

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
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Table of Contents

SECTION 1	INTRODUCTION	1
1.1	Why Does the Existing Economic Development Community Improvement Plan Need to Be Amended?	1
SECTION 2	WHAT HAS CHANGED SINCE 2023	6
2.1	Provincial Legislative and Policy Framework	6
2.2	County of Essex Policy Direction	8
2.3	Town of Amherstburg Policy Direction	10
2.4	New International and National Economic Realities	13
SECTION 3	ECONOMIC DEVELOPMENT COMMUNITY IMPROVEMENT PROJECT AREA	15
3.1	Proposed Expansion of the Community Improvement Project Area	15
SECTION 4	INITIAL OUTREACH AND CONSULTATION	16
	(note: include summary of comments/meetings with Town Senior Staff, members of Ec Dev Committee, Invest Windsor-Essex, and Ryan at Regional Chamber of Commerce)	
SECTION 5	NEXT STEPS	18

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

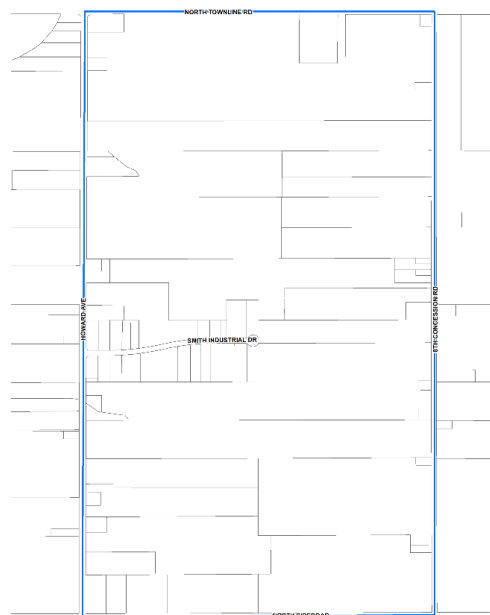


Figure 2 – Howard Industrial Park District Secondary Planning Area

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

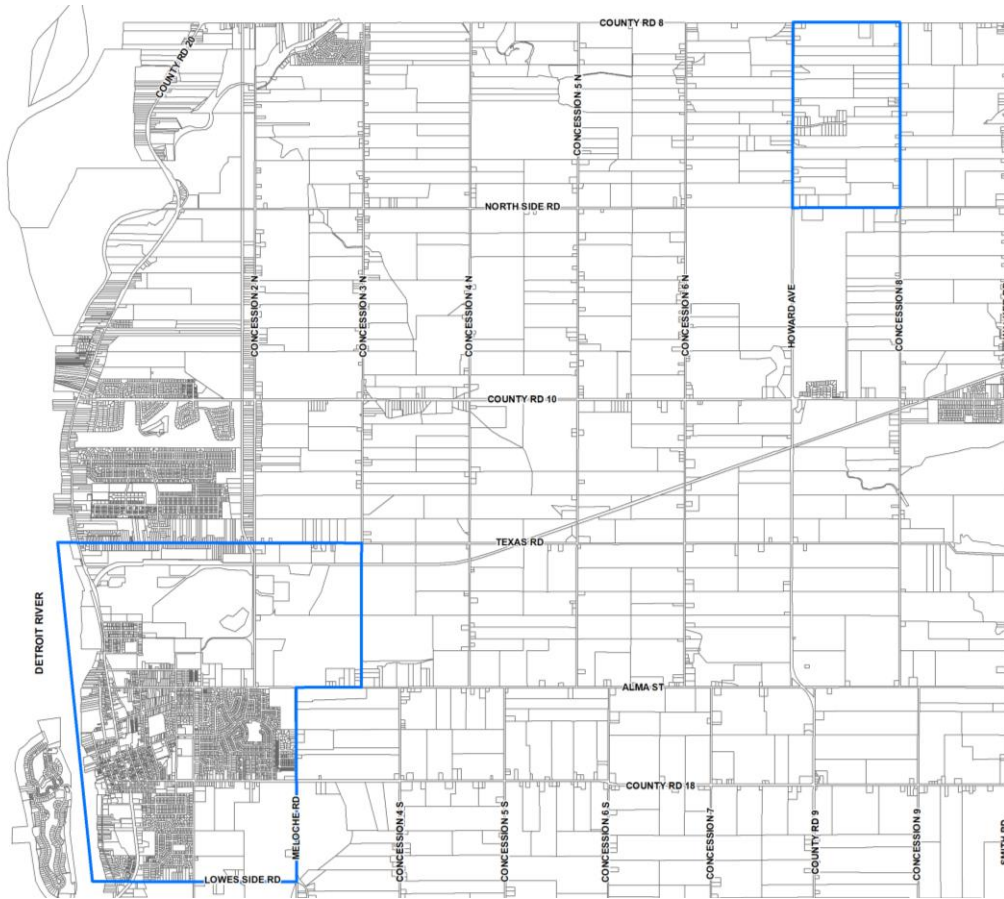


Figure 3 – Amended Economic Development Community Improvement Project Area

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.