



**TOWN OF AMHERSTBURG
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING**

AGENDA

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**Council Chambers
271 Sandwich Street South, Amherstburg, ON, N9V 2A5**

**Thursday, July 17, 2025
5:00 PM**

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Pages

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

4. LAND ACKNOWLEDGMENT

We will begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations (comprising the Ojibway, the Odawa, and the Potawatomie Peoples), and of the Huron-Wendat and Wyandot Peoples. We recognize the land as an expression of gratitude to those whose traditional territory we reside on, and a way of honouring the Indigenous people who have been living and thriving on the land since time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island.

5. MINUTES OF PREVIOUS MEETING

5.1 Economic Development Advisory Committee Meeting Minutes - April 17, 2025 4

That the Economic Development Advisory Committee meeting minutes of April 17, 2025 **BE ADOPTED**.

6. ORDER OF BUSINESS

6.1	Economic Development Community Improvement Plan Update	7
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6.7	Municipal Accommodation Tax (MAT)	42

7. UNFINISHED BUSINESS

8. NEW BUSINESS

9. ADJOURNMENT

That the Committee **ADJOURN** at _____ p.m.



TOWN OF AMHERSTBURG
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING
MINUTES

Thursday, April 17, 2025

5:00 P.M.

Council Chambers

271 Sandwich Street South, Amherstburg, ON, N9V 2A5

PRESENT	Patricia Simone - Chair Alan Buterbaugh - Vice Chair Councillor Diane Pouget Councillor Linden Crain Jack Edwards Michael Deneau
STAFF PRESENT	Melissa Osborne - Staff Liaison, Director of Development Services/Deputy CAO Jennifer Ibrahim - Manager of Economic Development and Tourism Selena Scebba - Recording Secretary
ABSENT	Kenneth Morrison (<i>Regrets</i>)

1. CALL TO ORDER

The Chair called the meeting to order at 5:01 p.m.

2. ROLL CALL

3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF

Councillor Pouget declared a conflict during New Business regarding the proximity of her home to Bellevue.

4. LAND ACKNOWLEDGMENT

The following was read, "We will begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations (comprising the Ojibway, the Odawa, and the Potawatomie Peoples), and of the Huron-Wendat and Wyandot Peoples. We recognize the land as an expression of gratitude to those whose traditional territory we reside on, and a way of honouring the Indigenous people who have been living and thriving on the land since time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island."

5. MINUTES OF PREVIOUS MEETING

5.1 Economic Development Advisory Committee Meeting Minutes - January 16, 2025

Moved by A. Buterbaugh

Seconded by J. Edwards

That the Economic Development Advisory Committee meeting minutes of January 16, 2025 **BE ADOPTED.**

The Chair put the motion.

Motion Carried

6. DELEGATIONS

There were no delegations.

7. ORDER OF BUSINESS

7.1 Howard Industrial Lands Update

Councillor Crain entered the meeting.

Moved by A. Buterbaugh

Seconded by Councillor Pouget

That the report on the Howard Industrial Secondary Plan **BE RECEIVED** for information.

The Chair put the motion.

Motion Carried

7.2 Economic Development Opportunities Within the Heritage Conservation District

8. UNFINISHED BUSINESS

9. NEW BUSINESS

10. ADJOURNMENT

Moved by Councillor Pouget

Seconded by J. Edwards

That the Committee **ADJOURN** at 5:53 p.m.

The Chair put the motion.

Motion Carried

Patricia Simone - Chair

Selena Scebba - Recording Secretary

Town of Amherstburg

ECONOMIC DEVELOPMENT COMMUNITY IMPROVEMENT PLAN

ADDENDUM TO 2023
BACKGROUND REPORT

MillerSilani Inc., June 2025



TOWN OF AMHERSTBURG
ECONOMIC DEVELOPMENT COMMUNITY IMPROVEMENT PLAN
ADDENDUM TO 2023 BACKGROUND REPORT

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SECTION 1 INTRODUCTION

1.1 Why does the existing Community Improvement Plan need to be amended?

Council for the Town of Amherstburg previously passed a By-law pursuant to Section 28 of the Planning Act designating the lands shown in Figure 1 below as the Economic Development Community Improvement Project Area for the Town of Amherstburg. This CIP project area is based on the geographic land area identified in subsection 6.3.1 of the Town's existing approved Official Plan.

Amherstburg Council adopted an Economic Community Improvement Plan on March 27, 2023 for lands located within the designated CIP area.

The objectives of this Plan include:

- 1) supporting the local economy by attracting major new investment and development that represent desirable sectors for the Amherstburg economy, including manufacturing, logistics, hospitality, professional services, health care, life sciences, and information technology,
- 2) stimulating and encouraging job creation in Amherstburg through the attraction of major new industrial and commercial development and/or the expansion of existing industrial and commercial businesses in identified sectors of the economy,
- 3) continuing to invest in and assist with the redevelopment of industrially and commercially zoned lands in existing built-up areas of the Town,
- 4) acting as a catalyst for new private sector investments to be made in identified sectors of the local economy,

Figure 1 - Limits of the Economic Development CIP Project Area



- 5) facilitating the re-use, development and revitalization of underutilized lands located within existing designated and serviced employment and commercial districts in the Town of Amherstburg; and
- 6) being financially responsible to taxpayers, by focusing on strategic priorities and making use of targeted financial incentives that do not adversely impact the municipality.

The Plan contains three financial incentive programs that are targeted at specific economic sectors and businesses. Two of the programs are available to applicants in the form of grants equivalent to the increase in municipal taxes generated from an eligible project. The plan also provides for a Development Charges and Building Permit/Planning Fee grant. These grants are only available if an applicant is eligible for one of the two tax equivalent grants.

Details related to each of these existing financial incentive programs are provided in the following table:

Incentive	Description
An Industrial Business Property Tax Equivalent Grant Program	would provide a grant equivalent of up to 100% of the municipal property tax increase created by the project for up to 10 years after project completion for eligible projects. To be eligible for this CIP grant the new industrial development (or the expansion of an existing industrial building) must create a minimum of 60 new permanent full-time jobs in a manufacturing and/or logistics facility and must make a minimum investment of \$1,000,000.
A Commercial Business Property Tax Equivalent Grant Program	would provide a grant equivalent up to 50% of the municipal property tax increase created by the project for up to 5 years after project completion for eligible projects. To be eligible for this grant the new commercial development (or the expansion of an existing commercial building) must create a minimum of 20 new permanent full-time jobs in a hospitality services facility, a professional office, health care facility, a life science facility and/or an information

	technology facility and must make a minimum investment of \$500,000 in eligible project costs.
A Development Charges Grant and a Building Permit/Planning Fee Grant	<p>up to 100% of the Development Charge Fees that are owing to the municipality.</p> <p>up to 100% of the value of the Building Permit and Planning Fees related to the construction of new and/or the expansion of eligible industrial and commercial building projects, to a maximum grant of \$20,000 per eligible project.</p> <p>(<u>Note</u>: an applicant will only be eligible for the Development Charges and the Building Permit Planning fee Grant if they qualify for one of the Tax Equivalent grant programs listed above)</p>

A new Secondary Plan was prepared and adopted by Council on November 27, 2023 as Official Plan Amendment No. 24, for approximately 300 hectares of land located in what is known locally as the “Howard Industrial Park District”. This plan received approval on from the County of Essex on March 20, 2024. The Plan was the subject to an appeal. The Ontario Land Tribunal issued a decision on Feb 12, 2025 and the Plan and is now in effect.

The lands situated within this Industrial Park District are located between North Townline Road (County Road 8) and North Side Road, and between Howard Avenue (County Road 9) and Concession Road 8, and are shown on Figure 2.

A broad range of light industrial are permitted within the Howard Industrial Park District, including manufacturing, processing, assembling, fabricating, repairing, packaging, warehousing, data processing, commercial self-storage, utility/energy storage facilities, and related uses. In addition, trucking and transportation/logistic facilities are permitted. At the southerly end of the district, space-extensive industrial uses such as contractor’s



Figure 2 – Howard Industrial Park District Secondary Planning Area

yards, concrete batching plants, and similar uses requiring large outdoor areas as part of their normal operation are also allowed.

The Secondary Plan provides a new policy framework that guides the future development of an existing underutilized Industrial District to support job creation in the Town, while ensuring that permitted new development takes place in a coordinated, orderly, environmentally and fiscally responsible manner.

The Plan establishes the following objectives for this industrial area:

1. To create opportunities in Amherstburg to establish and expand certain types of industrial businesses on sites that have access to regional transportation corridors, and are in close proximity to the major international trade corridor that connects directly to existing and planned new crossings to the United States;
2. To ensure that there is a sufficient supply of industrially designated land to meet the needs of the Town of Amherstburg for a twenty-five year planning horizon;
3. To ensure the proper functioning of an integrated, cohesive, and properly serviced Industrial District, through a new inter-connected internal road network that provides safe and convenient access to future lot creation;
4. To create a framework that serves as a foundation to phase in full municipal infrastructure and servicing as this district continues to develop over time;
5. Until full municipal servicing is available to limit new development to Dry Industrial uses that do not use or discharge large volumes of water, and to discourage new lot creation activity;
6. To ensure that permitted Dry Industrial land uses develop in a manner which are compatible with adjacent land uses, including the provision of adequate separation distances, buffering and screening from existing residential properties in accordance with all applicable standards;

7. To protect existing natural heritage features, protect properties from flooding, and to facilitate the design and installation of co-ordinated storm water management infrastructure for this district.

Section 9.6.4 of this Secondary Plan added the following new Community Improvement Policies to the Town's Official Plan, and designated the entire Howard Industrial Park District as a Community Improvement Project Area:

9.6.4 Community Improvement

9.6.4.1 Community Improvement Plans are an important part of community growth and serve several purposes, including:

- Focusing public attention on local priorities and municipal initiatives;
- Targeting areas in transition or in need of repair, rehabilitation, and redevelopment;
- Facilitating and encouraging community change in a coordinated manner; and,
- Stimulating private sector investment through municipal incentive-based programs.

9.6.4.2 The entire Howard Industrial Park District is designated as a Community Improvement Area. To assist with the revitalization, development and redevelopment of lands in this underutilized Industrial District the Town may:

- i) Pass a by-law designating all or part of the Howard Avenue Industrial District as Community Improvement Project Area
- ii) Adopt a Community Improvement Plan for the Identified Project Area

- iii) Acquire land and/or buildings within the Community Improvement Project Areas. In addition to acquisition, the Town may undertake such works as: clearing; grading; environmental remediation; repair; rehabilitation; construction or improvement; sale, lease or disposition to others; other preparation of land or buildings for the desired community improvement;
- iv) Provide funding as part of the Community Improvement Plan that would include such financial tools as grants, loans, reduction in development charges, reduction on application fees, tax relief, or other financial incentives as may be deemed appropriate by Council.

Council for the Corporation of the Town of Amherstburg is moving forward with a number of initiatives to prepare this district with the necessary infrastructure, zoning and economic development incentives that are needed to support new job creation for the residents of this growing community.

Amending the existing Economic Development Community Improvement Plan (CIP) to incorporate lands located within the Howard Industrial Park District as part of an expanded CIP Project Area is an important next step for the Town of Amherstburg:

- a) to support and grow the local economy by attracting new investment and development that represent desirable sectors for the Amherstburg economy; and
- b) to encourage job creation in Amherstburg through the attraction of new industrial and commercial development and/or expansion of existing industrial and commercial businesses into identified sectors of the economy.

SECTION 2 LEGISLATIVE AND POLICY FRAMEWORK

2.1 Provincial Enabling Legislation

A Community Improvement Plan (CIP) is a municipal planning tool used to establish strategies, actions and financial programs for improving identified areas within a municipality.

Section 28(1) of the Planning Act defines community improvement as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary.”

A “community improvement project area” is defined as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.” A “community improvement plan” is defined as “a plan for the community improvement of a community improvement project area.”

Once a municipality has identified and selected the geographic area that will be included within the CIP project area, it can prepare and adopt a Community Improvement Plan for the designated area.

Following the adoption of the Community Improvement Plan, Section 28 of the Planning Act allows a municipality to:

- a. acquire land within the community improvement project area;
- b. hold land acquired before or after the passing of the by-law within the community improvement project area;
- c. clear, grade or otherwise prepare the land for community improvement;
- d. construct, repair, rehabilitate or improve buildings on land acquired or held by it in the CIP area;
- e. sell, lease or otherwise dispose of any land acquired or held by it in the CIP area;
- f. make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the project area once the CIP has come into effect. (Costs may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities as identified in Section 28 (7.1) of the Planning Act.)

