



Community Improvement Plan

Investing in Southwest Middlesex

2026

*A practical guide to supporting investment, revitalization, housing,
and economic development across Southwest Middlesex.*

Prepared by

Municipality of Southwest Middlesex

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Table of Contents

1. Introduction.....	5
1.1 Introduction.....	5
1.2 How the Community Improvement Plan Works	6
2. Basis of the Community Improvement Plan.....	6
2.1 Community Improvement Plan Overview	6
2.2 Legislative Framework	7
2.3 Local Policy Framework	8
2.3 Consultation.....	9
3. Community Improvement Vision, Goal and Objectives	9
3.1 Vision	9
3.2 Goal	9
3.3 Objectives	10
4. Community Improvement Project Areas	11
4.1 Community Improvement Project Area	11
4.2 Settlement Area Revitalization Areas	11
4.3 Priority Projects	12
4.4 Interpretation	12
5. Municipal Programs	13
5.1 Overview	13
5.2 Community Revitalization Initiatives	13
5.3 Wayfinding, Community Identity and Tourism	13
5.4 Economic Development Initiatives	14
5.5 Community Promotion and Marketing.....	14
5.6 Business Support Partnerships.....	15
5.7 Strategic Partnerships.....	16
5.8 Design Excellence.....	16
6. Financial Incentive Programs	17
6.1 Quick Tip for Applicants	17
6.2 Overview	17
6.3 Financial Incentive Program Summary	17
6.4 General Program Requirements	20
6.5 Property Improvement Incentives	22

6.6 Design and Study Grant.....	22
6.7 Planning and Building Permit Fee Grant	23
6.8 Building, Property and Accessibility Improvement Grant.....	24
6.9 Façade Improvement Grant.....	25
6.10 Sign Improvement Grant.....	27
6.11 Housing & Revitalization Incentives	28
6.12 Commercial Conversion / Renting Housing Grant.....	28
6.13 Additional Residential Unit Grant.....	29
6.14 Pop-Up Business Grant	31
6.15 Community & Economic Development Incentives	32
6.16 Public Art Grant	32
6.17 Technology Expansion Grant	33
6.18 Supplemental Incentives.....	34
6.19 Multiple Properties Supplemental Grant	34
6.20 Community Investment Incentives	35
6.21 Tax Increment Grant (TIG).....	36
6.22 Community Investment Incentives	37
6.23 Brownfield Financial Tax Incentive Program	37
7. Program Administration and Implementation.....	40
7.1 Administration	40
7.1 Roles and Responsibilities	40
7.3 Annual Funding.....	42
7.4 Application Process	42
7.5 Financial Assistance Agreements	43
7.6 Project Timelines	43
7.7 Application Requirements.....	43
8. Program Promotion and Awareness.....	44
8.1 Program Promotion.....	44
8.2 Applicant Assistance	44
8.3 Partnerships	45
9. Monitoring, Reporting and Plan Review	45
9.1 Monitoring	45
9.2 Annual Reporting	45

9.3 Plan Review	46
10. Amendments and Interpretation	47
10.1 Amendments	47
10.2 Interpretation.....	47
10.3 Schedules	47
Community Improvement Plan Quick Reference Guide	48
Schedule A	51
Community Improvement Project Area.....	51
Schedule B	53
Settlement Area Revitalization Areas.....	53

1. Introduction

1.1 Introduction

Southwest Middlesex is a growing rural municipality with strong agricultural roots, vibrant settlement areas, and an evolving business community. Continued investment in commercial properties, housing, public spaces, and local businesses is essential to maintaining attractive communities, supporting economic growth, and enhancing quality of life for residents.

The Community Improvement Plan (CIP) is one of the Municipality's primary economic development tools. Enabled under the *Planning Act*, it allows the Municipality to provide financial incentives and undertake municipal initiatives that encourage private investment, property improvement, redevelopment, and community revitalization.

Originally adopted in 2021, the Community Improvement Plan has supported investment in commercial buildings, accessibility improvements, property enhancements, and community revitalization projects across Southwest Middlesex. The 2026 update modernizes the Plan by simplifying administration, expanding housing-related incentives, improving alignment with Middlesex County funding opportunities, and creating a more flexible and user-friendly framework for applicants.

The updated Community Improvement Plan is intended to:

- encourage investment in commercial, mixed-use, institutional, and multi-unit residential properties;
- support revitalization of settlement areas and commercial districts;
- promote adaptive reuse and redevelopment of existing buildings;
- encourage accessibility improvements and building modernization;
- support additional residential units, attainable rental housing, and residential intensification;
- strengthen community appearance, placemaking, and property maintenance;
- support tourism, agri-business diversification, and rural economic development; and
- provide clear, transparent, and efficient financial incentive programs that leverage municipal investment with available County and senior government funding opportunities.

This document serves as both:

- the Municipality's statutory Community Improvement Plan prepared under Section 28 of the *Planning Act*; and

- a practical guide describing the financial incentive programs and municipal initiatives available to support community improvement throughout Southwest Middlesex.

1.2 How the Community Improvement Plan Works

Applicants are encouraged to contact the Municipality early in the planning process to discuss eligibility and available incentive programs. Detailed information regarding the application and approval process is provided in Section 7 of this Plan.

Unless otherwise specified, all financial incentives provided under this Plan operate as reimbursement grants. Funding is only provided after approved work has been completed, inspected where required, and all supporting documentation has been received.

2. Basis of the Community Improvement Plan

2.1 Community Improvement Plan Overview

A Community Improvement Plan (CIP) is a planning and economic development tool authorized under Section 28 of the *Planning Act*. It enables municipalities to encourage private investment and redevelopment by providing financial incentives and undertaking municipal initiatives that support community improvement.

Community Improvement Plans are commonly used throughout Ontario to support:

- commercial revitalization;
- redevelopment and adaptive reuse of existing buildings;
- residential intensification and housing creation;
- accessibility and building improvements;
- brownfield redevelopment;
- public realm enhancements; and
- economic development and investment attraction.

A Community Improvement Plan consists of:

- a designated Community Improvement Project Area;
- goals and objectives that guide community improvement initiatives;
- financial incentive programs that encourage private investment; and
- municipal initiatives that support revitalization, redevelopment, and economic growth.

Without a Community Improvement Plan, municipalities are generally prohibited from providing financial assistance to private property owners or businesses. This Plan establishes the legislative authority for the Municipality of Southwest Middlesex to offer

financial incentives that advance local planning, economic development, and community revitalization objectives.

2.2 Legislative Framework

The Community Improvement Plan has been prepared in accordance with the legislative framework established by the Province of Ontario and is supported by applicable provincial, County, and municipal planning policies.

Municipal Act, 2001

Section 106 of the *Municipal Act, 2001* generally prohibits municipalities from providing direct or indirect financial assistance to industrial or commercial enterprises.

However, subsection 106(3) provides an exception for financial assistance offered through a Community Improvement Plan prepared under Section 28 of the *Planning Act*. This exception enables municipalities to provide grants, loans, tax assistance, and other financial incentives that support approved community improvement objectives.

Planning Act

Section 28 of the *Planning Act* authorizes municipalities with appropriate Official Plan policies to designate Community Improvement Project Areas and adopt Community Improvement Plans.

Under the Act, Community Improvement Plans may include programs and initiatives that encourage:

- redevelopment and rehabilitation of lands and buildings;
- adaptive reuse of existing structures;
- improvements to accessibility and building functionality;
- environmental rehabilitation and brownfield redevelopment;
- public realm improvements; and
- private investment that contributes to community revitalization.

Provincial Planning Framework

The Provincial Planning Statement recognizes the importance of revitalizing existing communities, promoting efficient use of infrastructure, supporting housing supply, encouraging redevelopment, and strengthening local economies.

The Community Improvement Plan supports these objectives by encouraging:

- reinvestment within existing built-up areas;
- adaptive reuse and redevelopment;
- residential intensification;
- commercial revitalization;
- accessible and sustainable development; and
- efficient use of existing municipal infrastructure.

2.3 Local Policy Framework

Southwest Middlesex Official Plan

The Southwest Middlesex Official Plan authorizes the preparation of Community Improvement Plans and identifies community improvement as an important tool for supporting long-term economic vitality and sustainable development.

The Official Plan encourages initiatives that:

- stimulate private investment;
- encourage redevelopment and rehabilitation of existing properties;
- improve accessibility and community appearance;
- support commercial and mixed-use development;
- strengthen settlement areas; and
- promote economic growth throughout the municipality.

