants under the program was not to exceed \$10,000,000 with \$5,000,000 being the maximum aggregate grant per project. In addition to the general CIP eligibility criteria, applicants had to demonstrate that the project would:

- Create at least 15 net new knowledge-based jobs; and
- Increase the value of the property by \$250,000 as assessed by the Municipal Property Assessment Corporation (MPAC).

The CIP had three (3) approved applications during its term, with two completed projects and one project cancelled.

Projected and/or Actual Outcomes of the Orléans CIP:

Metrics	Orléans CIP			
	3735 St Joseph Boulevard	1290 Trim Road	373 Vantage Drive	TOTAL
Municipal Property Tax Increase	\$1,305,500	\$882,621	\$	\$2,188,121
TIEG Grant	\$ 979,125	\$608,847	\$	\$1,587,972
Post-Construction Net Revenue	\$326,375	\$273,774	\$	\$600,149
Building Charges and Other Development Fees	\$852,000	\$740,000	\$	\$1,592,000
Net New Tax Revenue and Other Income	\$1,178,375	\$1,013,774	\$	\$2,192,149
Percent of Net New Revenue (Tax Dollar Retention)	25%	31%		27%
Building Charges and Other Development Fees to Post Construction Net Revenue	261%	270%		365%
Net New Tax Revenue and Other Income after TIEG Grant	120%	167%		100%
Number of Residential Units	0	0	0	0
Number of jobs	340	35	0	375

Application 1: 1290 Trim Road was approved by Council on June 10, 2015, for the development of a 2-storey indoor amusement park and was projected to create at least 35 new jobs. The project grant totalled \$608,847 over a maximum 10-year period. Construction value was estimated at approximately \$7,100,000 and building permits and development charges were estimated to be \$740,000. The 10-year aggregate municipal property taxes for the property were expected to increase by approximately \$882,621. The project was completed, and the site now operates as Kids Kingdom.

Application 2: 3735 Joseph Boulevard approved by Council on June 10, 2015 and was a vacant property with the debris and foundation of the pre-existing building on-site. The proposed development included the construction of two 3-storey office buildings providing 31,000 square feet of available space. The project grant over 10 years post development was \$979,125.00 over a maximum 10-year period. Construction value was estimated at approximately \$5,100,000 and building permits and development charges were estimated to be \$852,000. The municipal portion of property taxes was expected to increase from \$6,900 to \$137,000 per year representing an increase of 1,900 percent. Construction was completed and now 5 businesses (including a barber shop, massage therapy clinic and an electronics repair shop) are active on the site.

Application 3: 373 Vantage Drive was approved by Council on February 25, 2014 and proposed the addition of three stories on the existing building to create additional professional office space. Currently a dental clinic and two (2) offices operate on the site. The project grant was a total of \$718,000 over a maximum 10-year period. Construction value was estimated at \$4,000,000 and building permits and development charges would have totalled approximately \$243,000. The developer estimated the creation of 115 permanent jobs on site. Construction did not commence, and the project has now been cancelled.

Factors influencing CIP Uptake:

The Orléans CIP was launched in 2013 as one of two pilot CIPs with a goal of increasing knowledge-based employment in the east end of the city. There was considerable interest in the program, but many property owners, especially those fronting on commercial main streets, were unable to develop projects that would meet the minimum knowledge-based jobs threshold.

8. St. Joseph Boulevard CIP (Repealed)

Project History and Rationale:

The St. Joseph Boulevard CIP was adopted on January 28, 2009, in By-Law 2009-41 to

increase economic vibrancy along the St. Joseph Boulevard Corridor. Prior to the CIP, the City recognized that development along St. Joseph Boulevard had been declining due to increased availability in commercial and residential land in other areas of Orléans. While St. Joseph Boulevard maintained a large population base, commercial structures and beneficial access to utilities and public transit, its full potential had yet to be realized.

In 2003, the City approved the St. Joseph Boulevard Corridor Study which served as a guide for future development of Official Plan policies and zoning regulations for the area. New zoning by-laws allowed for the commercial and residential intensification of properties on both sides of the roadway. The regulations also mandated that new buildings required development nearby the street to gradually establish and enhance the aesthetic of a pedestrian friendly main street.