Section 28(7.3) of the Planning Act specifies that the total of the grants and loans made in respect of particular lands and buildings under subsections (7) and (7.2) and the tax assistance as defined in section 365.1 of the Municipal Act, 2001 shall not exceed the eligible cost of the CIP with respect to those lands and buildings.

Section 28(11) allows a municipality to register an agreement concerning a grant or loan made under subsection 28(7) or an agreement entered into under subsection 28(10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners or tenants of the land.

Section 69 of the Planning Act allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Municipalities can also collect fees and then provide a partial or total rebate of fees in the form of a grant, but this must be done within a CIP.

Section 5 of the Development Charges Act allows to grant exemptions from a development charge. This allows both upper-tier (County of Essex) and lower-tier (Town of Amherstburg) municipalities to offer partial or total exemptions from municipal development charges in order to support community improvement objectives. Through Section 28 of the Planning Act, as part of an adopted CIP, municipalities can offer a reduction in development charges in the form of a grant equivalent to part or all of the development charge normally payable. These DC exemptions can be targeted, and based on the Applicant meeting one or more specified project performance criteria, as set out in the Community Improvement Plan.

It should be noted that the Municipal Act regulates a municipality's ability to provide financial incentives. This restriction is set out in Section 106 (1) of the Municipal Act, and reads as follows:

"Despite any Act, a municipality shall not assist directly or indirectly any manufacturing business or other industrial or commercial enterprise through the granting of bonuses for that purpose. 2001, c. 25, s. 106 (1)."

Section 106 (2) states the municipal actions prohibited consist of giving or lending any property of the municipality, including money; guaranteeing borrowing; leasing or selling any property of the municipality at below fair market value; or giving a total or partial exemption from any levy, charge or fee. Despite these prohibited actions, there are exceptions in the Municipal Act provisions. Section 106 (3) of the Municipal Act provides an exception, allowing municipalities exercising authority under Section 28 of the Planning Act to make grants that would be otherwise prohibited.

2.2 Provincial Policy Direction

On October 20, 2024 the Provincial Planning Statement came into effect which document replaces the Provincial Policy Statement (2020).

The Provincial Planning Statement provides policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the Provincial Planning Statement sets the policy foundation for regulating the development and use of land province-wide, helping achieve the provincial goal of meeting the needs of a fast-growing province while enhancing the quality of life for all Ontarians.

The Provincial Planning Statement is a policy statement issued under the authority of section 3 of the Planning Act. In respect of the exercise of any authority that affects a planning matter, section 3 of the Planning Act requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act.

Section 2.8.1 of the Statement sets out the policy direction related to economic development and competitiveness.

2.8.1 EMPLOYMENT

2.8.2 SUPPORTING A MODERN ECONOMY

1. Planning authorities shall promote economic development and competitiveness by:
 - a) providing for an appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs;
 - b) providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
 - c) identifying strategic sites for investment, monitoring the availability and suitability of employment sites,

including market-ready sites, and seeking to address potential barriers to investment;

- d) encouraging *intensification* of employment uses and compatible, compact, mixed-use development to support the achievement of *complete communities*; and
 - e) addressing land use compatibility adjacent to *employment areas* by providing an appropriate transition to *sensitive land uses*.
2. Industrial, manufacturing and small-scale warehousing uses that could be located adjacent to *sensitive land uses* without *adverse effects* are encouraged in *strategic growth areas* and other mixed-use areas where *frequent transit* service is available, outside of *employment areas*.
 3. In addition to policy 3.5, on lands within 300 metres of *employment areas*, *development* shall avoid, or where avoidance is not possible, minimize and mitigate potential impacts on the long- term economic viability of employment uses within existing or planned *employment areas*, in accordance with provincial guidelines.
 4. Major office and major institutional development should be directed to *major transit station areas* or other *strategic growth areas* where *frequent transit* service is available.

2.8.3 EMPLOYMENT AREAS

1. Planning authorities shall plan for, protect and preserve *employment areas* for current and future uses, and ensure that the necessary *infrastructure* is provided to support current and projected needs.
2. Planning authorities shall protect *employment areas* that are located in proximity to *major goods movement facilities and corridors*, including facilities and corridors identified in provincial transportation plans, for the *employment area* uses that require those locations.
3. Planning authorities shall designate, protect and plan for all *employment areas* in *settlement areas* by:
 - a) planning for *employment area* uses over the long-term that require those locations including manufacturing, research and development in

connection with manufacturing, warehousing and goods movement, and associated retail and office uses and ancillary facilities;

- b) prohibiting residential uses, commercial uses, *public service facilities* and other institutional uses;
 - c) prohibiting retail and office uses that are not associated with the primary employment use;
 - d) prohibiting other *sensitive land uses* that are not ancillary to uses permitted in the *employment area*; and
 - e) including an appropriate transition to adjacent non-*employment areas* to ensure land use compatibility and economic viability.
4. Planning authorities shall assess, and update *employment areas* identified in official plans to ensure that this designation is appropriate to the planned function of *employment areas*. In planning for *employment areas*, planning authorities shall maintain land use compatibility between *sensitive land uses* and *employment areas* in accordance with policy 3.5 to maintain the long-term operational and economic viability of the planned uses and function of these areas.

2.3 County of Essex Policy Direction

The County of Essex adopted a new Official Plan on November 6, 2024. This Plan applies to all seven local Essex County municipalities, including the Town of Amherstburg.

The following Essex County Official Plan goals and policies are particularly relevant and applicable to the Town's Economic Development Community Improvement Plan:

COUNTY OF ESSEX EMPLOYMENT GOALS

- Planning for employment lands for long-term protection in local municipal Official Plans;
- Protecting employment areas from the encroachment of sensitive uses;

- Planning for the full range of employment in the County of Essex;
- Supporting economic growth in the green economy, advanced manufacturing and logistics, agriculture, agri-tourism and other sectors of the County's economic base;
- Identifying and making efficient use of existing employment lands through local municipal Official Plans, Zoning By-laws and support for growth in employment lands;
- Recognizing the importance of tourism, viticulture, and the greenhouse industry to the County's economy;
- Identifying opportunities for strategic investments and partnerships that further economic prosperity;
- Supporting full municipal servicing for employment lands and areas, and making the necessary financial investments to ensure that the required infrastructure is available to have these lands "shovel-ready"; and,
- Emphasizing the importance of continued coordination between the County of Essex, the City of Windsor, Local Municipalities and Invest Windsor-Essex in planning for and implementing employment and job growth.

COUNTY OF ESSEX EMPLOYMENT POLICIES

- Planning for jobs shall be undertaken jointly with Local Municipalities. It is the policy of the County that:
 - a) Sensitive land uses that are not ancillary to primary employment uses shall be limited in size;
 - b) Minimum density targets for employment lands shall be achieved in accordance with the policies of this plan and through local municipal Official Plans and Zoning By-laws;
 - c) Development and redevelopment will be utilized to achieve the jobs and job density targets; and,
 - d) Local Municipalities shall ensure compatibility between employment lands and non-employment lands.

- The County supports employment areas and employment lands by:
 - a) Improving County transportation networks and supporting provincial investment in transportation;
 - b) Avoiding or minimizing any potential adverse effects from contaminants to minimize risks to public health;
 - c) Supporting Local Municipalities in planning and implementing job growth through supportive programs and strategic funding investments to advance County Goals; and,
 - d) Directing office and manufacturing uses to locations that support active transportation and transit.
- The County and Local Municipalities will protect, maintain and enhance the long-term supply and viability of all Employment Areas and Employment Lands designated in local municipal Official Plans to meet demand and locational requirements for a diverse range of employment uses.

COUNTY OF ESSEX COMMUNITY IMPROVEMENT POLICIES

- The Community Improvement provisions of the *Planning Act* provide for and co-ordinate comprehensive improvements in identified areas of a community. Community improvement policies are intended to provide a planning mechanism for improvements, access to cost sharing programs and encouragement for private investment. In order to assist with regional and local economic development initiatives targeted to attracting new large scale industrial and commercial developments to locate in Essex County, the County encourages and supports local municipalities preparing Industrial and Economic Development Community Improvement Plans.
- Where such Local Municipal Community Improvement Plans are in effect, in keeping with the provisions as set out in Section 28 of the *Planning Act*, County Council may make grants for the purpose of rebating the County's portion of any approved Tax Increment Rebate Grant that is being provided by the Local Municipality, for a maximum of up to ten years for eligible projects.
- A description of what constitutes an eligible project for the purpose of the County's participation in this Tax Increment Rebate Grant Program, together with a detailed outline of the County's program conditions are set out in a Program Guide that has been prepared by County Administrative Staff.

2.4 Town of Amherstburg Policy Direction

A draft for a new Official Plan for the Town of Amherstburg has been prepared. Once adopted and approved it will replace the Town's existing Official Plan.

The following **Economy and Employment objectives and policies**, and **Economic Development Community Improvement Plan policies** are particularly relevant and applicable to the Town's Economic Development Community Improvement Plan:

- One of the Town's long-term strategic planning objectives is to attract commercial and industrial business investments through innovative land-use planning tools and incentives. This Plan aims to diversify the Town's economic base while continuing to support and promote the development of its traditional agricultural, industrial, and commercial sectors. Additionally, the Town will actively promote and encourage economic development through tourism.
- The general objectives to be considered in the economic development of the Town include are as follows:
 - i. Achieving greater diversification in the Town's overall economic base;
 - ii. Continuing to encourage and promote the development of the traditional agricultural, industrial, and commercial base of the Town;
 - iii. Supporting the local economy by attracting major new investment and development that represent desirable sectors for the Amherstburg economy;
 - iv. Encouraging job creation in Amherstburg through the attraction of major new industrial and commercial development and/or the expansion of existing commercial and industrial businesses in identified sectors of the economy;
 - v. Encouraging the development of employment lands or redevelopment of brownfield sites;

- vi. Promoting and encouraging economic development through tourism;
 - vii. As part of the ongoing planning process, the Town will consider the short and long term direct, and indirect, economic impacts of various types of development; and
 - viii. In pursuing economic development, the Town will ensure that the costs associated with development are within the Town's financial capabilities, and that there are no undue social or environmental costs. Economic development decisions shall be aligned with the Town's Asset Management Plan.
- The Economic Development Community Improvement Plan (CIP) was adopted by Council on March 27, 2023. The objectives of Economic Development CIP include:
 - i. Supporting the local economy by attracting major new investment and development that represent desirable sectors for the Amherstburg economy, including manufacturing, logistics, hospitality, professional services, health care, life sciences, and information technology;
 - ii. Stimulating and encouraging job creation in Amherstburg through the attraction of major new industrial and commercial development and/or the expansion of existing industrial and commercial businesses in identified sectors of the economy;
 - iii. Continuing to invest in and assist with the redevelopment of industrially and commercially zoned lands in existing built-up areas of the Town;
 - iv. Acting as a catalyst for new private sector investments to be made in identified sectors of the local economy;
 - v. Facilitating the re-use, development and revitalization of underutilized lands located within existing designated and serviced employment and commercial districts in the Town of Amherstburg; and
 - vi. Being financially responsible to taxpayers, by focusing on strategic priorities and making use of targeted financial incentives that do not adversely impact the Town.

It should be noted that the recently approved Secondary Plan for the Howard Industrial Park District is being incorporated as a new chapter in the Town's new Official Plan, including the corresponding Community Improvement Policies, and secondary plan specific objectives and policies as described in Section 2.4 of this Addendum Report.

