

**Subject: Economic Development Community Improvement Plan
Program Update**

File Number: ACS2024-PRE-EDP-0033

**Report to Finance and Corporate Services Committee on 2 April 2024
and Council 17 April 2024**

**Submitted on March 8, 2024 by David Wise, Director, Economic Development and
Long Range Planning, Planning, Real Estate and Economic Development
Department**

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Ward: Citywide

**Objet: Plan d'améliorations communautaires pour le développement économique
– Mise à jour du programme**

Dossier: ACS2024-PRE-EDP-0033

**Rapport au Comité des finances et des services organisationnels le 2 avril 2024
et au Conseil le 17 avril 2024**

**Soumis 8 mars 2024 par David Wise, Directeur, Développement économique et
planification à long terme, Services de la planification, des biens immobiliers et
du développement économique**

**Personne ressource: Chris Cope, Agent du développement économique,
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Quartier: À l'échelle de la ville

REPORT RECOMMENDATIONS

That the Finance and Corporate Services Committee recommend Council:

- 1. Repeal By-law No. 2021-285, a By-Law of the City of Ottawa setting out the Integrated Orléans Community Improvement Plan;**
- 2. Enact a new By-Law of the City of Ottawa to adopt the Amended Integrated Orléans Community Improvement Plan;**
- 3. Repeal By-Law No. 2019-224, a By-Law of the City of Ottawa setting out the Montréal Road Community Improvement Plan;**
- 4. Enact a new By-Law of the City of Ottawa to adopt the Amended Montréal Road Community Improvement Plan;**
- 5. Repeal By-law No. 2020-41, a By-Law of the City of Ottawa setting out the Heritage Community Improvement Plan; and**
- 6. Enact a new By-Law of the City of Ottawa to adopt the Amended Heritage Community Improvement Plan.**

RECOMMANDATIONS DU RAPPORT

Que le Comité des finances et des services organisationnels recommande au Conseil :

- 1. d'abroger le Règlement n° 2021-285 de la Ville d'Ottawa faisant état du Plan d'améliorations communautaires intégré d'Orléans;**
- 2. d'adopter un nouveau règlement de la Ville d'Ottawa visant à adopter le Plan d'améliorations communautaires intégré d'Orléans dans sa version modifiée;**
- 3. d'abroger le Règlement n° 2019-224 de la Ville d'Ottawa faisant état du Plan d'améliorations communautaires du chemin de Montréal;**
- 4. d'adopter un nouveau règlement de la Ville d'Ottawa visant à adopter le Plan d'améliorations communautaires du chemin de Montréal dans sa version modifiée;**
- 5. d'abroger le Règlement n° 2020-41 de la Ville d'Ottawa faisant état du Plan d'améliorations communautaires des édifices à valeur patrimoniale;**

6. d'adopter un nouveau règlement de la Ville d'Ottawa visant à adopter le Plan d'améliorations communautaires des édifices à valeur patrimoniale dans sa version modifiée.

BACKGROUND

Section 11.3 of the City of Ottawa Official Plan contemplates the preparation of Community Improvement Plans for designated Community Improvement Plan Project Areas.

On September 8, 2021, City Council enacted By-law No. 2021-284 designating the Integrated Orléans Community Improvement Plan Project Area and By-law No. 2021-285 to adopt the Integrated Orléans Community Improvement Plan.

On June 12, 2019, City Council enacted By-law No. 2019-213 designating the Montreal Road Community Improvement Plan Project Area and By-law No. 2019-224 to adopt the Montréal Road Community Improvement Plan.

On January 9, 2020, City Council enacted By-law No. 2020-40 designating the Heritage Community Improvement Plan Project Area and By-law No. 2020-41 to adopt the Heritage Community Improvement Plan.

In 2021, Council directed the Planning, Infrastructure and Economic Development Department (now the Planning, Real Estate and Economic Development Department) to undertake an analysis of Community Improvement Plans (CIPs) to determine the value and efficacy of the program as an economic development tool and report back to Committee and Council on future considerations for the Economic Development Community Improvement Plan program.

On November 7, 2023, a report entitled '2023 City of Ottawa Community Improvement Plan Program Review', was considered by the Finance and Corporate Services Committee. The Committee recommended City Council approve the report's nine recommendations. On November 22, 2023, Council approved seven of the nine recommendations including:

Recommendation 4:

"Approve the continuation of the Montreal Road and Integrated Orléans Community Improvement Plan programs with revised criteria as described in this report and direct staff to bring back to Council in Q1 2024 corresponding by-law amendments for approval; and

Recommendation 6:

“Approve the extension of the Heritage Community Improvement Plan program until the end of this term of Council and direct staff to develop amending by-laws to the existing program to include revised criteria as described in this report.”