The programs contained within this Community Improvement Plan have been developed to implement these policy directions.

County of Middlesex

The County of Middlesex supports the use of Community Improvement Plans to encourage redevelopment, investment, housing creation, and economic development throughout the region.

Many of the financial incentive programs contained within this Plan have been designed to complement the County of Middlesex Community Improvement Support Program (CISP), allowing the Municipality to leverage available County funding wherever possible.

Applicants should note that County funding programs operate independently from this Community Improvement Plan and remain subject to County eligibility requirements and funding availability.

Municipal Strategic Priorities

The Community Improvement Plan supports several strategic priorities of the Municipality of Southwest Middlesex, including:

- encouraging business retention and expansion;
- supporting housing creation and residential intensification;
- revitalizing commercial areas and community gathering places;
- strengthening community identity through placemaking and beautification;
- encouraging tourism and agri-business diversification; and
- attracting private investment that contributes to long-term assessment growth and economic resilience.

The Community Improvement Plan also complements other municipal initiatives, including economic development strategies, community branding, and future public realm and wayfinding improvements.

2.3 Consultation

The original Community Improvement Plan was adopted by Council in 2021 following public consultation in accordance with the *Planning Act*.

As part of the 2026 review, the Municipality undertook a comprehensive evaluation of the existing program to identify opportunities to improve program effectiveness, simplify administration, expand housing incentives, and better align with current municipal priorities.

Input was received from:

- Municipal Council;
- the Economic Development Committee;
- municipal staff;
- Middlesex County Economic Development; and
- other municipal stakeholders involved in Community Improvement Plan administration.

Following Council direction, statutory public notice and a public meeting will be completed in accordance with the *Planning Act* prior to adoption of the updated Community Improvement Plan.

3. Community Improvement Vision, Goal and Objectives

3.1 Vision

Southwest Middlesex is a vibrant, attractive, and resilient rural municipality where investment, redevelopment, housing, and business growth contribute to complete communities, a strong local economy, and an enhanced quality of life for residents.

3.2 Goal

The goal of this Community Improvement Plan is to encourage investment, redevelopment, revitalization, and property improvement throughout Southwest Middlesex by providing financial incentives and municipal initiatives that strengthen communities, support economic development, expand housing opportunities, and enhance the built environment.

3.3 Objectives

The Community Improvement Plan seeks to:

Economic Development

- Encourage investment in existing businesses and commercial properties.
- Support entrepreneurship, business retention, expansion, and employment opportunities.
- Strengthen commercial districts and community gathering places.
- Encourage agri-business diversification, tourism, and rural economic development.
- Foster partnerships that connect businesses and property owners with funding, financing, and business support resources.
- Leverage municipal, County, Provincial, Federal, and private-sector investment to maximize community benefit.

Community Revitalization

- Encourage redevelopment and adaptive reuse of existing buildings and underutilized properties.
- Improve the appearance, accessibility, and functionality of commercial, institutional, mixed-use, and multi-unit residential properties.
- Revitalize settlement areas through strategic reinvestment and property improvements.
- Support placemaking, public art, and community beautification initiatives.
- Strengthen community identity through high-quality building, site, and public realm improvements.

Housing

- Encourage residential intensification within existing settlement areas.
- Support the creation of additional residential units.
- Increase the supply of attainable, rental, and diverse housing options.
- Encourage mixed-use redevelopment that incorporates residential uses.
- Support the adaptive reuse of existing buildings to create new housing opportunities where appropriate.
- Promote efficient use of existing municipal infrastructure through infill development and redevelopment.

Program Administration

- Provide clear, transparent, and user-friendly financial incentive programs.
- Administer incentive programs in a fair, consistent, and accountable manner.
- Ensure responsible stewardship of municipal financial resources.

- Monitor program performance and periodically review the Community Improvement Plan to ensure it continues to respond to changing community needs and Council priorities.
- Promote collaboration between the Municipality, businesses, property owners, and partner organizations to maximize the effectiveness of the Community Improvement Plan.

4. Community Improvement Project Areas

4.1 Community Improvement Project Area

In accordance with Section 28 of the *Planning Act*, the entire Municipality of Southwest Middlesex is designated as the Community Improvement Project Area (CIPA).

Designating the municipality as the Community Improvement Project Area provides Council with the authority to implement the financial incentive programs and municipal initiatives contained within this Plan.

While the Community Improvement Project Area applies municipality-wide, eligibility for individual incentive programs varies based on the objectives and eligibility requirements of each program. The applicable geographic eligibility for each financial incentive program is identified in Section 6.

4.2 Settlement Area Revitalization Areas

While many financial incentive programs are available municipality-wide, certain programs are intended to encourage reinvestment, redevelopment, housing creation, and commercial revitalization within the Municipality's established settlement areas.

For the purposes of this Plan, Settlement Area Revitalization Areas, as identified on Schedule A, are intended to focus investment in areas where revitalization efforts can have the greatest community benefit.

Programs currently available within the Settlement Area Revitalization Areas include:

- Façade Improvement Grant;
- Sign Improvement Grant;
- Commercial Conversion / Rental Housing Grant;
- Additional Residential Unit Grant (within designated Settlement Areas);
- Pop-Up Business Grant; and
- Multiple Properties Supplemental Grant.

The Municipality may amend the geographic applicability of individual incentive programs through future amendments to this Plan as community priorities evolve.

4.3 Priority Projects

Council may identify projects that provide exceptional economic, community, housing, or revitalization benefits as Priority Projects.

- Priority Projects will generally demonstrate one or more of the following characteristics:
- significant revitalization of a highly visible or strategically located property;
- redevelopment of a vacant or underutilized building or site;
- creation of attainable or rental housing opportunities;
- substantial accessibility or building improvements;
- adaptive reuse of an existing building;
- coordinated improvements involving multiple neighbouring properties;
- significant placemaking, beautification, or public realm improvements; or
- exceptional economic, social, or community benefit.

Where specifically permitted within an individual incentive program, Council may approve enhanced funding for Priority Projects, subject to available funding and the terms of this Plan.

4.4 Interpretation

This Community Improvement Plan is intended to provide a flexible framework that supports community improvement while allowing the Municipality to respond to changing economic conditions, redevelopment opportunities, and community priorities.

Unless otherwise specified:

- designation of the municipality as the Community Improvement Project Area does not guarantee eligibility for every financial incentive program;
- applicants must satisfy the eligibility requirements of the applicable incentive program;
- all financial incentives remain subject to Council-approved funding and available budget allocations;
- Council retains discretion to approve or refuse financial incentives in accordance with this Plan; and
- the Municipality may interpret the provisions of this Plan where clarification is required, provided the interpretation is consistent with the intent and objectives of the Community Improvement Plan.

5. Municipal Programs

5.1 Overview

In addition to the financial incentive programs described in Section 6, the Municipality may undertake municipal initiatives, strategic projects, and partnership opportunities that support the goals and objectives of this Community Improvement Plan.

These initiatives complement the financial incentive programs by encouraging investment, strengthening community identity, improving public spaces, supporting business growth, and enhancing the overall attractiveness and functionality of Southwest Middlesex.

Implementation of municipal programs will be subject to Council priorities, available funding, staffing resources, and partnership opportunities.

5.2 Community Revitalization Initiatives

The Municipality may undertake or support projects that contribute to the revitalization of settlement areas, commercial districts, and other strategic locations throughout Southwest Middlesex.

Examples may include:

- streetscape and public space improvements;
- community beautification initiatives;
- public realm enhancements;
- façade and property improvement initiatives;
- placemaking projects;
- gateway features;
- community branding initiatives; and
- projects that improve the attractiveness, accessibility, and functionality of public spaces.

These initiatives are intended to complement private investment encouraged through this Community Improvement Plan.

5.3 Wayfinding, Community Identity and Tourism

The Municipality recognizes that community identity and visitor experience contribute to long-term economic development and investment attraction.

- The Municipality may undertake initiatives that:
- improve wayfinding throughout the municipality;
- strengthen community branding and identity;
- improve visitor navigation;
- highlight local destinations, parks, trails, cultural assets, and community facilities;

- promote tourism opportunities; and
- improve the visibility of local businesses and commercial areas.

These initiatives may include community signage, interpretive features, gateway elements, maps, digital tools, and other projects that enhance the visitor experience and reinforce Southwest Middlesex's identity.