SECTION 3 ECONOMIC DEVELOPMENT COMMUNITY IMPROVEMENT PROJECT AREA

3.1 Proposed Expansion of the Community Improvement Project Area

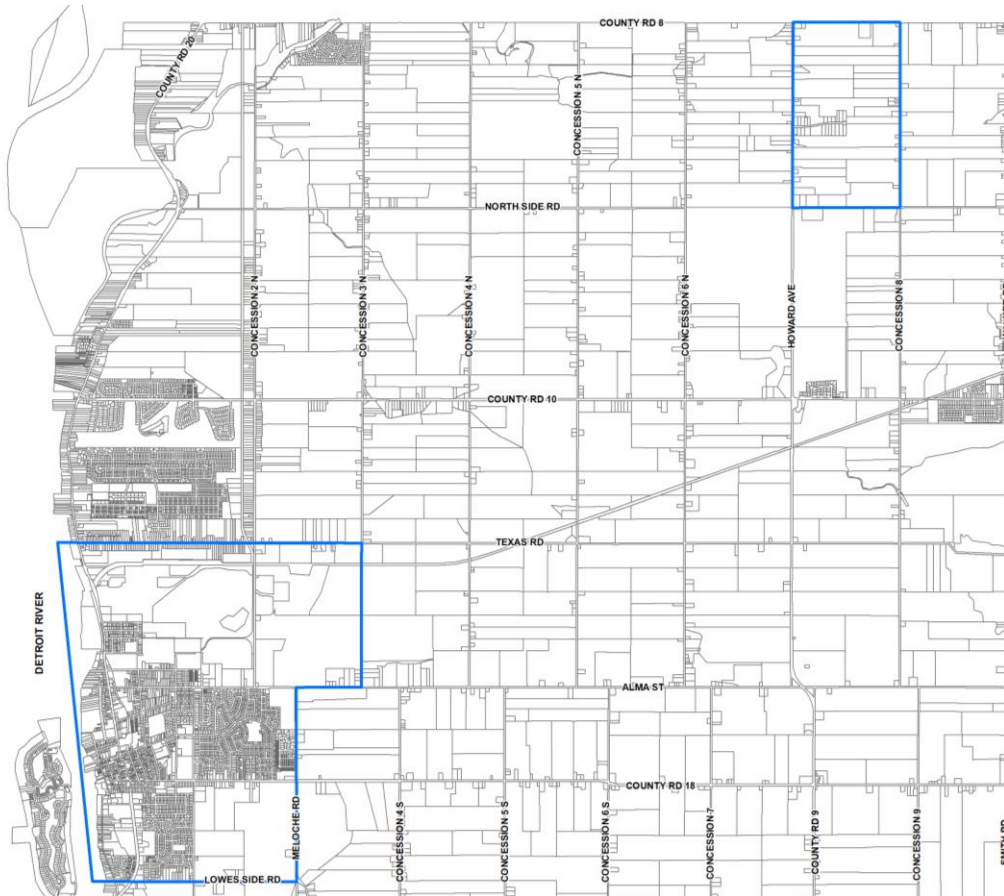


Figure 3 – Amended Economic Development Community Improvement Project Area

SECTION 4

OUTREACH AND CONSULTATION

As part of the on-going consultation and outreach pertaining to the proposed amendment to the Town's existing Community Improvement Plan, a series of discussions/meetings took place with

senior staff and representatives from the Amherstburg Chamber of Commerce and Invest Windsor Essex.

Consultation also took place with senior Town of Amherstburg staff including:

- Deputy CAO/Director of Development Services
- Manager of Planning Services
- Director of Corporate Services/Chief Financial Officer
- Director of Engineering and Infrastructure Services

The following summarizes comments received during these recent discussions:

Invest Windsor-Essex

- In addition to incentives to attract and retain businesses, it is paramount that municipalities have an ample supply of industrially and commercially zoned land that is “shovel/building permit ready”;
- In today’s economic environment, companies are making site decisions with shortened timelines, and are being offered multiple competing sites that are readily available and in many instances are “shovel/building permit ready”;
- Therefore it is important to remove all uncertainties and time delays associated with developing and/or redeveloping lands. This would include having required studies completed upfront that could result in significant time delays (i.e. archeological studies, ESA studies etc.), and wherever possible pre-zoning and servicing lands;
- One of the options for municipalities to consider is to acquire properly located lands that can be serviced and all of the above noted constraints addressed. This would ensure that the lands being offered to prospective companies looking to invest in your community are “shovel/building permit ready” and where construction can take place on expedited timelines;
- CIP incentives should provide for a “ramp-up” period for companies to reach employee targets as set out in the corresponding CIP agreement, since companies normally require a period of time from initial building occupancy to reach full employment;
- The number of employees required to qualify from a CIP incentive in the Town’s existing Community Improvement Plan should be lowered;
- The current CIP requires employees to work in Amherstburg, which implies that a hybrid remote working model would disqualify a company from applying for and receiving CIP assistance. In recognition of what is now a common work environment, opportunities for the hybrid working model should be reflected in the Town’s CIP.

Amherstburg Camber of Commerce

- Amherstburg has been trying to attract businesses in the medical field and other areas, however, the current employee creation levels in the current CIP are too high;
- The current level of investment required are appropriate targets;
- Possibility for vacant land/building tax reductions;
- It is important that appropriate services be available to able to attract new businesses to Town, and to encourage existing businesses with their expansion plans.

Senior Administrative Staff

- Current CIP employee levels for both industrial and commercial are too high;
- Majority of businesses being established have employees ranging from 5 to 100;
- There is a need to incorporate a sliding scale for incentives based on jobs created and level of investment being made;
- There is a recognition that job creation may involve some remote work;
- Consideration could be given to acquiring and servicing a small tract of land by the municipality in order to create an inventory of “shovel/building permit ready” lands. However, this needs to be carefully planned for and executed to ensure that it is in keeping with the Town’s financial capabilities and strategic priorities;
- The Town is moving forward with a number of engineering and planning initiatives to begin the process of putting in place the necessary infrastructure and transportation framework that is needed to have lands pre-zoned and pre-serviced by both public and private actions that need to be taken.

Summary of Key Takeaways

The following represents a summary of key takeaways from the consultation process that will need to be considered and addressed as part of the proposed Amendment to the Existing Community Improvement Plan:

- I. Reduce the number of permanent jobs to be created in both the industrial and commercial sectors;
- II. Create a sliding scale for both job creation and investment;
- III. Provide flexibility within the Plan to allow a ramp-up period to reach employment targets;

- IV. Provide flexibility to allow for remote work for employees (hybrid model);
- V. Ensure incentives apply to greenfield, brownfield, redevelopment/expansion, and retention opportunities.

SECTION 5 NEXT STEPS

The contents of this report should be reviewed with the Town's Economic Development Committee (ECDEV) in advance of a draft CIP Amendment being prepared for Council's consideration.

Once the draft CIP Amendment has been prepared, a public meeting will be scheduled in keeping with Planning Act requirements, and a copy of this report and the draft CIP Amendment will be made available for public review and comment.



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF DEVELOPMENT SERVICES

Mission Statement: As stewards of the Town of Amherstburg, we strive to improve the quality of life of all residents through the delivery of effective, efficient, and affordable services.

Author's Name: Melissa Osborne	Report Date: July 7, 2025
Author's Phone: 519 736-0012 ext. 2137	Date to Council: July 17, 2025
Author's E-mail: mosborne@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Rezoning Howard Industrial Lands

1. RECOMMENDATION:

It is recommended that:

The report **BE RECEIVED** for information

2. BACKGROUND:

As part of the actions being taken to create opportunities for industrial development and job creation in Amherstburg the Howard Industrial Park District Secondary Planning Area bounded between North Town Line Rd, Howard Ave, North Side Rd and Concession 8 has been a focus area. In 2022, the area was identified in the Official Plan as Heavy Industrial, however zoning for the vast majority of the area remained agricultural, and with some light and heavy industrial zones. The challenge with this was that this significant area did not have any plans to outline how it should be developed to heavy industrial and how to manage that transition respecting the residential and agricultural uses on properties surrounding it. Consideration of the feasibility of heavy industrial in the area also needed to be revisited given the area is on septic rather than Town wastewater.

At the August 8, 2022 Council meeting direction was provided to complete a Secondary Plan for the Howard Industrial Park District, CR202208080-10. On December 5, 2022 Council approved in Interim Control By-Law, which effectively ensured that redevelopment in the area would be more controlled within a specific set of rules until such time as the full Secondary Plan was finalized and adopted by Council. This ensured limited risk of development of lands which would not be consistent with the final plans for the area.

The Statutory Public Meeting was held on August 14, 2023 and the final report brought back and adopted by Council on November 27, 2023. There was an appeal received and as such it was not until February 12, 2025 in which Ontario Land Tribunal (OLT) rendered their decision on the matter, thereby confirming approval of the Secondary Plan into the Town's Official Plan.

The rezoning of the lands will rezone to an industrial zoning with a holding provision, while specifically permitting existing uses to continue. All properties will be zoned either light industrial or space extensive industrial. This will allow for any industrial developers to have reduced timelines on properly zoning the property and would allow them to seek grant funding which is available for industrial properties.

3. DISCUSSION:

It had been Administration's intention to bring forward the rezoning of the Howard Industrial Lands as soon as the Secondary Plan was approved. Given that approval was delayed to 2025 due to the appeal, Administration felt that including that rezoning with the larger Town wide Zoning By-law update would be appropriate. That idea however did not anticipate the Official Plan Update project timeline delays.

More specifically:

1. June 5, 2025 – Royal Assent for Bill 17 and 5
2. June 27, 2025 – confirmation of changes by MMAH on County Official Plan Update

The reason these are significant is because the Town's Official Plan Update must be reflective of the Provincial Planning Statement, which includes legislative changes impacting the Planning Act, and must be reflective of the County's Official Plan as well. Given these changes, it is expected that the Town's objective of having the Updated Official Plan completed and approved before the end of 2025 is not likely. Since the Town wide Zoning By-Law update must be reflective of the Official Plan the ZBL rewrite project is now on hold.

This created an issue for our economic development efforts with Howard Industrial lands for the following reasons:

1. There are property owner(s) ready to proceed with their investments and the rezoning is necessary for them to proceed;
2. Parties interested in the lands are waiting on the rezoning;
3. Grants which the Town can apply for to assist in developing these lands would have a strong submission if the lands are rezoned;
4. Discussion around areas for industrial lands in Windsor Essex continues and this is the next step in order to bring these lands into those discussions.

There has been a great deal of background work done on the rezoning for these lands as it is informed by the Secondary Plan as well as Excess Soil and Site Alternation strategies already approved outside of the full Official Plan update. As such Administration is proceeding with rezoning for the Howard Industrial Lands in order to avoid any further delays. The Statutory Public Meeting on the matter will be August 11th, for which notices in accordance with the Planning Act will be sent out so the public can provide their written or verbal comments on the matter.

4. RISK ANALYSIS:

There is no risk in receiving this report.

There is a risk that new concerns may be raised during the Statutory Public Meeting. This risk is deemed low as the majority of residences issues, such as no truck traffic on Concession 8, removal of heavy industrial uses, requirements for barriers and protection for sensitive areas, were addressed in the Secondary Plan and Excess Soil Strategy policies. Should there be something unexpected it will be reviewed and included in Administration's report back to Council with our Professional Planning recommendation on the matter.

5. FINANCIAL MATTERS:

There are not financial matters for this report.

6. CONSULTATIONS:

Chris Aspila – Manager of Planning

Jen Ibrahim – Manager of Economic Development and Tourism

7. CORPORATE STRATEGIC ALIGNMENT:

Vision: Preserving our past while forging our future.

AMHERSTBURG COMMUNITY STRATEGIC PLAN 2022 - 2026	
<p>PILLAR 1 Deliver Trusted & Accountable Local Government</p> <ul style="list-style-type: none"><input type="checkbox"/> Improve trust between council and staff, and residents, by strengthening governance and internal accountability structures.<input type="checkbox"/> Deliver transparent and efficient financial management.<input type="checkbox"/> Increase effective communication and engagement with residents.<input type="checkbox"/> Develop our staff team, resources, and workplace culture.<input type="checkbox"/> Continue to deliver strong core municipal services.<input type="checkbox"/> Ensure Amherstburg is an inclusive accessible and welcoming community committed to reconciliation.	<p>PILLAR 3 Encourage Local Economic Prosperity</p> <ul style="list-style-type: none">✓ Encourage development of commercial and industrial lands.<input type="checkbox"/> Continue to promote local tourism industry, especially overnight accommodation.<input type="checkbox"/> Continue to facilitate downtown development for residents and visitors.✓ Continue to leverage partnership opportunities with other provincial, federal, and local governments, agencies, and organizations.
<p>PILLAR 2 Invest in Community Amenities and Infrastructure</p>	<p>PILLAR 4 Shape Growth Aligned with Local Identity</p> <ul style="list-style-type: none"><input type="checkbox"/> Define and communicate a vision for the Town's future and identity.

<input type="checkbox"/> Maintain safe, reliable and accessible municipal infrastructure and facilities. <input type="checkbox"/> Increase access to recreation opportunities for all ages. <input type="checkbox"/> Finalize and execute plans for town-owned lands (e.g. Duffy's site, Belle Vue) <input type="checkbox"/> Create public access to water and waterfront <input type="checkbox"/> Prioritize opportunities to reduce environmental impacts of Town operations and increase Town resilience to climate change.	<input type="checkbox"/> Promote and plan for green and "climate change ready" development. <input type="checkbox"/> Review and implement policies that promote greater access to diverse housing. <input type="checkbox"/> Protect the Town's historic sites and heritage. <input type="checkbox"/> Preserve the Town's greenspaces, agricultural lands, and natural environment.
--	---

8. CONCLUSION:

This report is to provide the EDAC with updated information as it relates to the Howard Industrial lands which they have been a part of since 2022.