Problem(s) the CIP Addresses / Plan Objectives:

The St. Joseph Boulevard CIP was established to incentivize the redevelopment of private property on the street and to help developers meet the requirements of new zoning requirements. Some specific objectives of the CIP included:

- Reinforcing the St. Joseph Boulevard area as a central focus for the community;
- Strengthening the St. Joseph Boulevard area as a live/work/play destination;
- Encouraging a range of higher-density housing types including affordable housing units;
- Providing employment opportunities through intensification of commercial and office uses;
- Encouraging infill and mixed-use development;
- Assisting in achieving improved building architecture, site design, and site landscaping;
- Providing for an attractive, safe, and pedestrian friendly environment; and
- Encouraging and assisting in environmentally friendly design including energy efficiency.

CIP Specific Eligibility Criteria:

The St. Joseph Boulevard CIP offered financial incentives in the form of grants which, among other forms of development, encouraged the creation of affordable housing units.

For grant eligibility, a property had to demonstrate a minimum increase of \$10,000 in

property assessment post construction as determined through a reassessment by the Municipal Property Assessment Corporation (MPAC).

The grants available through the CIP program, included:

Project Feasibility Study Grant: This grant was equivalent to 25 percent of the cost of an eligible feasibility study. The studies could pertain to certain design requirements from the City. The maximum allowable grant amount was \$2,500 with a potential increase to \$5,000 if three or more affordable housing units were constructed.

Planning Fee Grant Program: A grant equivalent to 25 percent of the City fees for initial applications made under the Planning Act. The maximum allowable grant amount was \$5,000 with an increase to \$10,000 if three or more affordable housing units were constructed.

Development Incentive Grant: A grant paid annually following post-construction property reassessment and tax payment(s). The grant was equal to 70 percent of the increase in municipal property taxes up to maximum of \$1,000,000 over a 10-year period. If three or more affordable housing units were constructed, the grant would increase to 85 percent of the municipal property tax increment while maintaining a \$1M maximum grant.

Building Permit Fee Grant Program: A grant equivalent to 30 percent of the building permit fee with an increase to 40 percent if three or more affordable housing units were constructed. For grant program consideration, the project needed to include one or more of the following:

- An addition of building space to an existing building;
- Façade improvement(s) facing a public road right-of-way;
- New building construction; and/or
- Site works including hard/soft landscaping and signage.

Projected and/or Actual Outcomes of the St. Joseph Boulevard CIP

Metrics	2802-2810 St. Joseph Blvd.	2894 St. Joseph Blvd.	2311 St. Joseph Blvd.	3025 St. Joseph Blvd.	3012 St. Joseph Blvd.	2928-2988 St. Joseph Blvd.	2628 St. Joseph Blvd.	TOTAL
Municipal Property Tax Increase	\$930,482	\$116,535	\$131,981	\$640,887	\$310,855	\$11,697	\$676,766	\$2,819,203
TIEG Grant	\$651,338	\$81,574	\$96,342	\$448,621	\$217,598	\$2,263	\$4,354	\$1,502,090
Post-Construction Net Revenue	\$279,144	\$34,961	\$35,639	\$1,089,508	\$528,453	\$672,412	\$672,412	\$1,317,113
Building Charges and Other Development Fees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Net New Tax Revenue and Other Income	\$279,144	\$34,961	\$35,639	\$1,089,508	\$528,453	\$0	\$681,120	\$2,649,825
Percent of Net New Revenue (Tax Dollar Retention)	30%	30%	27%	170%	170%	81%	99%	47%
Building Charges and Other Development Fees to Post Construction Net Revenue	0	0	0	0	0	0	0	0
Net New Tax Revenue and Other Income after TIEG Grant	43%	43%	37%	243%	243%	417%	15644%	176%
Number of Residential Units	0	0	0	0	0	0	0	0
Number of new jobs	40	13	27	27	20	50	20	197

The St. Joseph Boulevard CIP had seven approved applications during its term and all projects were completed.

Application 1: 2802-2810 St. Joseph Boulevard now operates as Jardin Royal Garden Inc., a retirement residence whose construction was completed in 2012.

Application 2: 2894 St. Joseph Boulevard now operates as Orléans Family Dentistry, a 3,000 square foot building whose construction was completed in 2011.

Application 3: 2311 St. Joseph Boulevard added a 3,900 square foot Pizza Hut to an existing Tim Horton's site. Construction was completed in 2013.

Application 4: 3025 St. Joseph Boulevard project added a Farm Boy grocer to the site and greatly improved the pedestrian experience in the area. Construction was completed in 2012.

Application 5: 3012 St. Joseph Boulevard now operates as an 11,900 square foot Dental Clinic. Construction was completed in 2014.