This report describes the Community Improvement Plan program changes approved by Council, recommends the repeal of the existing three By-laws for the Community Improvement Plans noted above and sets out three new By-laws containing the Council-approved amendments for these Community Improvement Plans.

DISCUSSION

The review of the Economic Development Community Improvement Plan and Heritage Community Improvement Plan programs revealed that the programs have realized some success over the past ten years. Property tax and other revenue to the City, directly attributable to the Community Improvement Plan program, will increase by an estimated net \$33,070,257 after the payment of Community Improvement Plan incentive grants to approved program applicants. Available data also suggests that the CIP program has resulted in private sector investment of approximately \$185,629,110 and has supported the creation of approximately 950 new FTE jobs since 2009.

Continuation of the Community Improvement Plan program as a tool to support economic development and preservation of heritage assets, will stimulate and accelerate development, redevelopment, and property renewal in targeted areas across the City, resulting in new businesses, increased employment, and corresponding increases in municipal property taxes to support City priorities and service delivery to residents.

In approving the continuation of the Economic Development and Heritage Community Improvement Plans, Council has tasked staff with amending program eligibility criteria, incentive structure, administration, performance measures and reporting, to position the program to better realize program intent and align with Council priorities.

The required changes to three separate by-laws are substantial. Rather than bring forward a report with pages of technical amendments, staff was advised to employ a repeal and replace approach. When making amendments to a CIP, the city must pass a by-law to adopt such amendments. This report recommends the repeal of the existing Integrated Orléans Community Improvement Plan By-law, existing Montréal Road Community Improvement Plan By-law, and existing Heritage Community Improvement Plan By-law. Attached as Document 1, Document 2, and Document 3 are proposed replacement By-laws for each of the repealed By-laws.

In addition to the detailed eligibility and criteria changes to each Community Improvement Plan, the following describes the foundational and administrative changes necessary to maximize Community Improvement Plan program success and achieve best results moving forward.

1) Foundational Community Improvement Plan program changes

- a) To ensure the City realizes the benefit of its investment, Council approved Economic Development Community Improvement Plan applications must receive project Site Plan Control and a demolition/building permit within 18 months, or the Community Improvement Plan Agreement between the City and the applicant will be terminated.
- b) Specific Community Improvement Plan term limits are removed and replaced with Term of Council reporting to determine Economic Development Community Improvement Plan program effectiveness and whether a program(s) should be modified or cancelled. Staff will conduct a detailed review of the Community Improvement Plan program every four years, reporting back to Committee and Council within the 6-month period following each municipal election. This review will include an analysis of program return on investment including a reconciliation of current and anticipated Community Improvement Plan grant funding commitments.
- c) When a new Community Improvement Plan is under consideration, staff will establish clear program objectives and evaluate the amount of opportunity available within the proposed Community Improvement Plan area, as well as the likelihood that an incentive program would trigger wanted development within the parameters set forth in the proposed Economic Development Community Improvement Plan program.
- d) Proposed Community Improvement Plans will be better integrated with Official Plan policies and other planning related initiatives i.e., Secondary Plans. Additionally, Community Improvement Plans will include clear program performance metrics to ensure they can be better measured against stated objectives.
- e) A marketing strategy will be developed to promote and raise awareness of the Community Improvement Plan program and its benefits. In addition, staff will solicit feedback from successful program applicants, as well as those who have opted not to pursue a Community Improvement Plan incentive, to better understand any program barriers or limitations impacting uptake.