Melissa Osborne
Deputy CAO/ Director of Development Services

(MO)

MARKET YOUR BUSINESS



Discover the Meloche - Simcoe Corridor, Amherstburg's Premier Destination for Community, Sports and Major Events

Located in the heart of Amherstburg, the Meloche Simcoe Corridor is where recreation meets connection. This vibrant stretch is designed to bring people together — whether through athletics, outdoor adventure, or unforgettable events.



What You'll Find Here

- **Pickleball Courts** - **NEWEST ADDITION !**

8 dedicated courts located in a high-traffic area, designed to meet the growing demand for this fast-rising sport. Perfect for recreational play, tournaments, and community programming.

- **Skate Park**

A go-to spot for youth and action sports enthusiasts.

- **Dog Park**

A safe and social space for pets and their people.

- **Mountain Bike Trail**

Adventure through a challenging, scenic trail system for all skill levels.

- **Nature Trail**

Connect with nature on peaceful, well-maintained paths.

- **Libro Credit Union Centre**

A state-of-the-art, Silver LEED Certified facility offering multiple indoor and outdoor recreational spaces.

- **Premier Baseball Diamond & CFL/FIFA Regulation Outdoor Turf Field**

Host tournaments, leagues and professional and competitive play in a top-tier facility.

Ongoing Recreational Programming

Our year-round recreational programs and user groups ensure continual engagement:

- PA Day, Preschool, Youth and Adult programs – sports, arts, educational and more.
- March Break & Summer Camps – averaging 60 kids per day
- Birthday Parties – every week brings new families (30–40 guests weekly)
- Private Rentals: user groups, tournaments, league play and special events



OVER 4,000
registered
participants

Town-Supported Signature Events

- Active Aging EXPO – 500 participants
- Holiday Vendor Market – small business showcase
- Easter Egg-stravaganza – seasonal family attraction
- Halloween Spooktacular – games and crafts for families
- Earth Day Tree Giveaway – environmental stewardship
- Town Open House Events – engaged community discussions on parks, heritage, and planning
- Municipal Election Polling Station – a vital touchpoint for civic engagement
- Job Fairs



Events that drive attendance and exposure

- Admirals Provincial Junior Hockey League Games
- Windsor Essex Bike Community (WEBC) Events
- Pickleball Courts – Available for general public use and scheduled programming by the Amherstburg Pickleball Association (APA)
- Hockey for Hospice 3-Day Tournament – a flagship charitable event
- Youth Fusion Travel Soccer and Amherstburg Soccer Club Programming
- Woofa-Roo Pet Fest – Amherstburg's largest indoor/outdoor pet festival – 10,000 attendees!
- Miracle League Inclusive Sports Programs – 100+ families
- Ultimate Frisbee Leagues
- Sun Parlour Flying Club Activities
- Skate Amherstburg Skating School and Competitions
- Minor Hockey Association: hockey practice and games
- Greater Essex County District School Board Events: hockey, soccer, graduations, and more

ADVERTISING OPPORTUNITIES

Get seen where it counts. The Meloche-Simcoe Corridor is one of Amherstburg's busiest spaces and your brand can be front and center. With multiple advertising options, it's a strategic, high-impact way to connect with your community. Reserve your space today and grow your brand right where your community comes together.

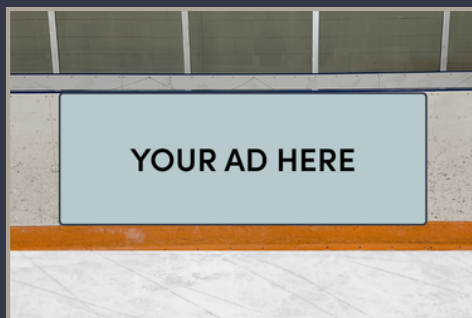


Pickleball Interior Court Fencing

\$1,000
per year*

8 spaces
available

- Double sided 2 ft. x 6 ft sign/banner
- \$1,000/year for terms commencing in 2025*
- Commitment terms from 1 - 5 years
- 1 banner per court - 8 spaces total



Rink Boards - Rink B

\$962
per year*

26 spaces
available

- \$962/year for terms commencing in 2025*
- Commitment terms from 1 - 5 years
- 26 advertising spaces available on Rink B



Window Stickers - Rink B

\$576
per year*

6 spaces
available

- \$576/year for terms commencing in 2025*
- Commitment terms from 1 - 5 years
- 6 advertising spaces available on the 2nd floor between Rink A and B

*Annual fees exclude costs associated with the production, creation, or installation of signage. Any additional charges related to signs or stickers shall be determined and agreed upon separately. The rates provided reflect the fees for the 2025 calendar year and are subject to change in accordance with the Town of Amherstburg's annual pricing review and adjustment process. HST not included.

Looking to Advertise your Business on Rink A?

Contact the Amherstburg Admirals Junior Hockey Team at AdmiralsAGM@gmail.com to learn more



Considering multiple advertising options? Contact us out to learn more about available bundle discounts.

NAMING RIGHTS OPPORTUNITIES

**10-15
YEAR**

Commitment

Purchasing Naming Rights entitles your business to have its name associated with the selected asset. Signage featuring your business name and/or branding may be installed for a period of **10 - 15 years** at your expense.

A unique, premium long-term opportunity that offers high-impact brand exposure! Investment levels vary based on the asset.



Pickleball Courts

Cost is
subject to
negotiation

1 space
available

- Your name or logo will appear on signage along the pathway leading to the facility entrance
- Commitment term is 10 - 15 years



Skate Park

Cost is
subject to
negotiation

1 space
available

- Your name or logo will appear on signage entering the facility from the parking lot
- Commitment term is 10 -15 years



Dog Park

Cost is
subject to
negotiation

1 space
available

- Your name or logo will appear on signage as you enter the facility on Meloche Road.
- Commitment term is 10 - 15 years



CONTACT US:

Explore advertising and naming rights opportunities by connecting with our team at: business@amherstburg.ca

SPONSORSHIPS

The following section outlines sponsorship opportunities available through community events and recreational programs—highlighting ways your support can enhance local engagement, visibility, and impact throughout Amherstburg.



Recreation Sponsorships

- Camps, drop-in programs
- Prices TBD
- recreation@amherstburg.ca

SPONSOR AMHERSTBURG'S AWARD-WINNING COMMUNITY EVENTS



May - September

Open Air Weekends

- Opportunities from \$1500 - \$4000
- Historic tours, markets, themed weekends



July 1

Canada Day

- Opportunities from \$300 - \$4000
- Children's activities, evening concert



Third weekend in September

Amherstburg Uncommon Festival

- Opportunities from \$1000 - \$6000
- Stage sponsorship, art demonstration, costume contest, photo ops & more



November - January

River Lights Winter Festival

- Opportunities from \$1000 - \$20,000
- Opening Night sponsor, light displays (next page), warming house activities

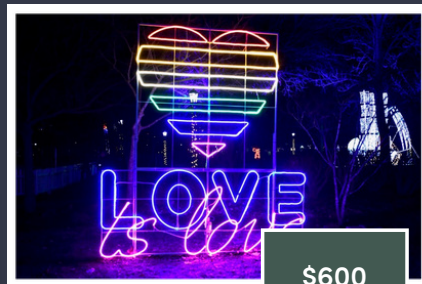
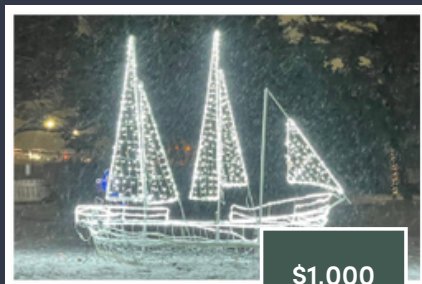
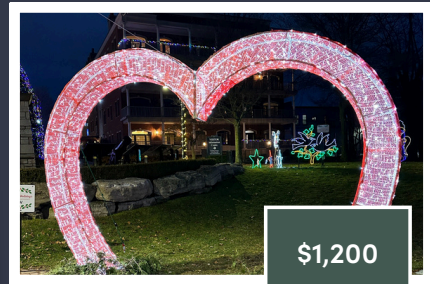
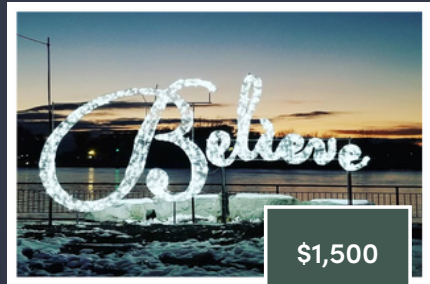
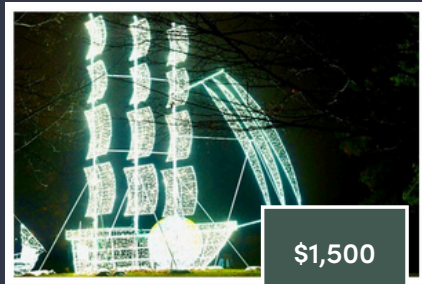
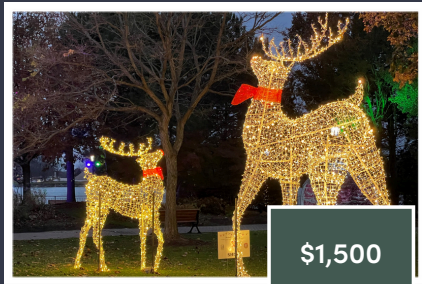
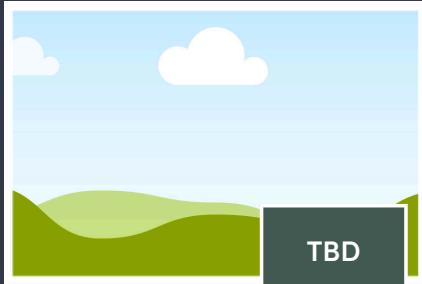


CONTACT US:

Explore sponsorship opportunities by connecting with our team at: tourism@amherstburg.ca

RIVER LIGHTS - LIGHT DISPLAYS

Sponsor a pre-fabricated River Lights display and shine bright this season! Each display includes a plaque featuring your name offering festive visibility and community recognition throughout the event.



CONTACT US:

Explore sponsorship opportunities by connecting with our team at: tourism@amherstburg.ca

BUNDLING

The following section outlines sponsorship opportunities available through community events and recreational programs—highlighting ways your support can enhance local engagement, visibility, and impact throughout Amherstburg.



Recreation Sponsorships

- Camps, drop-in programs
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- recreation@amherstburg.ca

SPONSOR AMHERSTBURG'S AWARD-WINNING COMMUNITY EVENTS



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River Lights Winter Festival

- Opportunities from \$1000 - \$20,000
- Opening Night sponsor, light displays (next page), warming house activities



CONTACT US:

Explore sponsorship opportunities by connecting with our team at: tourism@amherstburg.ca

AMHERSTBURG BIZ HIGHLIGHTS

[AMHERSTBURG.CA/ECONOMICDEVELOPMENT](https://amherstburg.ca/economicdevelopment)



July 2025



Message from the Economic Development Advisory Committee

Chair ~ Patricia Simone



Dear Business Community,

On behalf of the Economic Development Advisory Committee, I want to extend my gratitude to all who joined us during Economic Development Week. It was inspiring to see so many of you at the workshops, networking event, Job Day, and all demonstrating the vibrant entrepreneurial spirit that makes Amherstburg a special place to do business.

Since then, we have launched new advertising opportunities, welcomed new businesses to our community, and continued our work to foster an environment where businesses can thrive. Thank you for your participation and for investing in Amherstburg.

We also want to ensure you are aware of new funding and grant opportunities now available through the Province of Ontario, for more details, see below.

These programs can provide your business with tangible support for expansion, hiring, marketing, and modernization initiatives. Our Economic Development team is here to help you navigate these opportunities, whether you are looking to apply for grants, explore workforce supports, or seek connections to help your business grow.

Thank you for all you do to contribute to our local economy. We look forward to supporting your business success in the months ahead.

BLZ in the News

Funding, Tariffs, and Trade Resources for Your Business

GOVERNMENT FUNDING HIGHLIGHTS

Ontario Automotive Modernization Program (O-AMP)

Intake: June 10 – July 22, 2025

Supports Ontario auto parts suppliers in modernizing operations and adopting advanced technologies. Covers up to 50% of eligible expenses (max \$150,000).