5.4 Economic Development Initiatives

The Municipality may undertake strategic initiatives that encourage investment, business growth, and economic resilience throughout Southwest Middlesex.

These initiatives may include:

- business retention and expansion activities;
- investment attraction;
- support for entrepreneurship;
- downtown and commercial area revitalization;
- redevelopment of underutilized properties;
- tourism development;
- rural economic diversification;
- housing initiatives; and
- collaboration with regional economic development partners.

Where appropriate, the Municipality will seek opportunities to leverage County, Provincial, Federal, and private-sector funding to maximize community investment.

5.5 Community Promotion and Marketing

The Municipality recognizes that effective promotion and marketing contribute to community vitality, business attraction, tourism, and economic development. In addition to promoting the Community Improvement Plan, the Municipality may undertake initiatives that showcase Southwest Middlesex as an attractive place to live, work, invest, and visit.

Community promotion and marketing initiatives may include:

- investment attraction and business recruitment activities;
- promotion of available commercial, industrial, and redevelopment opportunities;
- tourism and destination marketing;
- promotion of local businesses, events, and community assets;
- development of marketing materials and investment profiles;
- community branding initiatives;
- digital communications, including municipal websites and social media; and
- participation in regional marketing partnerships and campaigns.

These initiatives are intended to complement the financial incentive programs contained within this Plan by increasing awareness of investment opportunities and encouraging continued community revitalization.

5.6 Business Support Partnerships

In addition to administering the financial incentive programs contained within this Community Improvement Plan, the Municipality is committed to supporting entrepreneurs, business owners, developers, and property owners by connecting them with organizations that provide business development services, financing, training, and advisory support.

Municipal staff are available to discuss business and development opportunities, identify potential funding sources, and facilitate introductions to partner organizations that may assist throughout the planning, start-up, expansion, or redevelopment process.

Depending on the nature of the project, applicants may benefit from programs and services offered by organizations such as:

- [Community Futures Middlesex](#), which provides business consulting, planning assistance, workshops, and financing programs for entrepreneurs and small businesses, including a Community Improvement Plan Loan Program offering business loans of up to \$20,000 to help businesses finance their portion of eligible CIP projects;
- [Ontario Job Grant](#), which provides funding to eligible employers to support third-party workforce training and skills development for existing employees and new hires;
- [Middlesex County Economic Development and Tourism](#), which supports business attraction, expansion, investment readiness, tourism development, and access to regional business resources and funding opportunities, including the Community Improvement Support Program (CISP);
- [Strathroy & District Chamber of Commerce](#), which offers networking opportunities, professional development, advocacy, and business support services for the local business community; and
- Provincial and Federal programs and other economic development partners, which may provide additional funding, financing, workforce development, innovation, and business expansion supports.

The Municipality will continue to work collaboratively with these and other partner organizations to encourage investment, support local businesses, and help applicants access the resources best suited to their individual project.

Prospective applicants are encouraged to contact the Municipality early in the planning process. Staff will be pleased to discuss project ideas, identify available programs, and connect applicants with appropriate business support organizations where additional assistance may be beneficial.

5.7 Strategic Partnerships

Community improvement is most successful when supported through collaboration.

The Municipality may work with property owners, businesses, community organizations, educational institutions, senior levels of government, the County of Middlesex, and other partners to advance projects that support the goals of this Plan.

Partnership initiatives may include:

- community revitalization projects;
- placemaking and beautification initiatives;
- redevelopment opportunities;
- housing initiatives;
- tourism development;
- public realm improvements;
- grant applications; and
- collaborative economic development initiatives.

5.8 Design Excellence

The Municipality encourages high-quality building design, site planning, landscaping, and public realm improvements that contribute positively to the character of Southwest Middlesex.

Where appropriate, the Municipality may prepare or support:

- urban design guidance;
- façade improvement guidance;
- accessibility best practices;
- public art initiatives;
- heritage conservation initiatives;
- landscaping recommendations; and
- community beautification projects.

These initiatives are intended to encourage thoughtful redevelopment while maintaining the unique character of Southwest Middlesex.

6. Financial Incentive Programs

6.1 Quick Tip for Applicants

Applicants are encouraged to contact the Municipality before beginning any work to discuss their project and confirm eligibility.

Projects that commence before written municipal approval is provided are not eligible for funding under this Community Improvement Plan.

Early consultation allows staff to:

- confirm eligibility;
- identify available incentive programs;
- explain application requirements;
- identify any required municipal approvals; and
- help applicants maximize available funding opportunities.

6.2 Overview

The Community Improvement Plan includes a range of financial incentive programs intended to encourage investment, redevelopment, revitalization, and community improvement throughout Southwest Middlesex.

The programs contained within this section support projects that contribute to the goals and objectives of this Plan by encouraging:

- investment in commercial, mixed-use, institutional, and multi-unit residential properties;
- redevelopment and adaptive reuse of existing buildings;
- residential intensification and housing creation;
- accessibility improvements;
- façade and property enhancements;
- business modernization;
- placemaking and community beautification; and
- long-term economic development.

Most financial incentives are offered as reimbursement grants. Funding is generally provided following completion of an approved project and verification of eligible costs.

All incentive programs remain discretionary and are subject to annual Council-approved funding and available municipal budget allocations.

6.3 Financial Incentive Program Summary

The following table provides an overview of the financial incentive programs available through the Southwest Middlesex Community Improvement Plan. Detailed eligibility requirements, eligible costs, funding limits, and program-specific conditions are provided in the sections that follow.

Program availability remains subject to annual Council-approved funding and available municipal budget allocations.

Financial Incentive Program	Geographic Eligibility	Maximum Municipal Funding	Potential County CISP Eligibility
Design and Study Grant	Municipality-wide	Up to \$2,500	Yes
Planning and Building Permit Fee Grant	Municipality-wide	50% of eligible fees to a maximum of \$2,000	Yes
Building, Property and Accessibility Improvement Grant	Municipality-wide	50% of eligible costs to a maximum of \$5,000	Yes
Façade Improvement Grant	Settlement Area Revitalization Areas	50% of eligible costs to a maximum of \$10,000*	Yes
Sign Improvement Grant	Settlement Area Revitalization Areas	50% of eligible costs to a maximum of \$5,000	Yes
Commercial Conversion / Rental Housing Grant	Settlement Area Revitalization Areas	Commercial Conversion: \$20/sq. ft. to a maximum of \$7,500; Rental Housing: 50% of eligible costs to a maximum of \$7,500 per unit (maximum two units)	Yes
Additional Residential Unit Grant	Settlement Areas	50% of eligible costs to a maximum of \$7,500	Yes
Pop-Up Business Grant	Settlement Area Revitalization Areas	50% of eligible costs to a maximum of \$2,500	No
Public Art Grant	Municipality-wide	50% of eligible costs to a maximum of \$1,000	Yes (where installation is permanent)
Technology Expansion Grant	Municipality-wide	50% of eligible costs to a maximum of \$1,000	No

Financial Incentive Program	Geographic Eligibility	Maximum Municipal Funding	Potential County CISP Eligibility
Tax Increment Grant (TIG)	Municipality-wide	Five-year declining municipal tax rebate based on the increase in municipal property assessment	Yes
Multiple Properties Supplemental Grant	Settlement Area Revitalization Areas	Additional grant of up to \$1,500 when approved in conjunction with another eligible incentive	Conditional
Brownfield Financial Tax Incentive Program	Municipality-wide	Variable	Conditional

Which Incentive Program is Right for Your Project?

The Community Improvement Plan includes a range of financial incentive programs designed to support different types of investment and redevelopment projects. While some projects may qualify for more than one incentive program, each program has a specific purpose and eligibility criteria.

The following guide is intended to help applicants identify the incentive program(s) that may best align with their proposed project. Detailed eligibility requirements, funding limits, and program conditions are provided in the sections that follow.

If your project involves...	You should consider...
Hiring an architect or engineer	Design & Study Grant
Building permit or planning application fees	Planning & Building Permit Fee Grant
Accessibility or building improvements	Building, Property & Accessibility Improvement Grant
Improving the front of your building	Façade Improvement Grant
Installing new business signage	Sign Improvement Grant
Converting vacant commercial space	Commercial Conversion / Rental Housing Grant
Creating an additional residential unit	Additional Residential Unit Grant
Starting a temporary business in a vacant storefront	Pop-Up Business Grant
Public art or murals	Public Art Grant
Website, e-commerce, or technology upgrades	Technology Expansion Grant
Coordinated improvements with neighbouring properties	Multiple Properties Supplemental Grant

If your project involves...	You should consider...
Major redevelopment increasing assessment	Tax Increment Grant
Environmental remediation of a brownfield	Brownfield Financial Tax Incentive Program

6.4 General Program Requirements

Unless otherwise specified within an individual incentive program, the following requirements apply to all financial incentives offered through this Community Improvement Plan.