Application 6: 2928-2988 St. Joseph Boulevard included a feasibility study for a Shoppers Drug Mart to incorporate excess land to the east into the existing structure.

Application 7: 2628 St. Joseph Boulevard includes a 2-storey office building primarily. Construction was completed in 2014.

Factors influencing CIP Uptake:

In 2009, when the St. Joseph Boulevard CIP was launched, very little was done to market the program to prospective applicants. The launch of the Orléans CIP in 2013, and its associated marketing program, produced considerable interest in CIPs in general and several new applications to the St. Joseph Boulevard CIP program were received where specific projects would not meet the knowledge-based job threshold of the Orléans CIP.

The St. Joseph Boulevard CIP had a variety of sub-programs, each with its own application requirements, and some property owners found the process confusing and opted not to participate in the program.

Jurisdictional Scan of Comparable Ontario CIP Programs

As part of the City's CIP Program Review, Colliers Project Leaders undertook a jurisdictional scan to identify and assess CIP programs offered by comparable municipalities. Information gathered can be used as a basis of comparison to the City of Ottawa program. By benchmarking comparable Ontario programs, Colliers was able to highlight best practices, benefits thresholds, and other key performance indicators.

Colliers, with input from City staff, selected a shortlist of municipalities offering CIPs and other comparable programs. Preference was given to Tier 1 municipalities, where and as available, with a focus on CIPs or programs that addressed concerns similar to Ottawa CIPs (commercial/office development, job creation, heritage conservation and restoration, airport development, main street/urban renewal, redevelopment and remediation), or addressed a topic of emerging priority (affordable housing, intensification around new infrastructure such as transit development). Also considered was whether the municipality has similarities to Ottawa in terms of property tax regime, intended outcomes and areas of focus for a given CIP pursuit, and similarities in their approach to tax rebates.

The benchmarked group of CIPs and comparable programs includes:

- City of Toronto, IMIT Program and Heritage Tax Rebate Program
- City of Mississauga, Downtown Office Community Improvement Plan
- City of Hamilton, Environmental Remediation and Site Enhancement (ERASE) Community Improvement Plan
- City of Hamilton, Housing for Hamilton Community Improvement Plan
- City of Peterborough, Affordable Housing Community Improvement Plan
- Region of Waterloo, Reurbanization Community Improvement Plan
- City of London, Heritage Community Improvement Plan
- City of London, Airport Area Community Improvement Plan
- City of Thunder Bay, Airport Development Incentive Program
- City of Oshawa, Urban Growth Centre Community Improvement Plan

To effectively compare the benchmarked CIPs, there are several metrics that were selected based on data availability. These metrics include benefits thresholds, grant payouts and ceilings, grant payout timelines, TIEG or other tax increment based grants, and improvement qualifying activities.

1. City of Toronto Imagination, Manufacturing, Innovation and Technology Financial Incentive Program (IMIT Program)

The Imagination, Manufacturing, Innovation and Technology (IMIT) Financial Incentive Program ("IMIT Program"), enacted in 2008, provides incentives in the form of Tax Increment Equivalent Grants ("TIEGs") to support the renovation or construction of buildings in targeted employment sectors and uses throughout Toronto. Since the program was launched in 2008, there have been 63 IMIT applications approved in a wide range of employment sectors, representing almost \$5,800,000,000 in total construction investment, 14,500,000 square feet of new commercial and industrial space and the creation or retention of 70,000 jobs.

In 2012, following a review, an updated by-law was enacted, which, among other changes, now required Council to approve all grants over \$150,000,000 which previously would have been approved by staff under delegated authority.

In 2018, following a subsequent review of the IMIT Program, a new CIP by-law that consolidated three previous CIPs into a single city-wide by-law was enacted. The 2018 by-law remains under appeal and as such, the three previously adopted CIP by-laws remain in effect. The City continues to receive and review IMIT applications under the 2012 IMIT by-laws.

As of the end of 2021, the IMIT Program, had provided or is committed to an estimated \$207,000,000 in grants.

2. City of Toronto Heritage Tax Rebate Program

Project History and Rationale

The City of Toronto offers two heritage programs to assist owners with the costs of conservation and restoration. Beyond providing funding, the program also supports eligible applicants in reaching the highest standard for conservation. The grant program provides funds up to 50 per cent of the estimated heritage restoration costs to residential or tax-exempt properties.

The tax rebate program provides a rebate up to 50 per cent of the cost of eligible work with a limit of 40 per cent of annual property taxes paid to commercial and industrial properties. The Heritage Tax Rebate Program started in 2007, and experienced significant restructuring in 2015, when the program began focusing on commercial and industrial property eligibility.