Send your application for review to Senior Business Advisor prior to submitting.

Reach out to us at business@amherstburg.ca, and we can connect you.

Ontario Together Trade Fund (OTTF)

Supports businesses affected by trade disruptions (e.g., US tariffs), focusing on market diversification, trade security, and reshoring. Must work with a Senior Business Advisor to apply.

Intake is ongoing.

CONTACT ECONOMIC DEVELOPMENT TEAM

at business@amherstburg.ca, and we can connect you to a Senior Business Advisor.

Southwestern Ontario Development Fund (SWODF)

Round Open: June 19 – September 23, 2025

Supports business expansion with grants (up to \$500,000) or loans (up to \$5M). Must work with a Senior Business Advisor to apply.

Regional Ontario Development (ROD) Fund – Business Stream

Supports business expansion and investment in regions outside of Toronto and Ottawa **to create jobs, enhance productivity, and attract investment.**

Offers **grants of up to 15% of eligible project costs (to a maximum of \$500,000) or loans up to \$5 million** for eligible projects that align with regional economic priorities.

Businesses must work with a Senior Business Advisor to apply.



TRACKING NEW BUSINESS GROWTH IN AMHERSTBURG

From 2024–2025, 25 new businesses opened their doors. This data helps us measure progress, celebrate local success stories, and guide future economic development efforts to keep Amherstburg a welcoming place to start and grow your business.

Business Profile

New Marketing Opportunities are Now Available!

Amherstburg offers a variety of advertising avenues designed to help local and regional businesses connect with residents and visitors while supporting our vibrant community.

Downtown Open Air Business Markets

Sell your products downtown and meet customers face-to-face during Open Air Weekends!

Libro Centre Advertising (Rink B & Window Ads)

Showcase your business to families, athletes, and visitors year-round with **rink board and window ads** at Amherstburg's recreation hub.

Event Sponsorships

Align your business with Amherstburg's favourite festivals and events while engaging directly with audiences who love this community.

Online Business Directory

Make it easy for people to find you! Feature your business in our **online directory** to boost your local digital presence.

All pickleball court ad spaces are currently sold!



Spots will reopen for 2026.

If you'd like your business featured at the courts, reach out to join our interest list.

Submit your interest on our website:
amherstburg.ca/economicdevelopment

Thank you for celebrating Economic Development Week in Amherstburg!

- **375+ participants & 15 community partners supported the week**
- Special thank you to **Keystrox** for sponsoring

Event Highlights:

- **Entrepreneurial Spotlight Panel** – 5 local owners + WEST Inc.
- **Networking at GL Heritage** – full house
- **Social Media & AI Workshop** with WindsorEssex Small Business & Entrepreneurship Centre
- **Walk About Town** – visiting businesses
- **Amherstburg's 1st Job Day** – 11 businesses, 300 job seekers



Economic Development Week 2026!

Now Open!

Mercato Fresh

365 Sandwich St S
226-704-8221

Subway Re-opening

473 Sandwich St S
519-736-1298

Amanda Kerr Fitness

111 Sandwich St S
647-838-3338

Studio Seven Pilates

300 Victoria St S
519-551-4767

LCBO NEW Location

400 Sandwich St S
519-736-4171

New

Cardiology/Lubdub Clinic

Unit 101, 433
Sandwich St S

Game on, Amherstburg!

Our brand new outdoor pickleball courts at the Libro Centre are now open and ready for you to enjoy!

Want to play a game? Check court availability at amherstburg.ca/recreation or call **519-736-5712** with any questions.



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF DEVELOPMENT SERVICES

Mission Statement: As stewards of the Town of Amherstburg, we strive to improve the quality of life of all residents through the delivery of effective, efficient, and affordable services.

Author's Name: Melissa Osborne	Report Date: July 7, 2025
Author's Phone: 519 736-0012 ext. 2137	Date to Council: July 17, 2025
Author's E-mail: mosborne@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Municipal Accommodations Tax Information

1. RECOMMENDATION:

It is recommended that:

The report **BE RECEIVED** for information.

2. BACKGROUND:

Tourism Windsor Essex Pelee Island (TWEPI) was before Council on May 12, 2025 as per the directive received from their board.

The presentation from TWEPI along with Administrations report are attached for reference as Appendix A – TWEPI Presentation and Appendix B – Administrative Report.

This report is to provide information to the Economic Development Advisory Committee (EDAC) on this matter as well as next steps for any discussion and awareness.

3. DISCUSSION:

Municipal Accommodate Tax (MATax) as discussed in the attached information is a means of collecting revenue from accommodation facilities in a community. The net revenue (revenue less administrative costs to manage), are then to be shared 50% for Tourism, for which TWEPI is recommending be used to fund the County's investment in TWEPI and the other 50% for the Town to use.

As part of the report back to Council on this matter Administration and TWEPI are hosting an information session for those businesses impacted. More specifically all current hotels,

motels and all registered short term rentals, as well as investors who have or are currently working on obtaining approvals for accommodations. This meeting will be July 22nd and the results of those discussions will be included in a report to Council on the matter. As TWEPI has requested Council's direction on the matter by the end of August 2025, the report will be before Council on August 11, 2025 as the next meeting will be in September.

4. RISK ANALYSIS:

There is no risk in receiving this report.

5. FINANCIAL MATTERS:

There are no financial impacts related to this report.

6. CONSULTATIONS:

Jen Ibrahim – Manager of Economic Development and Tourism

7. CORPORATE STRATEGIC ALIGNMENT:

Vision: Preserving our past while forging our future.

AMHERSTBURG COMMUNITY STRATEGIC PLAN 2022 - 2026	
<p>PILLAR 1 Deliver Trusted & Accountable Local Government</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve trust between council and staff, and residents, by strengthening governance and internal accountability structures. <input type="checkbox"/> Deliver transparent and efficient financial management. <input type="checkbox"/> Increase effective communication and engagement with residents. <input type="checkbox"/> Develop our staff team, resources, and workplace culture. <input type="checkbox"/> Continue to deliver strong core municipal services. <input type="checkbox"/> Ensure Amherstburg is an inclusive accessible and welcoming community committed to reconciliation. 	<p>PILLAR 3 Encourage Local Economic Prosperity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage development of commercial and industrial lands. <input type="checkbox"/> Continue to promote local tourism industry, especially overnight accommodation. <input type="checkbox"/> Continue to facilitate downtown development for residents and visitors. <input type="checkbox"/> Continue to leverage partnership opportunities with other provincial, federal, and local governments, agencies, and organizations.
<p>PILLAR 2 Invest in Community Amenities and Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintain safe, reliable and accessible municipal infrastructure and facilities. <input type="checkbox"/> Increase access to recreation opportunities for all ages. 	<p>PILLAR 4 Shape Growth Aligned with Local Identity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Define and communicate a vision for the Town's future and identity. <input type="checkbox"/> Promote and plan for green and "climate change ready" development.

<input type="checkbox"/> Finalize and execute plans for town-owned lands (e.g. Duffy's site, Belle Vue) <input type="checkbox"/> Create public access to water and waterfront <input type="checkbox"/> Prioritize opportunities to reduce environmental impacts of Town operations and increase Town resilience to climate change.	<input type="checkbox"/> Review and implement policies that promote greater access to diverse housing. <input type="checkbox"/> Protect the Town's historic sites and heritage. <input type="checkbox"/> Preserve the Town's greenspaces, agricultural lands, and natural environment.
--	--

8. **CONCLUSION:**

That this report be received for information and discussion purposes.



Melissa Osborne
Deputy CAO / Director of Development Services

(MO)

PRESENTATION TO

Town of Amherstburg Council

Monday, May 12th, 2025



TOURISM
**WINDSOR
ESSEX**
PELEE ISLAND

WE GO *Together*

visitwindsoressex.com

Page45



Our Mission

We are the leading tourism industry collaborative committed to enhancing the economy and quality of life through:

- **Supporting industry development and individual operators**
- **Actively facilitating partner engagement**
- **Effectively marketing our destination**



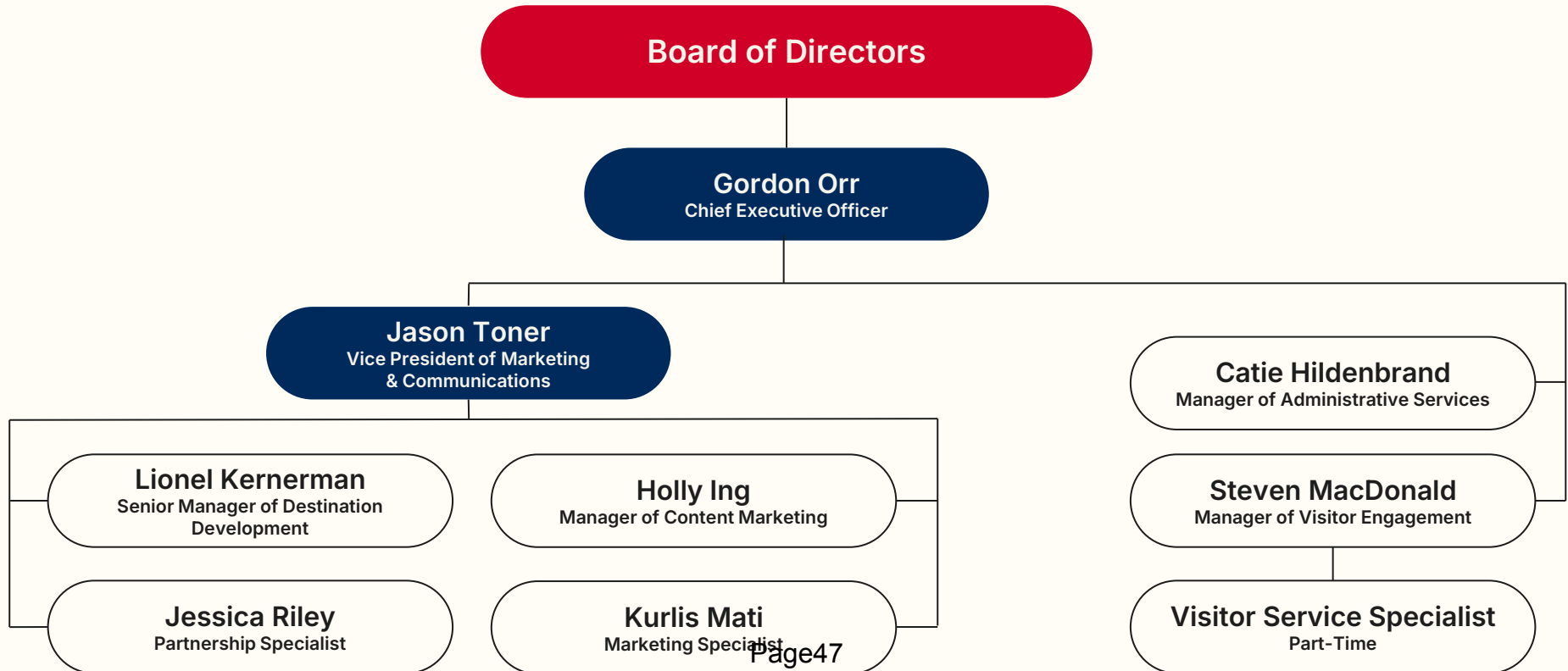
The official Destination Marketing Organization for our region's tourism industry.