2) Changes to all Economic Development CIP Programs

Current Economic Development Community Improvement Plan General Criteria	Additions/Changes to Economic Development Community Improvement Plan General Criteria
<p>Projects must be a redevelopment and/or replacement of an existing building and not a greenfield project.</p> <p>The redevelopment of the site/building would require a minimum increase of a predetermined amount of assessed value of the property to be eligible for consideration as determined through post-construction reassessment by the Municipal Property Assessment Corporation (MPAC).</p> <p>The project would not have otherwise proceeded in the absence of the Community Improvement Plan.</p> <p>All Community Improvement Plan applications are subject to consideration and approval by Council.</p>	<p>Unless otherwise stated, all existing program criteria and restrictions will be maintained.</p> <p>Projects must demonstrate through a Community Improvement Plan application pre-consultation process with Development Review:</p> <ul style="list-style-type: none"> - Consistency with the policy context applicable to the development location with respect to density, built form, proposed uses and site design in keeping with the intent of Sections 3 and 5 of the Official Plan, or any applicable Secondary Plan, Community Design Plan, or Area-Specific Policy; and - If in a Design Priority Area as identified in Schedule C7-A of the Official Plan, a pre-consultation with the Urban Design Review Panel is required to demonstrate how the application considers urban design and the contribution of the building to the public realm of the adjacent streetscape in keeping with Section 4.6 of the Official Plan, and in keeping with any applicable urban design and public realm requirements as provided for in a Secondary Plan, Community Design Plan, or Area-Specific Policy, and any applicable Urban Design

	<p>Guidelines that that may apply to the proposed development form.</p> <p>Videogame arcades, bingo parlours and other gaming facilities, adult novelty stores and/or adult entertainment, industrial uses, which, by their nature, generate noise, fumes, odours, and are hazardous or obnoxious, body rub establishments, correctional facilities, and corrections residences, payday loan establishments, emergency shelters, pawnshops, cash-for-goods places, or short-term loan offices will not be eligible for Community Improvement Plan incentives.</p> <p>Auto-oriented uses or development forms that depend on motor vehicle access for their primary function (automobile service stations, gas stations, body shops, automobile rental establishments, auto wreckers, automobile dealerships or showrooms, drive-through facilities, surface parking lots, warehousing, and storage facilities etc.) will not be eligible for Community Improvement Plan incentives.</p> <p>Projects must obtain Site Plan approval (if required), a demolition permit (if needed), and a building permit in all cases, and commence construction within 18 months of Council approval of the Community Improvement Plan application.</p>
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	All grants for eligible CIP projects will be provided only to the owner, defined as “registered owners, assessed owners of lands and buildings within the Community Improvement Plan Project area.”
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3) Amendments to the Montreal Road Community Improvement Plan

The following table summarizes the changes to the Montreal Road Community Improvement Plan. Document 1 attached to this report is the proposed replacement By-law. The existing By-law can be reviewed here ([link to By-law No. 2019-224](#))

Current Criteria for Montreal Road Community Improvement Plan	Additions/Changes to Criteria for Montreal Road Community Improvement Plan (in addition to Community Improvement Plan General Criteria changes above)
<p>The applicant must demonstrate that the redevelopment will result in a minimum increase of \$50,000 in the assessed value of the property.</p> <p>The Community Improvement Plan provides an annual Tax Increment Equivalent Grant (TIEG) equal to 75 per cent of municipal property tax increase attributable to the redevelopment.</p> <p>Tax Increment Equivalent Grant increases to 100 per cent of municipal property tax increase attributable to the redevelopment if the project includes one or more of the following:</p> <ul style="list-style-type: none"> - Affordable Housing (minimum of ten new residential units of which 30 per cent are designated affordable); 	<p>Unless otherwise stated, all existing Montreal Road Community Improvement Plan criteria and restrictions will be maintained.</p> <p>The applicant must demonstrate that the redevelopment will result in a minimum increase of \$250,000 in the assessed value of the property.</p> <p>The Community Improvement Plan provides an annual Tax Increment Equivalent Grant (TIEG) equal to 50 per cent of municipal property tax increase attributable to the redevelopment.</p> <p>Tax Increment Equivalent Grant increases to 75 per cent of municipal property tax increase attributable to the redevelopment if the project includes one or more of the following:</p>