Problem(s) the Program Addresses

Based on eligibility criteria, the program creates incentives for private landowners to address the conservation needs of their heritage properties. The program is geared

toward commercial and industrial use properties which, before 2015, were not explicitly targeted with program incentives. The City of Toronto identified a need for the restoration of heritage buildings, designated as commercial or industrial, to preserve, repair, and/or restore properties to be in alignment with the Standards and Guidelines for the Conservations of Historic Places in Canada. The program focuses on work involving improvements to exterior walls and facades, roofs, foundations, chimneys, exterior windows and doors, exterior stairs, and porches.

Program Objectives

The tax rebate program incentivizes private building owners to preserve, repair, and/or restore commercial and industrial buildings through a tax rebate. The program targets properties designated individually under Part IV of the *Ontario Heritage Act* as well as properties designated in Heritage Conservation Districts, under Part V of the *Act*. The rebate provides eligible property owners with a rebate of 50 percent of the cost of maintenance and conservation work with an upset limit of 40 percent of annual property taxes paid. The property owner must spend a minimum of 20 percent of the annual property taxes paid on the conservation project.

3. City of Mississauga, Downtown Office Community Improvement Plan

Project History and Rationale

The City decided to pursue the Downtown CIP as a strategic tool to increase investment in downtown office space development in response to growing demand for walkable urban areas and an orientation toward the use of public transit.

Problem(s) the CIP Addresses

In 1992, downtown was the most successful location for office space within the City of Mississauga with approximately 3,000,000 square feet of space. In recent years, the rising cost of office space and underground parking has resulted in a migration to business parks outside of the downtown core.

Given the cyclical nature of office space, there has recently been a re-emergence of demand. This recent increase is influenced by a growing interest in urban office walkability and orientation toward public transit. The City believes that the downtown core has these traits as well as a strong residential base to support the need for future office buildings and development of key transit infrastructure. By attracting additional employment to the downtown core, the City intends to balance growth and create an active, vibrant commercial and residential area that:

1. Provides lively pedestrian transit-oriented living serving as a catalyst for on-going

investment;

2. Supports planned, on-going, and established transit; and
3. Creates a platform for arts, culture, recreation, institutions, entertainment, and other employment uses.

CIP Objectives

The objective of the downtown CIP is to stimulate private sector investment through grant programs aimed at reducing developer costs. According to the Downtown 21 Master Plan, the strategic goal for the City is to create a vibrant downtown to serve as the civic and cultural hub and strong economic centre. The Master Plan defines six (6) guiding principles to achieve the plan's goals including:

- Catalyzing employment opportunities;
- Building multi-modal transportation;
- Creating an urban place;
- Living green;
- Establishing a focus; and
- Creating a development framework with predictability.

The intended population to employment ratio is 1:1 which could result in 70,000 people and 70,000 jobs in downtown area.

3. City of Hamilton, Housing for Hamilton Community Improvement Plan

Project History and Rationale

The City of Hamilton introduced the Housing for Hamilton Community Improvement Plan (HFH CIP) in November 2019 with the primary goal of delivering affordability for rental housing and home ownership for people of all socio-economic backgrounds.

Problem(s) the CIP Addresses

The HFH CIP aims to provide opportunities that will minimize financial barriers to home ownership and stimulate private sector investment in the creation of more varied housing types. HFH CIP incentives will focus on the development mixed income, mix-tenure, and affordable housing options by repurposing targeted, underutilized properties across the Hamilton Urban Area.

CIP Objectives

HFH CIP program objectives include:

- Increase availability of affordable and market rate housing;
- Create a variety of housing options, including households with incomes below the 40th income percentile;
- Ensure that affordability of housing is maintained over the long-term;

- Create a mix of housing including varying unit sizes and rental and ownership options; and
- Explore opportunities to include community support services through coordination with housing services and external organizations.

To achieve these objectives, the HFH CIP has two targeted programs:

Roxborough Access to Homeownership Grant Program (RAHGP):

This program provides a grant equal to the value of the municipal Development Charges for below market homeownership units.

Roxborough Rental Housing Loan Program (RRHLP):

This program provides forgivable loans equivalent to the value of municipal Development Charges required in the creation of residential rental units which meet a specified rent threshold.