ACCREDITED BY:  **DESTINATIONS
INTERNATIONAL**



Organizational Chart



Board of Directors



Executive

Mayor Crystal Meloche

Town of LaSalle, Chair

Councillor Renaldo Agostino

City of Windsor, Vice-Chair

Gordon Orr*

Tourism Windsor Essex Pelee Island,
Secretary Treasurer

**Non-voting member*

Directors

Mayor Drew Dilkens

City of Windsor

Councillor Angelo Marignani

City of Windsor

Jordan Goure

President and CEO Picsume

Warden Hilda MacDonald

County of Essex

Mayor Dennis Rogers

Town of Kingsville

Scott Wilkins

Owner Dancing Swallows Vineyard

Mayor Cathy Miller

Township of Pelee

Natalie Lepine

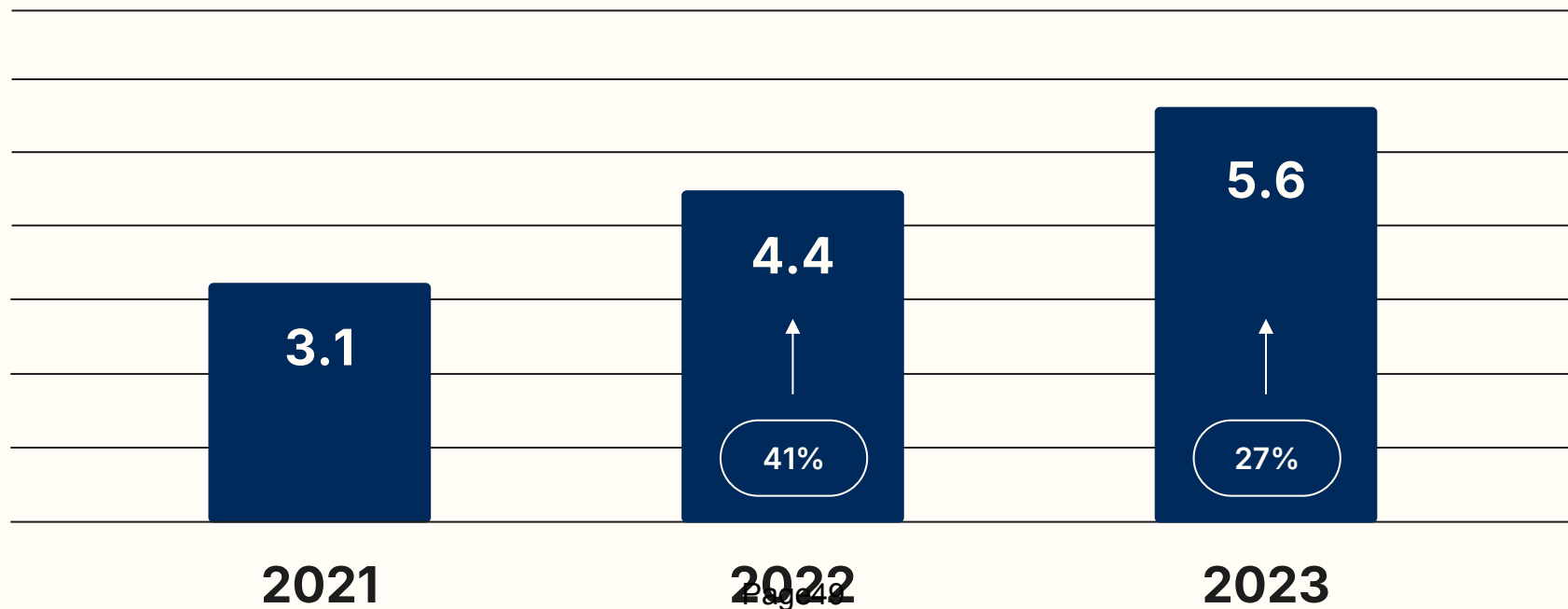
Director, Hotel Sales and Hotel
Operations, Caesars Windsor

Patti Lauzon

Executive Director Windsor
Symphony Orchestra

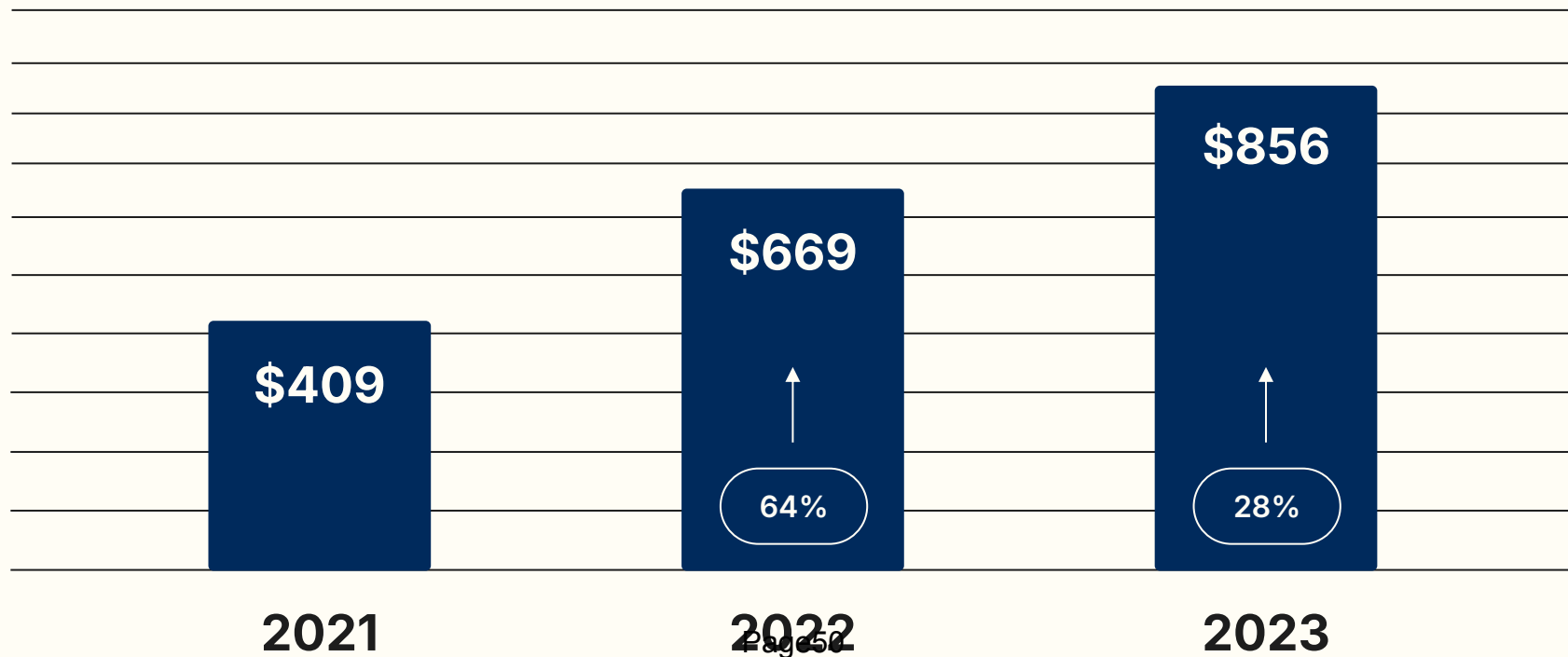
Visitors

Amount of Visitors in Millions



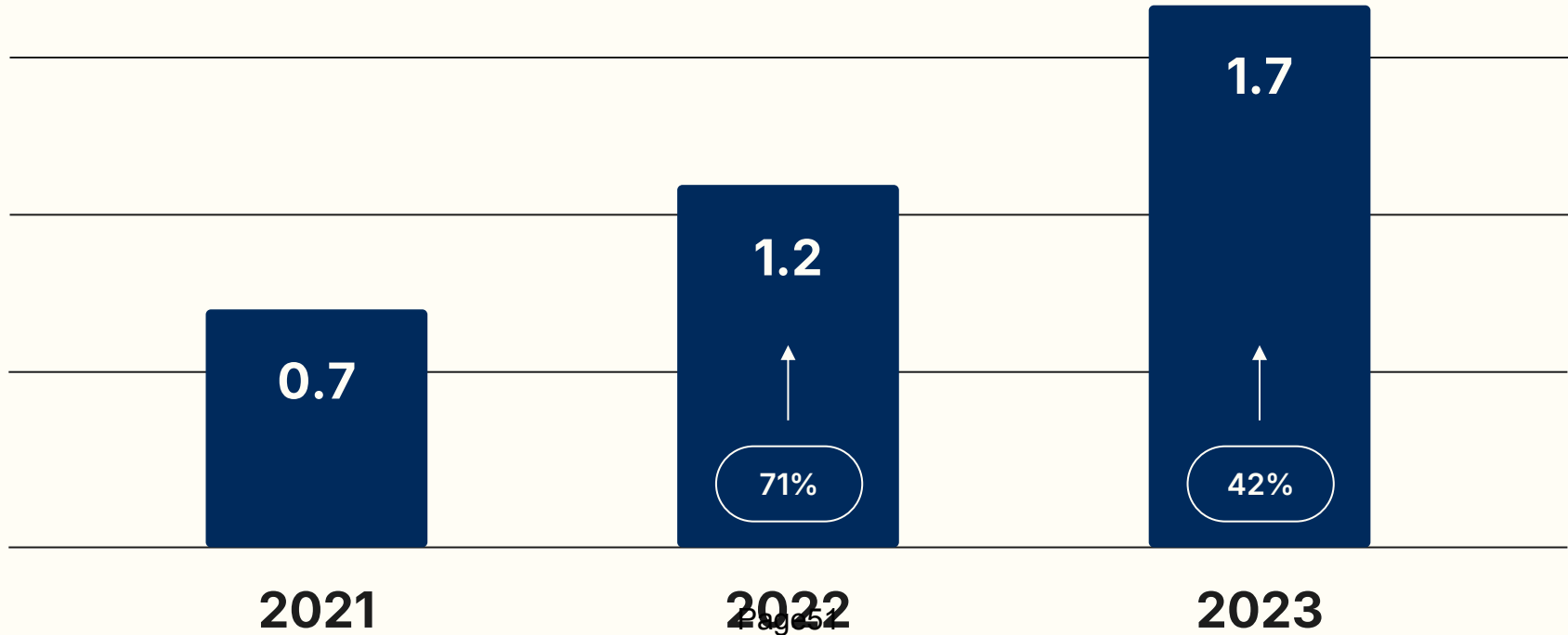
Visitor Spend

Amount in \$ Millions

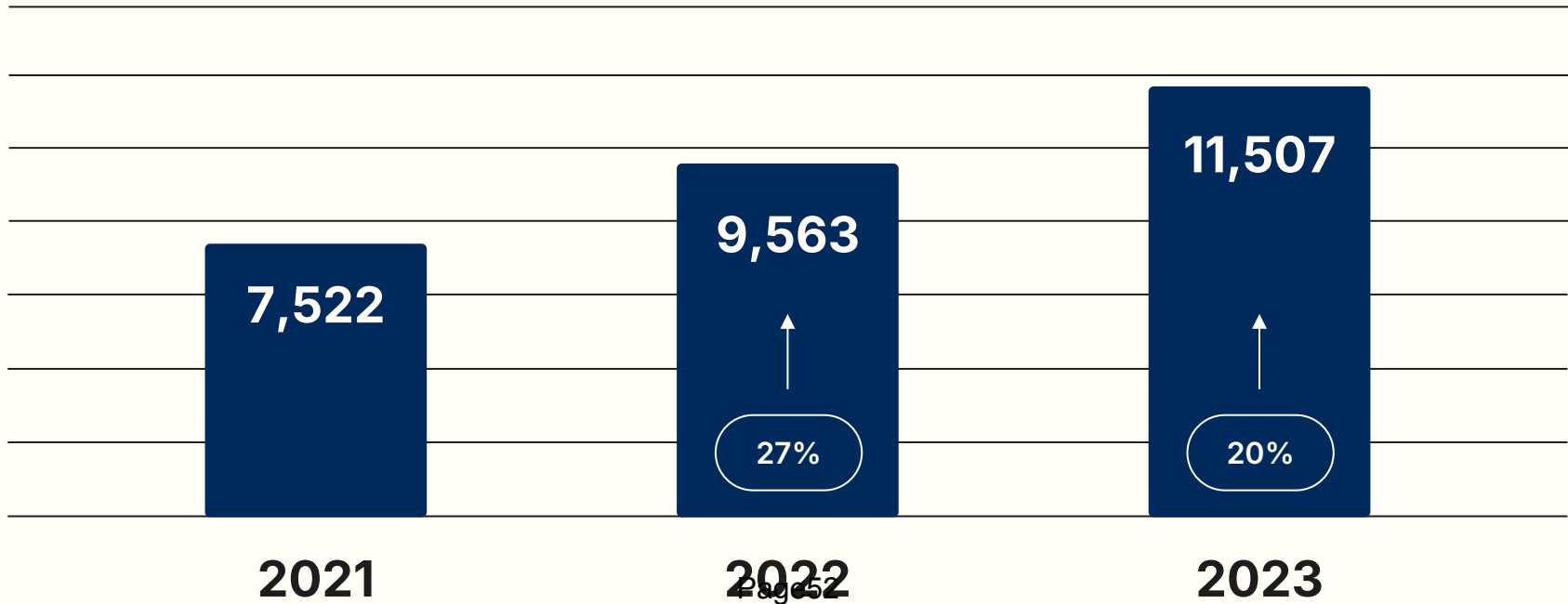


U.S. / International Visitors

Amount of Visitors in Millions



Tourism Workforce



Hotel Indicators

Occupancy Rate

69.8%

Up 0.14%

Average Daily Rate

\$149.62

Up \$5.58

*Note: YOY December 31, 2024 vs December 31, 2023

Page53



Total Social Reach

76.6k



26.6k



16.8k



2.6k



9.8k



20.8k

Destination Playbook

DINE #YQG BARRELS BOTTLES & BREWS #CRAFTBEER **EPIC WINE Country** **FOOD & DRINK** **PLAY -IN- YQG**

VISITWINDSORSESSEX.COM **#BARREL TRAIL** **History POUKS FROM THIS PLACE** **#WHISKY**

ARTS & CULTURE **TUFTED TITMOUSE** **EYES ON ART VISUAL JOURNALS**

WINDSOR • AMHERSTBURG • ESSEX • KINGSVILLE • LAKESHORE
LASALLE • LEAMINGTON • TECUMSEH • PEELEE ISLAND

2025 | **TOURISM WINDSOR ESSEX PEELEE ISLAND DESTINATION PLAYBOOK** | **TOURISM WINDSOR ESSEX PEELEE ISLAND**

World Class GAMING **WHERE THE PAST Meets the Present** **BEST OF WINDSOR ESSEX**