Eligible Applicants

- Applications may be submitted by:
- registered property owners;
- assessed property owners; or
- tenants with the written authorization of the property owner.

Eligible Properties

Eligible properties must be located within the Southwest Middlesex Community Improvement Project Area and contain one or more eligible commercial, mixed-use, institutional, agricultural commercial, or multi-unit residential uses, unless otherwise specified within an individual incentive program.

Projects involving residential intensification, adaptive reuse, agri-business diversification, or mixed-use redevelopment may also be eligible where consistent with the objectives of this Plan.

Projects involving private residential dwellings or primary agricultural operations alone are generally not eligible unless specifically identified within an individual incentive program.

General Eligibility

To qualify for funding, applicants must demonstrate that:

- the proposed project supports the goals and objectives of this Community Improvement Plan;
- all required planning approvals and permits have been obtained, where applicable;
- municipal taxes and other financial obligations are paid in full;
- work has not commenced before written approval is provided;
- all required quotations and supporting documentation have been submitted; and
- the project complies with the Financial Assistance Agreement.

Routine maintenance and repairs that do not result in a measurable improvement to the property are not eligible for funding.

For lower-value grant programs, including the Public Art Grant, Technology Expansion Grant, and Pop-Up Business Grant, the Municipality may establish a simplified application process and reduced documentation requirements.

The Municipality reserves the right to inspect approved projects before issuing payment and to request additional documentation where necessary to confirm project completion and eligibility.

Funding Limits

Unless otherwise specified:

- municipal funding shall not exceed eligible project costs;
- the maximum municipal funding available for a single project is \$20,000;
- applicants must disclose all other funding sources;
- funding remains subject to annual Council-approved budgets; and
- all incentive programs are discretionary.

Combining Incentive Programs

Applicants may combine multiple financial incentive programs where permitted under this Plan.

However:

- the Tax Increment Grant may not be combined with other financial incentive programs for the same project unless otherwise approved by Council;
- the Additional Residential Unit Grant and the Commercial Conversion / Rental Housing Grant may not both be used for the same residential unit;
- the Multiple Properties Supplemental Grant may only be provided in conjunction with another eligible financial incentive program; and
- total public funding shall not exceed eligible project costs.

Financial Assistance Agreements

Successful applicants will be required to enter into a Financial Assistance Agreement with the Municipality before commencing work.

The Agreement will identify:

- the approved project;
- eligible costs;
- approved funding;
- project timelines;
- payment conditions; and
- any additional terms or conditions considered appropriate by the Municipality.

6.5 Property Improvement Incentives

Property Improvement Incentives encourage reinvestment in existing buildings and properties throughout Southwest Middlesex. These programs support improvements that enhance building appearance, accessibility, functionality, safety, and long-term viability while contributing to community revitalization and economic development.

Projects involving coordinated improvements by two or more neighbouring properties may also be eligible for the Multiple Properties Supplemental Grant described in Section 6.8.

6.6 Design and Study Grant

Purpose

The Design and Study Grant assists property owners and businesses with the cost of professional studies and technical work required to support future redevelopment, adaptive reuse, accessibility improvements, or property enhancement projects.

Investment in professional planning and design helps applicants develop stronger projects while improving the efficiency of the municipal review process.

Location

Municipality-wide.

Eligible Applicants

Applicants must satisfy the General Program Requirements contained in Section 6.4.

Eligible Projects and Costs

Eligible costs may include professional services associated with:

- architectural drawings;
- engineering studies;
- structural assessments;
- site plans;
- accessibility reviews;
- environmental studies;
- conceptual design work;
- market or feasibility studies;
- interior design for commercial or mixed-use projects;
- parking or traffic studies; and
- other technical studies or professional reports required to support an eligible redevelopment or improvement project.

All studies must be prepared by a qualified professional acceptable to the Municipality.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$2,500**.

Additional Program Requirements

In addition to the General Program Requirements in Section 6.4:

- the proposed study must support a future project that is consistent with the goals and objectives of this Community Improvement Plan;
- the study must provide new, site-specific information that assists with the planning, design, or implementation of the proposed project; and
- completed studies shall become available to the Municipality for reference in administering this Plan and reviewing future development applications related to the property.

Payment

The grant will be paid upon completion of the approved study and submission of all required invoices and supporting documentation.

Applicants shall provide one electronic copy of the completed study to the Municipality.

6.7 Planning and Building Permit Fee Grant

Purpose

The Planning and Building Permit Fee Grant helps offset municipal planning and building permit fees associated with redevelopment, adaptive reuse, property improvement, and community revitalization projects.

The program encourages investment by reducing a portion of the municipal approval costs associated with eligible development projects.

Location

Municipality-wide.

Eligible Applicants

Applicants must satisfy the General Program Requirements contained in Section 6.4.

Eligible Projects and Costs

Eligible municipal fees may include those associated with:

- Building Permits;
- Minor Variance applications;
- Zoning By-law Amendment applications;
- Official Plan Amendment applications;
- Site Plan Control applications;
- Cash-in-lieu of parking, where applicable; and

- other municipal planning or development-related fees approved by the Municipality.

Only municipal fees paid directly to the Municipality are eligible. Professional consulting fees, legal fees, development charges, and fees payable to external agencies are not eligible unless otherwise approved by Council.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$2,000**.

Additional Program Requirements

In addition to the General Program Requirements in Section 6.4:

- all applicable municipal fees must be paid in full prior to reimbursement;
- the associated development or improvement project must proceed substantially in accordance with the approved application; and
- reimbursement applies only to eligible municipal fees directly related to the approved project.

Payment

The grant will be paid following substantial completion of the approved project and confirmation that all eligible municipal fees have been paid.

6.8 Building, Property and Accessibility Improvement Grant

Purpose

The Building, Property and Accessibility Improvement Grant encourages reinvestment in existing buildings and properties by supporting improvements that enhance accessibility, functionality, safety, appearance, and long-term usability.

The program supports projects that improve the overall quality of the built environment while helping businesses and property owners maintain safe, accessible, and attractive properties.

Location

Municipality-wide.

Eligible Applicants

Applicants must satisfy the General Program Requirements contained in Section 6.4.

Eligible Projects and Costs

Eligible improvements may include:

- barrier-free accessibility improvements;
- accessible entrances, ramps, lifts, and washrooms;
- building rehabilitation and structural repairs;
- exterior masonry, roofing, and building envelope improvements;

- building and fire code compliance upgrades;
- lighting improvements;
- parking area improvements;
- landscaping and site improvements;
- exterior safety improvements;
- accessibility improvements required for adaptive reuse projects; and
- other improvements that enhance the long-term functionality, safety, or usability of the property.

Routine maintenance, cosmetic repairs, or replacement of existing materials with similar materials that do not result in a measurable improvement are generally not eligible.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$5,000**.

Additional Program Requirements

In addition to the General Program Requirements in Section 6.4:

- improvements must represent a measurable enhancement to the property;
- all work must comply with applicable legislation, municipal by-laws, and permit requirements; and
- accessibility improvements that improve public access or remove physical barriers may be given priority consideration where funding is limited.

Payment

The grant will be paid upon completion of the approved project and submission of all required invoices and supporting documentation.

6.9 Façade Improvement Grant

Purpose

The Façade Improvement Grant encourages investment in the exterior appearance of commercial and mixed-use buildings to strengthen community character, improve streetscapes, and support revitalization within Southwest Middlesex's Settlement Area Revitalization Areas.

High-quality façade improvements contribute to business visibility, encourage private investment, and enhance the overall appearance of commercial areas.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- restoration or modernization of building façades;
- replacement or restoration of windows and doors;
- exterior cladding, brick, stone, siding, or masonry improvements;
- storefront improvements;
- awnings and permanent canopies;
- decorative architectural features;
- exterior painting where it forms part of a comprehensive façade improvement;
- façade cleaning or restoration;
- improvements that increase accessibility while enhancing the appearance of the building; and
- other exterior improvements approved by the Municipality that contribute to the visual appearance of the property.