<ul style="list-style-type: none"> - Support for Cultural Activities and Artists (minimum of three hundred square meters dedicated to arts and cultural activities); and/or - Support for Social Enterprises (minimum of three hundred square meters dedicated to social enterprise). <p>The maximum cumulative grant over a ten-year period is the lessor of \$5,000,000 or 50 per cent of total eligible project costs.</p> <p>Excluded uses include video arcades, adult novelty stores, services and/or adult entertainment warehousing and storage facilities, bingo parlour or other gaming facilities, industrial uses, including those, which, by their nature, generate noise, fumes, odours, and are hazardous or obnoxious, wholesale operation, cross-dock facilities, body rub establishment, correction facilities, corrections residences, emergency shelters.</p>	<ul style="list-style-type: none"> - Support for Cultural Activities and Artists (minimum of three hundred square meters dedicated to arts and cultural activities); and/or - Support for Social Enterprises (minimum of three hundred square meters dedicated to social enterprise). <p>Section 2.1 reference to Affordable Housing Development Supplementary Benefit is removed.</p> <p>Where zoning permits, mixed-use developments with ground floor commercial will be required to be a minimum of four (4) storeys.</p> <p>Projects must demonstrate, through a Community Improvement Plan application pre-consultation with Development Review, consistency with the policy intent of Section 2.1 "General Policies" of the Montreal Road District Secondary Plan."</p> <p>The existing Community Improvement Plan stacking provision is replaced with the following:</p> <p>The Montreal Road Community Improvement Plan may be combined with any other Community Improvement Plan program, including the Brownfields Redevelopment Program, Affordable Housing Community Improvement Plan, and Heritage Community Improvement Plan to encourage the creation of new affordable housing units. The total aggregate grant would still not exceed</p>
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	the lesser of five million dollars (\$5,000,000) or fifty per cent (50%) of eligible costs for the project.
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4) Amendments to the Integrated Orléans Community Improvement Plan

The following table summarizes the changes to the Integrated Orléans Community Improvement Plan. Document 2 attached to this report is the proposed replacement By-law. The existing By-law can be reviewed here ([link to By-law No. 2021-284](#))

Current Criteria for Integrated Orléans Community Improvement Plan	Additions/Changes to Criteria for Integrated Orléans Community Improvement Plan (in addition to Community Improvement Plan General Criteria changes above)
<p>St. Joseph Boulevard Main Street Program and Employment Creation Incentive Program</p> <p>The applicant must demonstrate that the redevelopment will result in a minimum increase of \$50,000 in the assessed value of the property.</p> <p>Both programs offer the following grants:</p> <ul style="list-style-type: none"> - Development Incentive Grant – annual Tax Increment Equivalent Grant (TIEG) equal to 70 per cent of the municipal tax increase attributable to the redevelopment - The maximum program grant is the lesser of \$1,000,000 or 50 per cent of total eligible project costs. 	<p>Unless otherwise stated, all existing Integrated Orléans Community Improvement Plan criteria and restrictions will be maintained.</p> <p>St. Joseph Boulevard Main Street Program and Employment Creation Incentive Program</p> <p>The applicant must demonstrate that the redevelopment will result in a minimum increase of \$250,000 in the assessed value of the property.</p> <p>Both programs offer the following grants:</p> <ul style="list-style-type: none"> - Development Incentive Grant – annual Tax Increment Equivalent Grant (TIEG) equal to 50 per cent of the municipal property tax increase attributable to the redevelopment - The Tax Increment Equivalent Grant increases to 75 per cent of municipal property tax increase attributable to the redevelopment if the project

Unique to the St. Joseph Boulevard Main Street Program

Planning Fee Grant – equal to 25 per cent of City fees for initial applications made under the Planning Act

Building Permit Fee Grant – equal to 30 per cent of building permit fee increasing to 40 per cent if three or more affordable housing units are included.

Unique to the Employment Creation Incentive Program

Eligible projects must create a minimum of twenty net new permanent full-time jobs where the additional jobs cannot account for existing employee relocations.

Unique to the Pedestrian Friendly Streets Program

The Pedestrian Friendly Streets Program provides a grant equal to the lesser of fifty dollars (\$50) per square foot of ground floor area or two hundred and fifty thousand dollars (\$250,000) maximum, when developments orient their buildings to face the street and include only active uses on the ground floor along the sidewalk.

includes a minimum of ten new residential units.

- The maximum cumulative grant over a 10-year period is the lesser of \$5,000,000 or 50 per cent of total eligible project costs.
- The Amended Integrated Orléans Community Improvement Plan may be combined with any other Community Improvement Plan program, including the Brownfields Redevelopment Program, Affordable Housing Community Improvement Plan, and Heritage Community Improvement Plan to encourage the creation of new affordable housing units. The total aggregate grant would still not exceed the lesser of five million dollars (\$5,000,000) or fifty per cent (50%) of eligible costs for the project.

Projects must demonstrate, through a CIP application pre-consultation with Development Review, consistency with the policy intent of Section 5.3 of the Orléans Secondary Plan.

Unique to St. Joseph Boulevard Main Street Program

The Planning Fee Grant is removed.

The Building Permit Fee Grant is removed.

Unique to the Employment Creation Incentive Program

	Minimum of twenty net new permanent full-time jobs criteria is unchanged.
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5) Amendments to the Heritage Community Improvement Plan

The following table summarizes the changes to the Heritage Community Improvement Plan. Document 3 attached to this report is the proposed replacement By-law. The existing By-law can be reviewed here ([link to By-law No. 2020-41](#)).