TWO-NATION DESTINATION **COFFEE CULTURE** **Lake to PLATE** **GONE FISHIN'**

MUSEUMS WITHOUT WALLS **ISLAND LIFE** **Outdoor ADVENTURE** **FOLLOW THE FLAVOURS**

2-WHEELED ADVENTURE **TIP OF CANADA** **ONE OF A KIND Finds** **Shop YQG** **KEEP THE GOOD TIMES ROLLING** **#WEMADEIT** **Pedal & Paddle BIRDING** **YQG** **WE'RE LOCAL**



Food & Drink



Arts & Culture



Outdoor Adventure



Entertainment



2024/2025 Official Visitor Guide

259k

Digital Page Views

40k

Print Distribution

276

Advertising Partners

2025/2026 Official Visitor Guide

Release date: Thursday April 24th



Night **MARKET** **HOP**

Destination Ontario Partnerships



2024 U.S. Digital Campaign:

510k

Unique Visitors

2024 U.S. Broadcast Partnership:

21.7m

Viewers

2025 Partnerships:

Winter Seasonal Spotlight - Rest & Relax
January & February

U.S. Digital Campaign
May - July & August - September

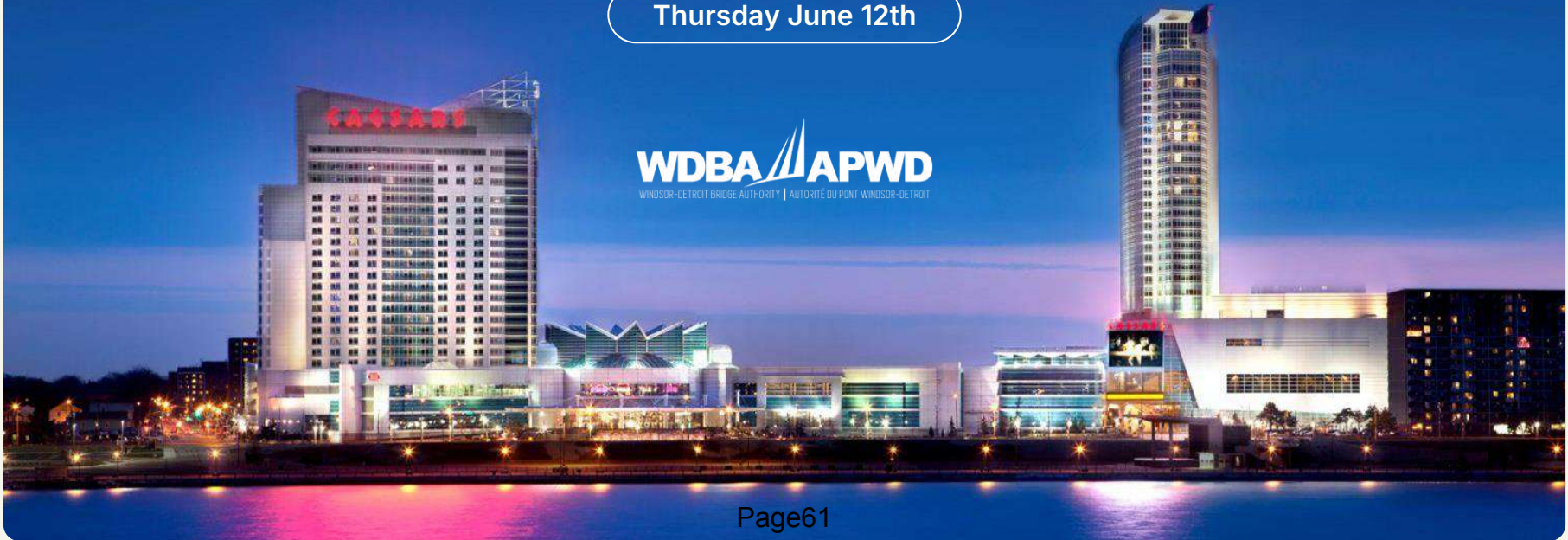
Canadian Broadcast Partnership
June

U.S. Broadcast Partnership
April & September

ANNUAL GENERAL MEETING

Save the Date

Thursday June 12th



Municipal Accommodation Tax (MAT) Purpose & Benefits

- In 2017, the province enacted **O. Reg. 435/17 ('Transient Accommodation Tax')**, which granted municipalities authority to implement a MAT if they choose to:
- **Purpose of the MAT**
 - To support local tourism growth and development while providing municipalities with another source of revenue.
 - Amplifying existing tourism investments through marketing and product development.
- **MAT Benefits**
 - Developing and sustaining local tourism economics - economic resilience.
 - Increasing the ROI of local tourism offerings through diversified income.
 - Revenue/seed funding for municipalities.

MAT - Regulatory Overview

- **Spending Restrictions on Tourism Entity Portion of MAT?**
 - Yes. Their portion of MAT must be spent on activities that promote tourism, which includes the development of tourism products.
- **Spending Restrictions on Municipal Portion of MAT?**
 - No. The municipality retains discretion on how to spend its portion of MAT revenues with an aim to support tourism.

MAT By-Law Requirements

As per Municipal Act, section 400.1

- **A MAT By-Law Must State:**

- Subject of the tax to be imposed
- Tax rate or amount of tax payable
- How the tax is to be collected

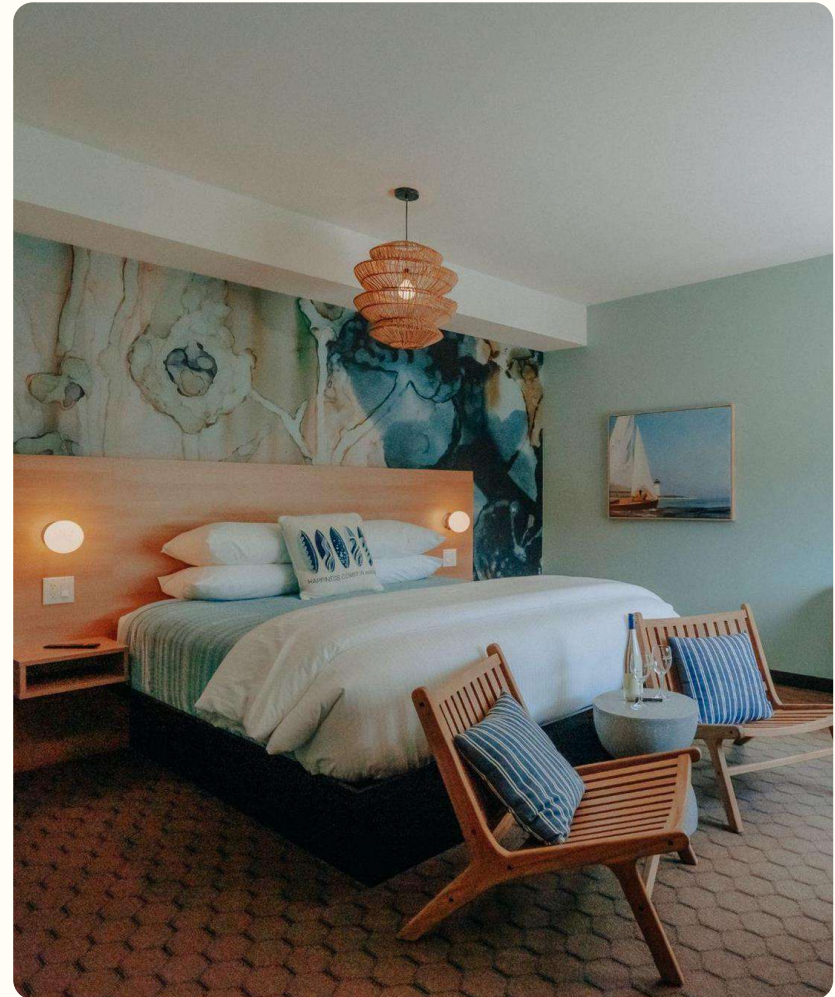
- **Other By-Law Contents**

- Exemptions
- Rebates
- Penalties, interest on outstanding taxes/penalties, assessment of outstanding tax/penalties/interest
- Audit and inspection powers
- Dispute resolution mechanism
- Enforcement measures

Board Direction

Received direction from our board to investigate the implication of a MAT for Essex County towns/municipalities.

1. **May 2024 - CAO Regional Meeting**
2. **June 2024 - Hosted a MAT Tax Workshop with TIAO**
3. **January 2025 - Hosted a follow-up meeting**
4. **Next Step: April/May 2025 - Visit each municipality/town council meeting**



MAT- Town of Amherstburg

113

Accommodation Listings
Short Term Rentals & Hotels/Motels

* As of December 31st, 2024. Sources: MetaBase and Smith Travel Research.

MAT- Town of Amherstburg

49%

Occupancy Rate

* As of December 31st, 2024. Sources: MetaBase and Smith Travel Research.

MAT – Town of Amherstburg

\$3.2m

Total Estimated Revenue

* As of December 31st, 2024. Sources: MetaBase and Smith Travel Research.

MAT – Town of Amherstburg

\$128k

MAT 4%

\$64k

Amherstburg Share

\$64k

TWEPI Share

\$192k

MAT 6%

\$96k

Amherstburg Share

\$96k

TWEPI Share

MAT- County of Essex

1,243

Accommodation Listings

\$41.9m

Total Estimated Revenue

\$1.7m

MAT 4%

\$2.5m

MAT 6%

Proposed Mechanics

1

Collection Agency - Regional Shared Service with City of Windsor

- 2% or 3% to the municipality/town
- 2% or 3% to Tourism Windsor Essex Pelee Island

2

By-law - City of Windsor template

Sample By-law

Corporation of the City of Windsor

BY-LAW NUMBER 133-2018

A BY-LAW TO ESTABLISH A MUNICIPAL ACCOMMODATION TAX IN THE CITY OF WINDSOR

Passed the 17th day of September, 2018.

WHEREAS section 400.1 of the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "Act"), provides that the council of a local municipality may pass by-laws imposing a tax in respect of the purchase of transient accommodation within the municipality;

AND WHEREAS pursuant to section 400.1 of the *Act* and Ontario Regulation 435/17, the Council of the Corporation of the City of Windsor has approved the imposition of a new Municipal Accommodation Tax on the purchase of transient accommodation in the City of Windsor;

THEREFORE the Council of The Corporation of the City of Windsor enacts as follows:

DEFINITIONS

1. In this by-law,

"Accommodation" means Lodging, and the right to use Lodging, that is provided for monetary compensation, whether or not the lodging is actually used, for a continuous period of thirty days or less;

"Bed and Breakfast" means a home-based business for the temporary Accommodation of the traveling public located within a single detached

Growth in Municipal Funding

City of Windsor

- MAT in City of Windsor at 4% started on October 1, 2018 and funding has grown since 2019 by by 27%
- Increase to 6% MAT effective April 1, 2025
- City/County Funding - based on 2011 census per capita
 - 2011 - City 55% County 45%
 - 2024 - City 66% County 34%

In Closing

Motion from the Board of Directors

That the Board of Directors ENDORSES the need to implement a Municipal Accommodation Tax (MAT), throughout the towns/municipalities in Essex County, and encourages all Councils do so in an effort to benefit from the revenue stream derived, thereby supporting tourism infrastructure and marketing programs. FURTHER, that Tourism Windsor Essex Pelee Island be the designated tourism entity to receive 50% of the monies collected (distribution of revenues to be 50/50 based on the net revenues (total revenues less cost/expenses of collection agency); the City of Windsor to be the collection agency and that Town/Municipal responses are respectfully received by August 31, 2025 in order to plan a path forward.