Eligible improvements must be visible from a public street or other publicly accessible area.

Routine maintenance, general repairs, and improvements that are not visible from the public realm are not eligible.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$10,000**.

Council may approve funding of up to \$15,000 where:

- the building has multiple public street frontages;
- the building occupies a gateway or landmark location;
- the project has been identified by Council as a Priority Project; or
- the project provides exceptional community revitalization benefits.

Enhanced funding remains subject to available funding and Council approval.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- proposed improvements should complement the architectural character of the building and surrounding area;
- all required municipal approvals and permits must be obtained prior to construction; and
- applicants may be required to submit elevation drawings, renderings, colour samples, or material specifications where necessary to evaluate the proposed improvements.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.10 Sign Improvement Grant

Purpose

The Sign Improvement Grant encourages the installation or replacement of high-quality permanent business signage that improves business visibility, strengthens community identity, and contributes to attractive commercial streetscapes.

The program supports coordinated, well-designed signage that enhances both individual businesses and the overall appearance of Southwest Middlesex's commercial areas.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- installation of new permanent business signage;
- replacement or modernization of existing business signage;
- fascia signs;
- projecting or blade signs;
- hanging signs;
- permanent window signage associated with a business;
- illuminated signage, where permitted by municipal by-laws;
- signage incorporated into an approved façade improvement project; and
- removal and replacement of deteriorated or outdated permanent signage.

Temporary signs, portable signs, billboards, and digital advertising displays are not eligible under this program.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$5,000**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- all signage must comply with the Municipality's Sign By-law and any other applicable municipal requirements;

- applicants may be required to submit sign drawings, dimensions, renderings, or material specifications; and
- signage should be designed to complement the building and surrounding streetscape.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.11 Housing & Revitalization Incentives

Housing and Revitalization Incentives encourage redevelopment, adaptive reuse, residential intensification, and investment in Southwest Middlesex's established settlement areas. These programs support the creation of new housing opportunities, the revitalization of underutilized properties, and increased commercial activity while making efficient use of existing municipal infrastructure.

Projects involving coordinated improvements by two or more neighbouring properties may also be eligible for the Multiple Properties Supplemental Grant described in Section 6.8.

6.12 Commercial Conversion / Renting Housing Grant

Purpose

The Commercial Conversion / Rental Housing Grant supports larger redevelopment and adaptive reuse projects that transform vacant or underutilized buildings into productive commercial, mixed-use, or residential rental spaces.

The program encourages investment in existing buildings, increases housing opportunities within settlement areas, and supports the long-term revitalization of commercial districts.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

Commercial Conversion Projects

- conversion of vacant or underutilized buildings into commercial or mixed-use space;
- adaptive reuse of institutional, commercial, or other eligible buildings;
- expansion or reconfiguration of commercial floor space to improve functionality;
- upper-storey commercial redevelopment; and

- improvements required to accommodate a new commercial use.

Rental Housing Projects

- creation of new residential rental units within mixed-use buildings;
- upper-storey residential conversions;
- conversion of vacant commercial or institutional space into residential rental units;
- adaptive reuse projects that increase the supply of rental housing;
- accessibility, fire safety, and building code upgrades directly related to the creation of residential units; and
- professional design or engineering services directly associated with the approved project.
- Professional fees may be included as eligible costs to a maximum of 15% of the approved grant value.

Funding

For commercial conversion projects, the Municipality may provide a grant of **\$20 per square foot** of converted or redeveloped floor area, to a maximum of **\$7,500**.

For rental housing projects, the Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$7,500** per residential unit, for a maximum of two units.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- projects must result in a measurable increase in the productive use of the property;
- all residential units must comply with applicable Building Code, Fire Code, and municipal requirements;
- projects should contribute to the revitalization of the surrounding area; and
- projects that consist solely of the creation or legalization of an Additional Residential Unit may be directed to the Additional Residential Unit Grant.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.13 Additional Residential Unit Grant

Purpose

The Additional Residential Unit (ARU) Grant encourages residential intensification through the creation, legalization, or improvement of additional residential units within existing buildings.

The program supports housing choice, attainable rental housing, and efficient use of existing infrastructure while encouraging reinvestment within Southwest Middlesex's settlement areas.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- creation of an additional residential unit within an existing residential or mixed-use building;
- conversion of upper-storey space into a residential unit;
- legalization of an existing residential unit;
- conversion of accessory space into a residential unit, where permitted;
- building and fire code compliance upgrades directly related to the unit;
- accessibility improvements required to support the unit;
- professional design or engineering services associated with the approved project; and
- municipal planning or building permit fees directly related to the approved unit.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$7,500**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- the residential unit must comply with the Municipality's Zoning By-law and all applicable legislation;
- all required planning and building approvals must be obtained;
- units intended primarily for short-term accommodation or vacation rentals are not eligible;
- cosmetic renovations that do not directly support the creation or legalization of a residential unit are not eligible; and
- the Additional Residential Unit Grant may not be combined with the Commercial Conversion / Rental Housing Grant for the same residential unit.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.14 Pop-Up Business Grant

Purpose

The Pop-Up Business Grant encourages entrepreneurship and supports the temporary activation of vacant or underutilized commercial spaces within Southwest Middlesex's Settlement Area Revitalization Areas.

The program helps reduce barriers for new and expanding businesses by encouraging short-term commercial activity that contributes to vibrant business districts and increased community activity.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- temporary retail or commercial operations;
- seasonal businesses;
- business incubator or shared retail concepts;
- temporary gallery, artisan, or studio spaces;
- pop-up food, retail, or service businesses;
- leasehold improvements required to occupy a vacant commercial space;
- interior accessibility improvements;
- temporary fixtures or displays;
- marketing and promotional materials associated with the launch of the business; and
- other start-up costs approved by the Municipality.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$2,500**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- the business must operate from a vacant or underutilized commercial space;
- the proposed use must comply with all applicable municipal requirements;
- home-based businesses are not eligible;
- applicants may be required to submit a business plan or operating summary demonstrating the viability of the proposed business; and

- the Municipality may require the business to remain in operation for a minimum period following occupancy.

Payment

Payment will be issued following occupancy of the approved space and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.15 Community & Economic Development Incentives

Community and Economic Development Incentives encourage projects that strengthen community identity, support business modernization, promote placemaking, and enhance the long-term economic vitality of Southwest Middlesex.

Projects involving coordinated improvements by two or more neighbouring properties may also be eligible for the Multiple Properties Supplemental Grant described in Section 6.8.

6.16 Public Art Grant

Purpose

The Public Art Grant encourages artistic installations and placemaking initiatives that contribute to community identity, beautification, tourism, and public engagement.

The program supports projects that enhance public spaces while celebrating the unique character and culture of Southwest Middlesex.

Location

Municipality-wide.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- murals;
- barn quilts;
- sculptures;
- public art installations;
- artistic gateway features;
- cultural heritage interpretive installations;
- decorative public features;
- community art projects; and
- other publicly visible artistic initiatives approved by the Municipality.

Projects should be permanently installed or intended for long-term public display.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$1,000**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- projects must be publicly visible or publicly accessible;
- projects should positively contribute to community character or placemaking;
- all required municipal approvals must be obtained prior to installation; and
- the Municipality reserves the right to decline projects that are inconsistent with community standards or the objectives of this Plan.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.17 Technology Expansion Grant

Purpose

The Technology Expansion Grant supports investments that improve business competitiveness through technology, digital infrastructure, and online business tools.

The program encourages local businesses to modernize operations, improve customer service, expand digital access, and strengthen long-term business resilience.

Location

Municipality-wide.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects and costs may include:

- website development or upgrades;
- e-commerce platforms;
- online booking or customer management systems;
- digital ordering systems;
- digital marketing initiatives;
- business software;
- hardware directly supporting business modernization;
- broadband or connectivity improvements; and
- other technology investments approved by the Municipality.

Ongoing subscriptions, maintenance agreements, and operating costs are generally not eligible.

Funding

The Municipality may provide a grant equal to **50% of eligible costs**, to a maximum of **\$1,000**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- projects must directly support an active commercial, tourism, agricultural diversification, or community-serving business;
- applicants may be required to provide quotations or supporting documentation demonstrating the proposed technology investment; and
- priority may be given to projects that improve customer access, operational efficiency, or digital business capacity.

Payment

Payment will be issued following completion of the approved project and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreement.