<p>Current Criteria for Heritage Community Improvement Plan</p>	<p>Additions/Changes to Criteria for Heritage Community Improvement Plan</p> <p>(in addition to General CIP Criteria changes above)</p>
<p>Only properties designated under Part IV of the Ontario Heritage Act and contributing (Category 1, 2, 3 or Grade I) properties designated under Part V under the Ontario Heritage Act are eligible.</p> <p>The project would not have otherwise proceeded in the absence of the Community Improvement Plan.</p> <p>Eligible properties include institutional, commercial, mixed-use, and mid to large-scale multi-unit residential buildings.</p> <p>Eligible properties include privately owned properties or properties assessed under Section 3 of the <i>Assessment Act</i>.</p> <p>All eligible proposals shall obtain a building permit along with all other approvals.</p>	<p>Unless otherwise stated, all existing Heritage Community Improvement Plan criteria and restrictions will be maintained. Some criteria were clarified to provide further transparency and ease of implementation.</p> <p>The Heritage Community Improvement Plan Program may be combined with the Affordable Housing Community Improvement Plan.</p> <p>Applications for the Heritage Community Improvement Plan must be submitted and considered concurrently with an application for heritage permit under the Ontario Heritage Act.</p> <p>In order to be eligible for the Community Improvement Plan, the highest standards of heritage conservation work must be met and demonstrated in the application.</p> <p>Projects that also achieve sustainability goals such as deconstruction, material</p>

<p>Project must include a restoration component to the project.</p> <p>The Community Improvement Plan provides an annual Tax Increment Equivalent Grant (TIEG) equal to 75 per cent of municipal property tax increase attributable to the redevelopment.</p> <p>The maximum cumulative grant over a ten-year period is the lesser of \$500,000 or 100 per cent of total eligible project costs.</p> <p>Applicants cannot also receive concurrent funding through the Heritage Grant Program for Building Restoration.</p> <p>As the purpose of the Heritage Community Improvement Plan is to encourage restoration of designated institutional, commercial, mixed-use, and mid to large-scale multi-residential buildings, small-scale residential buildings are ineligible (e.g. single, semi-detached and townhouses).</p> <p>Property owners of non-contributing (Category 4 or Grade II) buildings in heritage conservation districts are not eligible for the Heritage Community Improvement Plan.</p> <p>Applicants in receipt of the Heritage Community Improvement Plan program incentive will not be eligible for other City of Ottawa Community Improvement Plans.</p>	<p>salvage and re-use, or green building retrofits will be prioritized.</p> <p>Unless a building permit is issued and work has commenced within 18 months of signing the Community Improvement Plan agreement, the agreement is expired. A mechanism to extend this timeline in extraordinary circumstances (i.e., pandemic) will be considered.</p> <p>Projects must increase the number of housing units on a site.</p>
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FINANCIAL IMPLICATIONS

There are no direct financial implications with repeal and enacting by-laws in recommendation 1 through 6. The report outlines additions and changes to the Economic Development Community Improvement Plan and Heritage Community Improvement Plan programs. All grant requests will be subject to Council approval with financial analysis and implications included in the associated report. Operating pressures for each program will be brought forward through the annual budget process in the anticipated year(s) of payout and funded through the incremental taxes generated. Actual payments will be reviewed at the end of each tax year to confirm the actual benefit of the development and to calculate the actual payment to the developer.

LEGAL IMPLICATIONS

There are no legal impediments to adopting the recommendations in this report. The meeting of Finance and Corporate Services Committee serves as the required public meeting under the Planning Act. The process for adopting a Community Improvement Plan is similar to that for adopting an Official Plan Amendment. This includes the obligation to give notice of adoption and the ability for the Plan to be appealed to the Ontario Land Tribunal.

ADVISORY COMMITTEE(S) COMMENTS

N/A

CONSULTATION

Public consultation will consist of attendance, virtually or in person, at a Finance and Corporate Services Committee scheduled for April 2, 2024. Notice that these CIP By-laws are to be considered will be achieved by placing advertisements in both French and English newspapers 10 days in advance of the meeting.