The municipal Housing Services Division will monitor metrics related to the goals of the CIP and will provide annual reports to City Council on the progress made on individual projects and by the CIP as a whole. The HFH CIP will be open to periodic reviews to ensure it is meeting the City's updated priorities and policies. If necessary, Hamilton will make changes to the program in the form of formal or other amendments.

4. City of Peterborough, Affordable Housing Community Improvement Plan

Project History and Rationale

Since the original consolidation of the City's Official Plan in 1981, the City has identified a need for more affordable housing. The creation of this CIP was guided by various legislative policies including the *Ontario Planning Act* and the *Ontario Municipal Act* as well as planning policies such as the City's Official Plan, *Provincial Policy Statement* on affordable housing, and the Growth Plan for the Greater Golden Horseshoe area.

Problem(s) the CIP Addresses

The goal of this CIP is to assist private developers in the production of affordable housing opportunities throughout the prescribed project area. The CIP aims to provide relief by reducing the impact of:

- Municipal application fees, parkland fees, cash in lieu of parking through the municipal incentive program;
- Development charges, through the Development Charge Fund grant contribution; and
- Increases in taxes due to the project's delivery are forgone in part or in full through

the tax incentive program.

Each of these programs is utilized to stimulate growth, revitalize depressed areas, and reduce financial barriers for private sector developers.

CIP Objectives

The Affordable Housing CIP objectives include:

- Creating public sector provisions in support of affordable housing opportunities;
- Stimulating growth through private sector investment in affordable housing;
- Promoting the renovation and re-use of underutilized property; and
- Promoting sustainability in development through greater energy efficiency in affordable housing projects.

5. Region of Waterloo, Reurbanization Community Improvement Plan

Project History and Rationale

In 2003, Regional Council adopted the Regional Growth Management Strategy (RGMS) which identified reurbanization as a priority for the sustainable growth of the Waterloo Region. The main target area of this reurbanization was the Central Transit Corridor (CTC) between Cambridge, Kitchener and Waterloo which had recently undergone the completion of Phase 1 of the LRT that connects Waterloo and Kitchener. To capitalize on the increased development in the area as a result of the LRT, the Regional Council created the CIP program to promote reurbanization in the CTC as part of the RGMS.

Additionally, the Province of Ontario established a long-term Growth Plan for the Greater Golden Horseshoe in 2006 and identified the Region of Waterloo, as an area where the Growth Plan would apply. The objective of the Growth Plan was to promote reurbanization and densification of urban centres to reduce sprawl. It outlined that a minimum of 40 percent of all new residential growth had to be within the existing urban built-up area of the region.

Problem(s) the CIP Addresses

To meet the requirements of both these regional plans, the Region of Waterloo implemented the Regional Reurbanization Community Improvement Plan (RRCIP) to address the obstacles of reurbanization in the CTC. As most sites are subject to high up-front costs and uncertainty from investors, the Region of Waterloo committed to making such sites more attractive to investors.

CIP Objectives

The goals of the RRCIP are to:

- Increase employment and residential opportunities;
- Focus on densification to prevent urban expansion into rural and natural areas;
- Improve ecological health by reducing emissions and redirecting growth away from environmentally sensitive areas;
- Support intensification adjacent to existing and planned transit corridors;
- Conserve Heritage by promoting adaptive reuse;
- Provide a range of housing choices, including affordable housing;
- Increase property tax assessment for the region; and
- Provide opportunities for develop rapid transit facilities.

The Regional Council will conduct periodic reviews of the RRCIP to determine its effectiveness. The program will be subject to changes or cancellation was needed.

6. City of London, Heritage Community Improvement Plan

Project History and Rationale

The Heritage Community Improvement Plan (Heritage CIP) was introduced in March 2007 with the primary goal to preserve deteriorating heritage properties throughout London.

Problem(s) the CIP Addresses

The City of London had approximately 2,900 buildings listed in its Inventory of Heritage Resources. However, only 270 properties are designated under Part IV of the Ontario Heritage Act and 1,600 under Part V of the Ontario Heritage Act for a total of 1,870 or only 64% of the total. Many of these heritage properties are deteriorating and at risk of demolition by neglect due to the higher costs associated with maintaining a heritage building. As a means of resolving this, the Heritage CIP was developed. The CIP can offset the higher costs associated with specialized maintenance of heritage buildings and incentivize owners of listed heritage properties to apply for a heritage designation to preserve these buildings for the future.