6.18 Supplemental Incentives

Supplemental Incentives are intended to enhance the impact of eligible Community Improvement Plan projects by encouraging coordinated investment and neighbourhood-scale revitalization.

Unlike other financial incentive programs, these grants are intended to supplement another approved Community Improvement Plan incentive and are generally not available as standalone programs.

6.19 Multiple Properties Supplemental Grant

Purpose

The Multiple Properties Supplemental Grant encourages coordinated improvement projects involving neighbouring commercial or mixed-use properties.

The program recognizes that collaborative investment can create a greater visual, economic, and community impact than individual property improvements alone, supporting broader revitalization within Southwest Middlesex's Settlement Area Revitalization Areas.

Location

Settlement Area Revitalization Areas.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

The grant is intended to supplement other eligible Community Improvement Plan projects where two or more neighbouring properties undertake coordinated improvements.

Examples may include:

- coordinated façade improvements;
- complementary signage improvements;
- joint accessibility improvements;
- coordinated landscaping or streetscape enhancements;
- collaborative public art or placemaking initiatives;
- coordinated redevelopment projects; and
- other complementary improvements approved by the Municipality.

Projects must be undertaken in conjunction with one or more eligible Community Improvement Plan incentive programs.

Funding

The Municipality may provide an additional grant of up to **\$1,500** per eligible property undertaking coordinated improvements.

This grant is supplemental and may only be approved in conjunction with another eligible Community Improvement Plan incentive.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- coordinated improvements must involve at least two neighbouring or closely associated properties;
- each participating property must independently qualify for another Community Improvement Plan incentive program;
- applicants may be required to submit a coordinated project plan demonstrating how the improvements relate to one another; and
- the Municipality may consider the overall visual, economic, or community benefit of the coordinated improvements when evaluating the application.

Payment

Payment will be issued following completion of all approved coordinated improvements and submission of all required invoices, proof of payment, and supporting documentation, in accordance with the Financial Assistance Agreements.

6.20 Community Investment Incentives

Community and Economic Development Incentives support transformational projects that encourage long-term private investment, increase municipal assessment, remediate challenging properties, and strengthen the economic vitality of Southwest Middlesex.

These programs are generally intended for larger or more complex redevelopment projects and may require additional technical review or Council consideration.

6.21 Tax Increment Grant (TIG)

Purpose

The Tax Increment Grant (TIG) encourages major redevelopment, adaptive reuse, mixed-use intensification, and investment in properties that generate a significant increase in municipal property assessment.

The program is intended to support transformative projects that contribute to long-term economic growth, housing creation, and community revitalization while expanding the municipal assessment base.

Location

Municipality-wide.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Eligible Projects and Costs

Eligible projects may include:

- major commercial or mixed-use redevelopment;
- adaptive reuse of existing buildings;
- redevelopment of vacant or underutilized properties;
- upper-storey residential conversions involving multiple units;
- apartment or mixed-use intensification projects;
- expansion of existing commercial or institutional buildings;
- redevelopment involving significant building rehabilitation; and
- other projects that result in a measurable increase in municipal assessment.

Eligible project costs may include construction, site servicing, professional services, planning, engineering, and other costs directly related to the approved redevelopment project.

Funding

The Municipality may provide a declining municipal tax rebate over a period of up to five years, based on the increase in the municipal portion of property taxes resulting from the completed redevelopment.

Subject to Council approval, grants may be provided as follows:

Year	Maximum Rebate
Year 1	100%
Year 2	80%
Year 3	60%

Year	Maximum Rebate
Year 4	40%
Year 5	20%

The maximum grant value will be established through the Financial Assistance Agreement based on the anticipated municipal tax increment generated by the project.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- the project must result in a measurable increase in municipal property assessment;
- the redevelopment must be substantially completed before grant payments begin;
- municipal taxes must remain current throughout the grant period;
- projects receiving a Tax Increment Grant are generally not eligible for other Community Improvement Plan incentive programs unless otherwise approved by Council; and
- the Municipality may require supporting financial, assessment, or valuation information to determine grant eligibility and value.

Projects that create significant employment opportunities, increase housing supply, or deliver exceptional community benefit may be prioritized.

Payment

Grant payments will generally be issued annually following:

- completion of the approved redevelopment;
- reassessment of the property by the Municipal Property Assessment Corporation (MPAC);
- confirmation of the municipal tax increment; and
- payment of municipal property taxes in full.

Grant payments will cease upon expiry of the approved grant term or once the maximum approved grant value has been reached.

6.22 Community Investment Incentives

Provincial incentive programs complement the Municipality's Community Improvement Plan by supporting the redevelopment of properties that present unique environmental or financial challenges.

Where available, applicants may be eligible to access Provincial incentive programs in addition to municipal financial assistance, subject to Provincial eligibility requirements and approval.

6.23 Brownfield Financial Tax Incentive Program

Purpose

The Brownfield Financial Tax Incentive Program supports the remediation and redevelopment of contaminated or potentially contaminated properties by providing municipal property tax assistance during environmental remediation and redevelopment.

The program is intended to encourage the productive reuse of brownfield sites, increase opportunities for redevelopment, improve environmental conditions, and strengthen the long-term economic vitality of Southwest Middlesex.

The program also provides eligible applicants with the opportunity to apply for matching education property tax assistance through the Province of Ontario, subject to Provincial approval.

Location

Municipality-wide.

Eligible Applicants

Applicants must meet the General Program Requirements outlined in Section 6.4.

Only the registered or assessed owner of the property is eligible to apply for this program.

Eligible Projects and Costs

Eligible projects and costs may include:

- Phase I and Phase II Environmental Site Assessments;
- environmental remediation activities;
- preparation of a Record of Site Condition (RSC);
- risk assessment and risk management measures;
- environmental monitoring;
- clean fill placement and grading;
- environmental engineering controls;
- environmental insurance premiums; and
- other eligible remediation costs approved by the Municipality.

Projects must result in the remediation and redevelopment of a property that has been identified as a brownfield site.

Funding

The Municipality may provide municipal property tax assistance during the rehabilitation and redevelopment period in accordance with the *Municipal Act, 2001*.

Where eligible, applicants may also apply to the Province of Ontario for matching education property tax assistance through the Provincial Brownfield Financial Tax Incentive Program.

The amount and duration of tax assistance will be determined by the Municipality based on the approved redevelopment project and applicable legislation.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.4:

- the property must qualify as a brownfield site;
- applicants seeking Provincial education tax assistance must satisfy all Provincial program requirements;
- a Phase II Environmental Site Assessment and any other supporting technical studies required by the Province must be completed where applicable;
- applicants may be required to submit environmental reports, remediation plans, cost estimates, and supporting documentation prepared by qualified professionals;
- redevelopment of the property must result in an increase in the assessed value of the property; and
- applicants receiving assistance through this program may also be eligible for the Tax Increment Grant, but are generally not eligible for other financial incentive programs under this Plan.

Payment

Municipal tax assistance will be provided in accordance with the approved Financial Assistance Agreement and applicable legislation.

Where Provincial education tax assistance has been approved, payment and administration of the Provincial portion will be subject to Provincial program requirements.

7. Program Administration and Implementation

7.1 Administration

The Community Improvement Plan will be administered by the Municipality of Southwest Middlesex in accordance with the policies contained within this Plan, available funding, and applicable municipal by-laws.

The Municipality is committed to administering the Community Improvement Plan in a manner that is transparent, consistent, fiscally responsible, and responsive to community priorities.

7.1 Roles and Responsibilities

Effective administration of the Community Improvement Plan requires collaboration between Council and municipal staff. Responsibilities for implementation, decision-making, and program administration are outlined below.

Council

Municipal Council is responsible for:

- adopting and amending the Community Improvement Plan;
- approving annual Community Improvement Plan funding through the municipal budget process;
- determining which financial incentive programs will be offered each year;
- approving financial incentives where Council approval is required;
- identifying Priority Projects where appropriate;
- considering recommendations related to significant program updates or amendments; and
- providing overall policy direction for the Community Improvement Plan.

Community Improvement Plan Administrator

The Chief Administrative Officer (CAO), or designate, shall serve as the Community Improvement Plan Administrator.