ACCESSIBILITY IMPACTS

Section 28 of the Planning Act allows municipalities with provisions in their Official Plans relating to community improvement, to designate, through a by-law, a Community Improvement Plan Project Area and prepare a Community Improvement Plan. Community improvement policies establish a rationale for preparing the Community Improvement Plan and set out the criteria to be considered when designating a Community Improvement Plan Project Area. Many criteria considered may result in a positive accessibility impact for people with disabilities in terms of:

- increasing access to affordable housing
- opportunities to improve the supply and diversity of housing options

- the creation of healthy and inclusive communities with walkable 15-minute neighbourhoods
- the opportunity to retrofit buildings
- revitalizing commercial areas through urban renewal and property upgrades

A lack of accessibility and disability-related barriers in Heritage buildings are a significant and ongoing concern of people with disabilities. Considerate and thoughtful review of opportunities to make accessibility improvements, where possible and permissible, will be sought. In addition, section 1.1.8 of its Accessibility Design Standards, the City of Ottawa recognizes that addressing accessibility issues as early as possible in the planning and design phases of new construction and redevelopment projects is the most practical and cost-effective way to ensure inclusive environments.

Staff will conduct a detailed review of the CIP program every four years, reporting back to Committee and Council within the six-month period following each municipal election. Recognizing the City's Accessibility Advisory Committee (AAC) has expressed concerns over a lack of accessible and affordable housing options and the associated retrofit of buildings and its impact to persons with disabilities; the CIP program staff commit to actively seeking advice on accessibility and mitigation of any unintended disability-related barriers within the CIP program.

All actions that arise from the Community Improvement Plan program will adhere to accessibility legislative framework that includes the Integrated Accessibility Standards Regulation of the Accessibility for Ontarians with Disabilities Act (AODA, 2005) and the City of Ottawa Accessibility Design Standards (ADS) to the greatest extent possible. As per its Accessibility Policy, the City of Ottawa is committed to providing equal treatment to people with disabilities with respect to the use and benefit of City services, programs and goods in a manner that respects their dignity and that is equitable in relation to the broader public. The City recognizes its obligations under the Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act, 2005, and City Policy, and is committed to exploring strategies that mitigate accessibility barriers.

ECONOMIC IMPLICATIONS

Community Improvement Plans are the only programs that permit the City to offer financial incentives under Section 106, the anti-bonusing provisions, of the Ontario Municipal Act. These programs are widely utilized by municipalities across Ontario.

Since 2009, Economic Development CIPs have played a role in the City's economic development efforts as a means to increase revenues derived from commercial property taxes. CIPs are a mechanism to stimulate private sector investment, support heritage conservation and restoration, and encourage redevelopment, property upgrades and urban renewal in targeted areas. CIPs have supported business and investment attraction, ongoing employment, and the local economy through the purchase of goods and services during construction.

Ottawa operates in a competitive environment for business, investment and talent attraction and retention. Community Improvement Plans help to make Ottawa a more compelling option for investors, developers, and decision-makers.

The Economic Development Community Improvement Plan program has achieved some success over the past ten years. Tax and other revenue to the City directly attributable to the Community Improvement Plan program will increase by an estimated net \$33,070.257 after the payment of Community Improvement Plan incentive grants to program applicants. This total includes net-tax revenue, building charges, other developments fees, and application fees.

In addition, available data suggests that the program has resulted in approximate private sector investment of \$185,629,110 and has supported the creation of approximately 950 new FTE jobs since 2009.

Continuation of the Economic Development and Heritage Community Improvement Plans with amendments to program eligibility criteria, incentive structure, administration, performance measures and reporting will provide economic benefits including attracting new businesses, increased employment, and corresponding increases in municipal property taxes, while positioning the program to better achieve program intent and align with Council priorities.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

SUPPORTING DOCUMENTATION

Document 1	Proposed Amended Montreal Road Community Improvement Plan
Document 2	Proposed Amended Integrated Orléans Community Improvement Plan
Document 3	Proposed Program Guidelines for the Heritage Community Improvement Plan

DISPOSITION

Legal Services Branch to prepare the requisite by-laws for adoption of the Amended Montreal Road Community Improvement Plan, Amended Integrated Orléans Community Improvement Plan and Amended Heritage Community Improvement Plan in accordance with Section 28(4) of the Planning Act and place the aforementioned by-laws on the Orders of the Day.

Economic Development and Long Range Planning (EDLRP), Heritage Services and Finance to implement the Amended Montreal Road Community Improvement Plan, Amended Integrated Orléans Community Improvement Plan, and Amended Heritage Community Improvement Plan.

EDLRP, Heritage Services and Finance to prepare a Community Improvement Plan monitoring report within six months of the start of a new Term of Council.