CIP Objectives

In order to provide financial incentives for property owners to restore or preserve their heritage properties, the Heritage CIP provides two grant programs:

Tax Increment Grant Program:

Like a TIEG, this program provides a grant based on the increase in municipal

property taxes post-development for a period of 10 years. However, the percentage of the grant is offered on a declining scale where the grant is equal to 50 percent of the increase in municipal property taxes in the first year post-development and scales down to only 10 percent of the increase in municipal property taxes in the 10th year post-development.

Development Charge Equivalent Grant:

This grant is issued as an added benefit when a designated heritage building is rehabilitated or included in a development project.

7. City of London, Airport Area Community Improvement Plan

Problem(s) the CIP Addresses

At the time of implementing this CIP, infrastructure around London International Airport was underutilized and little new industrial or commercial development had occurred within the proposed project area. The Airport area also had a considerable amount of industrial land that could be redeveloped.

CIP Objectives

To specifically attract interest from aerospace industries, the City of London needed to provide an incentive that gave the municipality an advantage over competing jurisdictions.

The Airport Area CIP provides a Tax Increment Grant (similar to a TIEG) equal to 100 percent of the municipal property tax increase over a period of 10 years. The objective was to provide a generic benefit so that projects that meet the requirements of the CIP and are redevelopment of existing sites would qualify. Benefits provided from other London CIPs, such as remediation support offered through the Brownfields CIP, could be combined with the Airport Area CIP to deliver a robust package of investment incentives.

8. City of Thunder Bay, Airport Development Incentive Program

Project History and Rationale

Since 2004, the City of Thunder Bay has supported growth in the aerospace sector through a CIP established for its Airport. The City recognized the importance of its Airport as a contributor to economic development and job creation. The City was guided by policies and initiatives found in the *Municipal Act, Planning Act, Provisional Policy Statement*, the *Growth Plan for Northern Ontario*, and the recommended land uses and

development strategy outlined in the Thunder Bay International Airport Master Plan.

Problem(s) the CIP Addresses

The CIP shares common goals with the City's Official Plan which describes how community improvement plans can contribute to significantly strengthening tax contributions, economic growth, employment growth, and the economic viability of businesses within the community.

CIP Objectives

The CIP aims to encourage the creation of jobs and economic growth by offering incentives to developers to pursue projects in support of introducing, expanding, or improving existing developments associated with aerospace activities at the Airport.

9. City of Oshawa, Urban Growth Centre Community Improvement Plan

Project History and Rationale

In 2006, the Province of Ontario established the Growth Plan for the Greater Golden Horseshoe and identified twenty-five downtown areas as Urban Growth Centres – with Downtown Oshawa being one of the locations identified. The purpose of the Urban Growth Centres was to accommodate a substantial portion of population and employment growth, house transit infrastructure and act as focal points for investment. The Urban Growth Centre Community Improvement Plan (UGC CIP) was adopted by Oshawa City Council on May 2nd, 2016, to help the City reach its target of two hundred persons and jobs combined per hectare in its Urban Growth Centre by 2031.

Problem(s) the CIP Addresses

The CIP aims to encourage the growth of both residential and commercial development in the Urban Growth Centre of the City by offering financial incentive programs.

CIP Objectives

The objective of the UGC CIP is to intensify growth in the Oshawa Urban Growth Centre to reach a combined density of:

- 133 persons/jobs per hectare by 2021
- 166 persons/jobs per hectare by 2026
- 200 persons/jobs per hectare by 2031

To achieve these objectives, the UGC CIP provides five programs:

Increased Assessment Grant Program:

Similar to a TIEG, this grant pays back a portion of the increased property taxes over a period of nine (9) years. The grant pays back 90 percent of the property taxes post development in Year 1 and gradually decreases to 10 percent in Year 9.

Façade and Accessibility Improvement Grant Program:

This grant assists property owners with façade and accessibility improvements by offering a grant of 50 percent of the construction costs to a maximum of \$10,000.

Conversion to Residential Grant Program:

This grant offers an amount equal to 50 percent of the costs associated with converting upper storey or ground floor rear non-residential units into residential units. The maximum allowable grant is \$10,000 per residential unit to a maximum of \$30,000 per property with multiple units.

Upgrade to Building and Fire Codes Grant Program:

This grant helps finance improvements to existing buildings to comply with Ontario Building and Fire Codes by offering up to 50 percent of the upgrade costs to a maximum of \$10,000 per address or \$30,000 per property with multiple addresses.

Economic Stimulus Grant Program:

This grant stimulates general commercial leasehold improvements and accessibility enhancements to meet the needs of specific tenants by providing up to 50 percent of the construction/renovation costs to a maximum of \$20,0