The Community Improvement Plan Administrator is responsible for the overall administration and implementation of the Community Improvement Plan, including:

- serving as the primary contact for applicants;
- providing information and guidance regarding available incentive programs;
- receiving and reviewing applications for completeness;
- coordinating technical review and interdepartmental circulation, where required;
- determining application eligibility in accordance with this Plan;
- preparing Financial Assistance Agreements;

- coordinating approvals in accordance with municipal policy and delegated authority;
- authorizing grant payments in accordance with approved agreements;
- monitoring program implementation and funding allocations;
- maintaining program records and performance data; and
- preparing reports and recommendations to Council.

The Community Improvement Plan Administrator may delegate administrative responsibilities to other municipal staff where appropriate.

Community Improvement Plan Administration Team

The Municipality may establish a Community Improvement Plan Administration Team to support the implementation and administration of the Community Improvement Plan.

The Administration Team will provide technical expertise, assist in the review of applications, and support the ongoing administration, monitoring, and continuous improvement of the Community Improvement Plan.

The Administration Team may consist of municipal staff with expertise relevant to the proposed project and may include representatives from:

- the Chief Administrative Officer (Community Improvement Plan Administrator);
- Planning;
- Building;
- Economic Development;
- Finance;
- Public Works;
- Community Services; and
- other municipal departments or technical specialists, as determined by the Community Improvement Plan Administrator.

Where specialized expertise is required, the Municipality may consult external agencies, professional consultants, or other qualified individuals to assist in the review and evaluation of applications.

Responsibilities

The Community Improvement Plan Administration Team may be responsible for:

- reviewing applications for completeness, eligibility, and consistency with the objectives of the Community Improvement Plan;
- providing technical comments and recommendations on proposed projects;
- identifying opportunities to coordinate multiple incentive programs where appropriate;
- recommending applications requiring Council approval;

- monitoring the implementation and effectiveness of the Community Improvement Plan;
- recommending administrative improvements and program enhancements;
- assisting with annual budget planning for Community Improvement Plan funding;
- contributing to annual monitoring and performance reporting;
- supporting promotion and awareness of Community Improvement Plan programs; and
- recommending future amendments to the Community Improvement Plan as community priorities evolve.

The composition of the Community Improvement Plan Administration Team may be adjusted from time to time by the Community Improvement Plan Administrator without requiring an amendment to this Community Improvement Plan.

7.3 Annual Funding

Financial incentive programs are subject to annual Council-approved funding.

As part of the annual budget process, Council may:

- establish the annual Community Improvement Plan budget;
- determine which incentive programs will be available;
- allocate funding between individual programs; and
- suspend, reinstate, or modify program availability based on community priorities and available funding.

Approval of funding in one year does not create an obligation to provide funding in future years.

Applications will generally be processed on a first-come, first-served basis, subject to available funding.

7.4 Application Process

The application process is intended to provide a clear, efficient, and consistent framework for administering the Community Improvement Plan.

The typical application process is summarized below.

Step	Description
1. Pre-Consultation	Applicants are encouraged to contact the Municipality before beginning work to discuss eligibility, available incentive programs, and application requirements.
2. Application Submission	Applicants submit a completed application together with all required supporting documentation.
3. Municipal Review	Municipal staff review the application for eligibility, completeness, available funding, and compliance with this Plan.

Step	Description
4. Approval	Where approved, a Financial Assistance Agreement will be executed before work begins.
5. Project Completion	The applicant completes the approved project in accordance with the Financial Assistance Agreement.
6. Payment	Following project completion, submission of required documentation, and any necessary inspection, payment will be issued in accordance with the applicable incentive program.

7.5 Financial Assistance Agreements

Where required by the Municipality, approved applicants will enter into a Financial Assistance Agreement before commencing work.

The Agreement will generally identify:

- the approved project;
- eligible project costs;
- approved grant funding;
- project timelines;
- reporting requirements;
- payment conditions; and
- any other terms considered necessary by the Municipality.

Failure to comply with the Financial Assistance Agreement may result in the reduction, cancellation, or repayment of funding.

7.6 Project Timelines

Unless otherwise approved by the Municipality:

- work should commence within six months of approval;
- approved projects should generally be completed within twelve months; and
- requests for extensions must be submitted in writing before the project completion deadline.

The Municipality may approve extensions where reasonable justification has been provided.

7.7 Application Requirements

Applications shall generally include:

- a completed application form;
- a description of the proposed project;
- photographs of the existing property;

- contractor quotations or cost estimates;
- plans, drawings, or supporting studies, where applicable;
- information regarding other funding sources; and
- any additional information required by the Municipality.

Depending on the nature of the project, additional technical information may be requested to assist in evaluating the application.

8. Program Promotion and Awareness

8.1 Program Promotion

The Municipality recognizes that the success of the Community Improvement Plan depends not only on the availability of financial incentives, but also on public awareness of the programs.

The Municipality will actively promote the Community Improvement Plan to encourage investment, redevelopment, housing creation, and community revitalization throughout Southwest Middlesex.

Promotion may include:

- the municipal website;
- social media and digital communications;
- business and investment materials;
- printed brochures and promotional materials;
- public information sessions;
- business outreach and networking opportunities;
- partnerships with local organizations and business groups; and
- other communication initiatives as determined by the Municipality.

8.2 Applicant Assistance

Municipal staff will work collaboratively with prospective applicants to:

- explain available financial incentive programs;
- identify potential funding opportunities;
- clarify eligibility requirements;
- assist applicants in understanding the application process;
- coordinate municipal review where appropriate; and
- provide guidance throughout project implementation.

The Municipality encourages prospective applicants to contact staff early in the planning process to discuss their project before submitting an application.

8.3 Partnerships

The Municipality recognizes that successful community improvement is achieved through collaboration.

Where appropriate, the Municipality will continue to work with:

- the County of Middlesex;
- Provincial and Federal agencies;
- local businesses;
- community organizations;
- developers;
- property owners;
- educational institutions; and
- other funding partners
- to maximize investment opportunities and support projects that advance the objectives of this Community Improvement Plan.

9. Monitoring, Reporting and Plan Review

9.1 Monitoring

The Municipality will monitor implementation of the Community Improvement Plan to evaluate program effectiveness and ensure that financial incentives continue to support municipal priorities.

Monitoring may include:

- number of applications received;
- number of approved projects;
- municipal funding committed;
- private sector investment leveraged;
- housing units created;
- commercial space improved or redeveloped;
- assessment growth resulting from redevelopment;
- participation in individual incentive programs; and
- other performance measures considered appropriate by the Municipality.

9.2 Annual Reporting

The Community Improvement Plan Administrator will prepare periodic reports to Council summarizing implementation of the Community Improvement Plan.

Reports may include:

- program participation;

- grant funding allocated;
- private investment generated;
- completed projects;
- program performance;
- available funding balances; and
- recommendations for future program improvements.

Annual reporting will assist Council in evaluating program effectiveness and establishing future Community Improvement Plan funding priorities.

9.3 Plan Review

The Municipality will periodically review the Community Improvement Plan to ensure it remains effective, relevant, and aligned with municipal priorities.

The review may consider:

- changing community needs;
- housing and economic development priorities;
- applicant feedback;
- program participation;
- available funding;
- changes to Provincial legislation or policy;
- opportunities to align with County or senior government funding programs; and
- other matters identified by Council.

Where appropriate, Council may amend this Community Improvement Plan in accordance with the *Planning Act*.

10. Amendments and Interpretation

10.1 Amendments

Council may amend this Community Improvement Plan from time to time in accordance with the requirements of the *Planning Act*.

Minor administrative updates that do not alter the intent of the Plan may be implemented through Council-approved policies, application forms, administrative procedures, or annual budget decisions, where permitted by legislation.

10.2 Interpretation

The Community Improvement Plan shall be interpreted broadly to achieve the goals and objectives established within this Plan.

Where uncertainty exists regarding the interpretation of any provision, the Municipality may interpret the Plan in a manner consistent with its intent, provided such interpretation does not conflict with applicable legislation.

Nothing in this Plan obligates the Municipality to approve any application or provide financial assistance.

All financial incentives remain discretionary and subject to:

- Council approval where required;
- annual budget allocations;
- available funding; and
- compliance with the provisions of this Plan.

10.3 Schedules

The schedules attached to this Community Improvement Plan form part of the Plan.

Where mapping or schedule interpretation is required, the Municipality may rely on Geographic Information System (GIS) mapping or other municipal mapping resources to confirm geographic eligibility.

Community Improvement Plan Quick Reference Guide

The Community Improvement Plan (CIP) provides financial incentives to encourage investment, redevelopment, housing creation, and community revitalization throughout Southwest Middlesex.