*Thank
You!*



TOURISM
**WINDSOR
ESSEX**
PELEE ISLAND

Windsor • Amherstburg • Essex • Kingsville • Lakeshore • LaSalle • Leamington • Pelee Island • Tecumseh



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF DEVELOPMENT SERVICES

Mission Statement: As stewards of the Town of Amherstburg, we strive to improve the quality of life of all residents through the delivery of effective, efficient, and affordable services.

Author's Name: Melissa Osborne	Report Date: April 30, 2025
Author's Phone: 519 736-0012 ext. 2137	Date to Council: May 12, 2025
Author's E-mail: mosborne@amherstburg.ca	Resolution #:

To: Mayor and Members of Town Council

Subject: Municipal Accommodations Tax

1. RECOMMENDATION:

It is recommended that:

1. The report on Municipal Accommodations Tax **BE RECEIVED** for information.

2. BACKGROUND:

Use of a Municipal Accommodations Tax (MAT) has been leveraged by several municipalities in Ontario, including the City of Windsor. MAT is an additional tax, which by way of an authorizing By-law, would require hotels, motels and short-term rental accommodations to charge this additional tax on their accommodation stays. Those businesses are then required to remit those funds to the municipality.

The revenue from MAT can be allocated in part to offset the costs of managing the collection of MAT as well as operational funding for local tourism currently funded by ratepayers. The revenue is also recommended to be shared with TWEPI, as outlined in their presentation to Council on May 12, 2025, for services which they provide regionally, which also benefit Amherstburg.

3. DISCUSSION:

Municipal Accommodation Tax is certainly an opportunity for the Town to collect additional revenue through those visiting the community. The introduction of MAT is something Administration has been monitoring as an opportunity for the past three (3) years. MAT can only be charged on accommodations, including hotels, motels and Short-

Term Rentals (STR). The introduction of the Short-Term Rental (STR) By-Law in 2023, as well as the Town's first boutique hotel in late 2024, are currently the only sources of potential revenue should MAT be introduced.

Based on 2024 data which TWEPI has put forward, Amherstburg's STR's and boutique hotel generated approximately 113 monthly listings which is an increase of 26 when compared to 2023. Further, TWEPI used the annual total STR and hotel revenue at \$3,200,000 then calculated at 4%, and 6% MAT, suggesting implementation of MAT may annually generate approximately \$128,000 or \$192,000 respectively based on 2024 data.

What is equally important to note is that collection of MAT from STRs can be challenging and usually requires active engagement and monitoring to ensure they are charging, collecting and remitting this tax to the municipality. Large municipalities such as Windsor, have several hotels which are more manageable in ensuring MAT is properly charged, collected and remitted to the municipality. STRs are challenging as they are more difficult to track and manage. Windsor has managed to mitigate some of this challenge by having agreements with corporations such as Airbnb whereby Airbnb forces the MAT to be added on to any accommodation listing it has within Windsor's postal codes. The fee is charged by Airbnb and collected by Airbnb. This removes the STR property owner from the process reducing risk of MAT not being charged and/or not being properly remitted to the municipality.

Going it Alone

In February 2025 Administration attended a workshop on MAT for tourism economic development. We were made aware by the Airbnb presenter that it is no longer willing to enter into agreements, such as the one it currently has with Windsor. The effort to manage, monitor and remit the fee is not financially viable for Airbnb to extend such agreements to smaller municipalities. The inability to have such an agreement in place is a significant impact to Amherstburg being able to implement MAT as the cost to manage, monitor and collect, particularly from STR's, would require additional resources.

By example, TWEPI provided the February 2025 booking data it has for Amherstburg STRs which Administration reviewed. This data is what was used to generate the estimated MAT revenue by TWEPI. In looking at solely the February booking data provided by TWEPI there were 114 bookings, for 79 different STR property ID's for Amherstburg. The Town has 40 STR's properly registered in accordance with the Town's STR by-law, so this data shows nearly double that amount operating and not properly registered.

It should be noted that the data does not provide addresses for the property IDs making it difficult to determine if the property IDs are for the same address and are just registered differently. The only other variable in the data which can be used to determine unique STRs is the data title which, based on review, results in approximately 75 unique STRs, still well over the 40 STRs registered with the Town.

This point is important to understand as the ability for the Town to collect from all STRs, given we would not be able to have agreements with the booking agencies, will rely on the property owners registering their STR with the Town and properly charging, collecting and remitting MAT. Considering there are nearly double the number of property ID's in

just one month of data than what are registered as STRs in Amherstburg, the first requirement would be to find the STRs operating outside of the Town's By-Law.

The challenge is that the data provided does not include the actual address of the STR, and the data shows three booking agencies were used in February 2025; Airbnb; Vrbo and Tripadvisor. To ensure all STRs are registered would require research to determine if the STR address can be identified. To be clear this is not a simple search. While one might think just doing a search on a booking agency site for Amherstburg properties would provide for all STRs in operations, it does not:

- STRs may not be on certain booking agency sites so several will need to be reviewed;
- Searches will need to be done several times and several ways as:
 - o Some may not be available for the dates picked;
 - o Some may require minimum night stays;
 - o Some may be off line for the dates picked;
 - o Some may only be operational during certain times of the year; and
 - o Some may change the name or description for each booking agency site

In addition, most booking agencies do not provide the actual address of the STR until a reservation is processed, which usually requires a deposit at a minimum, and the host approving the reservation, depending on the STRs requirements. This will result in potential costs to identify the STRs, particularly if the STR does not allow for 100% refund of deposits. Once this work is completed identification of the property owner and how to reach them would need to be done in order to bring to their attention the need to be a registered STR. As some STRs are owned by businesses, numbered companies and or people not residing in Amherstburg this could take a significant amount of time and may result in the owner pulling the property off line, renaming it or using an alternate site to avoid proper registration.

Even if the Town was able to identify these STRs and bring them into compliance with the by-law, the next challenge would be to monitor data and attempt to determine if MAT should have been submitted and if it was submitted, that it is the correct amount. Given the data set also does not provide the cost per stay there is no way to know if the MAT remitted is accurately calculated and/or no way to know if the MAT was charged but the owner did not remit to the municipality. To monitor the accuracy, it would require the municipality to have access to books and records of the STR, which the Town's current STR by-law does provide for.

Given this information, Administration cautions Council that the potential revenue projections are not likely to be realized if Amherstburg attempts to do implement the MAT without agreements in place with booking agencies. In addition, any revenue collected should first go to fund the additional costs the Town will incur to manage STRs for compliance and MAT remittance with any remaining revenue then shared with TWEPI. We would recommend that if Council elects to pursue the implementation of MAT that the due diligence investigation includes efforts between the Town and TWEPI to identify that portion of the potential revenue which is attributable to currently registered STR's.

Partnering with Windsor and TWEPI

It is Administrations understanding that the proposal by TWEPI would remove part of the challenge described above in that TWEPI and the local municipality would work with the

City of Windsor to negotiate for Windsor's services regarding the collection of the MAT. This is predicated on the assumption that Windsor's agreement with any STR booking agencies, such as Airbnb, would be able to be extended to include the smaller municipalities. Windsor would then collect MAT revenue on behalf of Amherstburg and remit the funds to TWEPI and the local municipality (based on the agreed cost share with TWEPI), less any fees Windsor may charge for this service.

The data set shows Vrbo and Tripadvisor as additional booking agencies used for STRs in Amherstburg. Should Windsor not have agreements in place with those booking agencies for issuance and collection of MAT, nearly 50% of the bookings for Amherstburg, based on the data set provided, would not be flagged and collected by Windsor. This would result in the risk of those MAT dollars not being realized by the municipality and the Town needing to track down those STRs for identification and collection, which was addressed under the 'Going it Alone' section in this report.

What also needs to be clear is the responsibility of any identification of STRs not properly registered and/or enforcement of STRs not remitting MAT will still need to be at the local level. The Town does not have the authority to redirect by-law enforcement to Windsor.

While these risks and complications are noted Administration does understand the potential for MAT as a revenue source and is supportive should Council direct that discussions and negotiations with TWEPI and the City of Windsor should proceed. Should Council elect to pursue the MAT, however not seek support from Windsor, Administration cautions that the cost to implement, given 99% of the revenue would be from STRs, may exceed any revenue obtained. Should direction be provided that no new resources be put in place for MAT, then there will be a set of STRs which are not monitored or managed for collection of MAT and a disparity amongst those who properly register as STRs and hotels vs those who don't, which may cause push back from those following the rules. In addition, the amount of revenue the Town could reasonably project would be significantly less than what has been suggested.

The implementation of MAT will require a new by law for which public consultation including STR and hotel owners to provide input. Municipal Accommodation Tax revenue has specific definitions for use as it is required to deliver a return on investment (ROI) that supports tourism and economic growth—not a loss on investment (LOI) for our accommodation providers. It will be important to ensure visible, meaningful outcomes and use of these funds are communicated to accommodation providers to ensure those who readily comply with the MAT do not feel penalized while others continue to find ways to avoid the system.

Should Council elect to consider the implementation of Municipal Accommodations Tax in Amherstburg, as outlined in the Tourism Windsor Essex Pelee Island (TWEPI) presentation May 12th, 2025 the following recommendation is suggested:

“Administration **BE DIRECTED** to enter into discussions with TWEPI and the City of Windsor regarding implementation collection of the MAT and report back to Council outlining the details of the process, required amendments to existing by-laws and or introduction of new by-laws required, costs and potential risks and opportunities for the Town of Amherstburg.”

4. RISK ANALYSIS:

There is no risk to receiving this report.

5. FINANCIAL MATTERS:

N/A at this time

6. CONSULTATIONS:

TWEPI

Bill Tetler – Manager of Licensing and Enforcement

Jen Ibrahim – Manager of Economic Development and Tourism

7. CORPORATE STRATEGIC ALIGNMENT:

Vision: Preserving our past while forging our future.

AMHERSTBURG COMMUNITY STRATEGIC PLAN 2022 - 2026	
<p>PILLAR 1 Deliver Trusted & Accountable Local Government</p> <ul style="list-style-type: none"><input type="checkbox"/> Improve trust between council and staff, and residents, by strengthening governance and internal accountability structures.<input type="checkbox"/> Deliver transparent and efficient financial management.<input type="checkbox"/> Increase effective communication and engagement with residents.<input type="checkbox"/> Develop our staff team, resources, and workplace culture.<input type="checkbox"/> Continue to deliver strong core municipal services.<input type="checkbox"/> Ensure Amherstburg is an inclusive accessible and welcoming community committed to reconciliation.	<p>PILLAR 3 Encourage Local Economic Prosperity</p> <ul style="list-style-type: none"><input type="checkbox"/> Encourage development of commercial and industrial lands.<input type="checkbox"/> Continue to promote local tourism industry, especially overnight accommodation.<input type="checkbox"/> Continue to facilitate downtown development for residents and visitors.<input type="checkbox"/> Continue to leverage partnership opportunities with other provincial, federal, and local governments, agencies, and organizations.
<p>PILLAR 2 Invest in Community Amenities and Infrastructure</p> <ul style="list-style-type: none"><input type="checkbox"/> Maintain safe, reliable and accessible municipal infrastructure and facilities.<input type="checkbox"/> Increase access to recreation opportunities for all ages.<input type="checkbox"/> Finalize and execute plans for town-owned lands (e.g. Duffy's site, Belle Vue)<input type="checkbox"/> Create public access to water and waterfront	<p>PILLAR 4 Shape Growth Aligned with Local Identity</p> <ul style="list-style-type: none"><input type="checkbox"/> Define and communicate a vision for the Town's future and identity.<input type="checkbox"/> Promote and plan for green and "climate change ready" development.<input type="checkbox"/> Review and implement policies that promote greater access to diverse housing.<input type="checkbox"/> Protect the Town's historic sites and heritage.<input type="checkbox"/> Preserve the Town's greenspaces, agricultural lands, and natural environment.

- | | |
|--|--|
| <input type="checkbox"/> Prioritize opportunities to reduce environmental impacts of Town operations and increase Town resilience to climate change. | |
|--|--|

8. CONCLUSION:

MAT can be a valuable revenue stream to offset taxpayer funded tourism activities. The complexity in realizing this revenue for the Town is that the majority of the potential revenue is based in STR accommodations. Should this be explored it is recommended opportunities to partner with Windsor and leverage their agreements with booking agencies be explored to reduce the risks associated with managing MAT for STRs without such tools in place.



Melissa Osborne

Deputy CAO / Director of Development Services

Report Approval Details

Document Title:	Municipal Accommodations Tax.docx
Attachments:	
Final Approval Date:	Apr 30, 2025

This report and all of its attachments were approved and signed as outlined below:



Tracy Prince



Valerie Critchley



Kevin Fox