Whether you are improving an existing building, opening a new business, creating rental housing, or planning a major redevelopment project, the Municipality may have an incentive program to help.

✓ Who Can Apply?

Applications may generally be submitted by:

Registered or assessed property owners

Tenants with written authorization from the property owner

Eligible applicants must meet the General Program Requirements outlined in this Plan.

✓ What Types of Projects Are Eligible?

The Community Improvement Plan supports projects such as:

Commercial building improvements

Accessibility upgrades

Façade and signage improvements

Additional residential units

Commercial and mixed-use redevelopment

Rental housing creation

Pop-up businesses

Public art and placemaking

Business technology upgrades

Brownfield redevelopment

Major redevelopment and intensification projects

✓ Before You Apply

Before beginning work:

- ✓ Contact the Municipality to discuss your project.
- ✓ Review the eligibility requirements for the applicable incentive program.
- ✓ Obtain any required planning approvals or permits.
- ✓ Submit your application and receive written approval.

Projects that begin before written municipal approval is received are not eligible for funding.

✓ General Program Highlights

Applications are accepted throughout the year.

Funding is subject to annual Council-approved budgets.

Applications are generally considered on a first-come, first-served basis.

Most grants are provided as reimbursements following project completion.

Multiple incentive programs may be combined where permitted under this Plan.

Maximum municipal funding is generally limited to \$20,000 per project, unless otherwise specified.

✓ Need Help Choosing the Right Program?

The Municipality encourages prospective applicants to contact staff before preparing an application.

Staff can help you:

identify available incentive programs;

confirm project eligibility;

explain application requirements;

coordinate required municipal approvals; and

maximize available funding opportunities.

Early consultation often results in a faster and more successful application.

✓ Contact Us

Municipality of Southwest Middlesex

153 McKellar Street
Glencoe, Ontario N0L 1M0

Phone: 519-287-2015

Email: _____

Website: _____

Community Improvement Plan information, application forms, program guides, and supporting resources are available on the Municipality's website.

Thinking about a project?

Contact the Municipality before you begin.

Our staff are happy to discuss your project, explain available incentive programs, and help you determine which funding opportunities may be available.

We're here to help make your project a success.

Schedule A

Community Improvement Project Area

Purpose

Schedule A illustrates the Community Improvement Project Area (CIPA) established through this Community Improvement Plan.

Consistent with Section 4 of this Plan, the Community Improvement Project Area includes the entire geographic area of the Municipality of Southwest Middlesex. All properties located within the municipal boundary are eligible to be considered for Community Improvement Plan financial incentive programs, subject to the specific eligibility requirements of each program.

Draft Notice

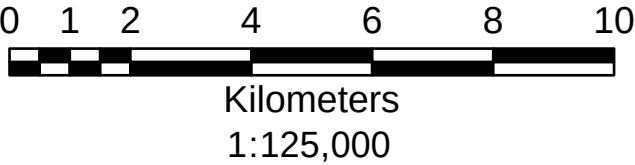
Note: The final Schedule A map is currently being prepared and will be incorporated into the Community Improvement Plan prior to final adoption. The map will illustrate the municipal boundary identifying the entire Municipality of Southwest Middlesex as the designated Community Improvement Project Area.



Community Improvement Plan Area Municipality of Southwest Middlesex

Legend

- | | |
|--------------------------|---------------------------------|
| Settlement Area | Railway |
| Southwest Middlesex CIPA | Arterial Roads |
| Newbury | Surrounding Municipality Limits |



Schedule B

Settlement Area Revitalization Areas

Purpose

Schedule B identifies the **Settlement Area Revitalization Areas** where certain Community Improvement Plan financial incentive programs apply.

To simplify the Community Improvement Plan and improve clarity for applicants, the 2026 Community Improvement Plan consolidates the multiple geographic eligibility areas identified in the Municipality's 2021 Community Improvement Plan into a single **Settlement Area Revitalization Area** designation.

This new designation combines the following geographic areas previously identified in the 2021 Community Improvement Plan:

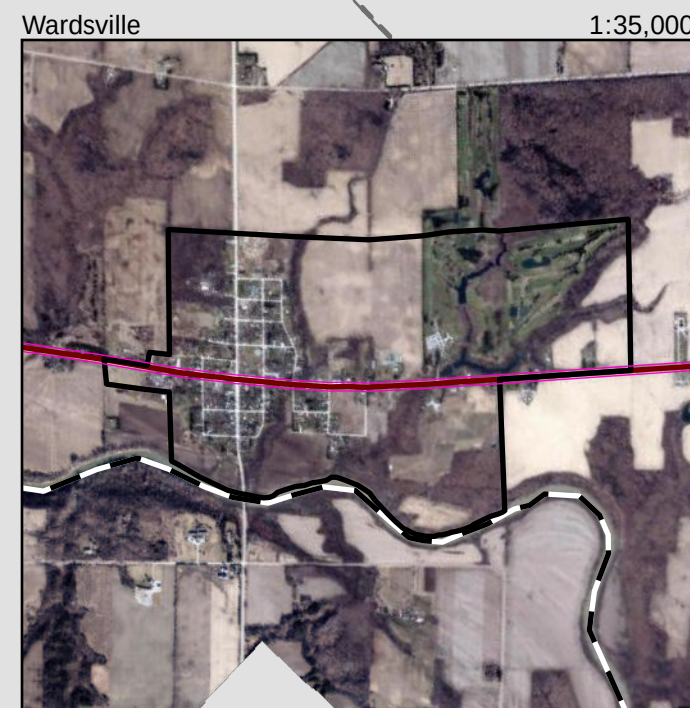
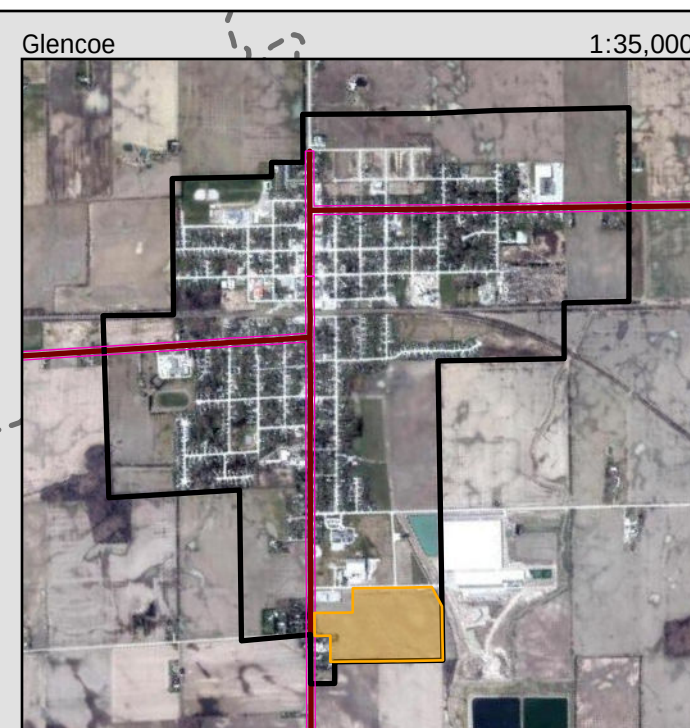
- Downtown Glencoe;
- Downtown Wardsville;
- Hamlet Areas;
- Arterial Road Corridors; and
- Urban Settlement Areas.

Financial incentive programs that were previously available within these individual geographic areas have been consolidated so that the same applicable incentives are now available throughout all designated Settlement Area Revitalization Areas. This streamlined approach simplifies program administration, improves consistency, and makes it easier for applicants to determine their eligibility.

The specific geographic eligibility requirements for each financial incentive program are outlined in Section 6 of this Plan.

Draft Notice

Note: The final Schedule B map is currently being prepared and will be incorporated into the Community Improvement Plan prior to final adoption. The map will identify the Settlement Area Revitalization Areas established under this Plan, reflecting the consolidation of the geographic eligibility areas identified in the Municipality's 2021 Community Improvement Plan into a single, simplified mapping framework.



Settlement and Revitalization Area Municipality of Southwest Middlesex

Legend

- | | |
|------------------------------------|------------------------------------|
| Settlement and Revitalization Area | Arterial Roads |
| Southwest Middlesex CIPA | Surrounding Municipality Limits |
| Railway | Arterial Roads Corridor |
| Newbury | Glencoe Business & Industrial Park |



Kilometers
1:150,000