Industrial and Employment Community Improvement Plan

Investing in Industrial Growth, Employment, and Economic Opportunity

2026

Helping businesses invest, grow, and succeed in Southwest Middlesex

Prepared by

Municipality of Southwest Middlesex

Adopted by Council

September __, 2026

Prepared under Section 28 of the Planning Act

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1. Introduction

1.1 Investing in Industrial Growth, Employment, and Economic Opportunity

Southwest Middlesex is committed to creating an environment where businesses can invest, expand, and succeed. Through strategic infrastructure investments, available employment lands, and a business-friendly approach to development, the Municipality is well positioned to attract new industry, support business expansion, and strengthen the local economy.

A significant milestone in achieving these objectives is the development and servicing of the **Glencoe Business and Industrial Park**, which provides approximately 45 acres of shovel-ready employment land designed to accommodate future industrial and employment growth. The Municipality recognizes that competitive financial incentives, coordinated municipal support, and streamlined development processes are important tools in attracting private investment and maximizing the long-term return on this significant municipal investment.

The Southwest Middlesex Industrial & Employment Lands Community Improvement Plan (CIP) has been prepared under Section 28 of the *Planning Act* to encourage industrial and employment-related development through targeted financial incentives, investment readiness initiatives, and coordinated municipal support.

While the Glencoe Business and Industrial Park is the primary focus of this Plan, certain financial incentive programs may also apply to other designated industrial and employment lands within Southwest Middlesex where proposed projects support the goals and objectives of this Plan.

The Industrial & Employment Lands Community Improvement Plan is intended to:

- encourage industrial and employment-related investment;
- support the development and absorption of serviced employment lands;
- reduce barriers to industrial and employment-related development;
- encourage business expansion, relocation, and reinvestment;
- create new employment opportunities and increase municipal assessment growth;
- strengthen Southwest Middlesex's competitiveness in attracting industrial investment;
- support value-added agriculture, agri-business, manufacturing, warehousing, logistics, and other employment-generating uses; and

- provide clear, transparent, and efficient financial incentive programs that encourage long-term private investment while supporting responsible municipal financial management.

In addition to financial incentives, the Plan establishes a framework for investment attraction by supporting coordinated development review, business concierge services, partnerships with economic development organizations, and proactive collaboration with utility providers and other agencies involved in industrial development.

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, municipal initiatives, and investment support available to encourage industrial and employment-related development within Southwest Middlesex.

1.2 How the Community Improvement Plan Works

We encourage prospective applicants to contact the Municipality early in the planning process to discuss their proposed project, available incentive programs, and application requirements.

Early consultation allows municipal staff to:

- confirm program eligibility;
- identify financial incentive opportunities;
- explain application requirements and timelines;
- coordinate pre-consultation with municipal departments and external agencies where appropriate; and
- help applicants maximize available municipal, County, and other funding opportunities.

Unless otherwise specified, financial incentives available through this Plan are provided as reimbursement grants. Funding is generally issued after approved work has been completed, all required documentation has been submitted, and the Municipality has confirmed that the project has been completed in accordance with the applicable Financial Assistance Agreement.

1.3 Why Southwest Middlesex?

Investing in Opportunity

Southwest Middlesex offers businesses a competitive location for industrial investment, expansion, and long-term growth. Supported by strategic municipal infrastructure investments, available employment lands, responsive municipal service, and strong regional partnerships, the Municipality is committed to creating an investment-ready environment where businesses can succeed.

Whether you are establishing a new operation, expanding an existing business, or investing in employment lands, Southwest Middlesex offers the tools, partnerships, and support to help move your project forward.

Why Businesses Choose Southwest Middlesex

Investment-Ready Employment Lands

45 acres of shovel-ready industrial land.

Strategic Location

Convenient access to Highway 402 and regional markets.

Investment-Ready Employment Lands

45 acres of shovel-ready industrial land.

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Convenient access to Highway 402 and regional markets.

Serviced Infrastructure

Municipal infrastructure investment supports efficient development.

Development Concierge

One municipal contact to help guide your project.

Financial Incentives

Competitive grants to support investment and growth.

Strong Business Base

A thriving agri-business and manufacturing community.

Regional Partnerships

Collaborative support from economic development partners.

Growth-Focused Municipality

Council committed to sustainable industrial growth.

Our Commitment

Southwest Middlesex is committed to being an **investment-ready municipality** by providing:

✓ Responsive municipal service

✓ Clear and transparent development processes

✓ Competitive financial incentives

✓ Strong regional partnerships

✓ Coordinated project support

✓ Long-term economic development leadership

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.

While Community Improvement Plans are often associated with downtown revitalization or housing initiatives, they may also be used to encourage industrial and employment-related development, business expansion, infrastructure investment, and long-term economic growth.

This Community Improvement Plan has been prepared specifically to support industrial and employment-related development within Southwest Middlesex by encouraging investment in designated employment lands, reducing barriers to development, and strengthening the Municipality's competitiveness in attracting new business and industry.

A Community Improvement Plan generally consists of:

- a designated Community Improvement Project Area;
- goals and objectives that guide municipal investment;
- financial incentive programs that encourage private sector investment; and
- municipal initiatives that support economic development, investment attraction, and business growth.

Without a Community Improvement Plan, municipalities are generally prohibited from providing financial assistance to private businesses or property owners. This Plan establishes the legislative authority for the Municipality of Southwest Middlesex to provide financial incentives that advance industrial development, employment growth, and long-term economic prosperity.

2.3 Legislative Framework

The Southwest Middlesex Industrial & Employment Lands Community Improvement Plan has been prepared in accordance with the legislative framework established by the Province of Ontario.

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 where financial assistance is provided through a Community Improvement Plan prepared under Section 28 of the *Planning Act*. This exception authorizes municipalities to offer 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.

Community Improvement Plans may include programs and initiatives that encourage:

- industrial and employment-related development;
- redevelopment and rehabilitation of land and buildings;
- business expansion and investment;
- municipal infrastructure improvements;
- grants and loans that encourage private investment; and
- economic development and investment attraction initiatives.

Provincial Planning Framework

The Provincial Planning Statement supports strong local economies by encouraging municipalities to provide an appropriate supply of employment lands, support economic development, encourage investment readiness, and make efficient use of existing and planned infrastructure.

This Community Improvement Plan supports these objectives by encouraging:

- development of designated employment lands;
- industrial and manufacturing investment;
- business expansion and relocation;

- efficient use of municipal infrastructure;
- employment creation; and
- long-term assessment growth.

2.4 Local Policy Framework

Southwest Middlesex Official Plan

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

The Official Plan encourages initiatives that:

- support industrial and employment growth;
- encourage private investment;
- promote economic diversification;
- improve municipal competitiveness;
- strengthen the local tax assessment base; and
- create employment opportunities within the Municipality.

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

Municipal Strategic Priorities

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

- developing and marketing the Glencoe Business and Industrial Park;
- attracting new industrial and employment investment;
- supporting business retention and expansion;
- increasing long-term municipal assessment growth;
- creating quality local employment opportunities;
- improving investment readiness and development competitiveness; and
- leveraging municipal infrastructure investments to generate long-term economic benefits.

County of Middlesex

The Municipality works collaboratively with Middlesex County Economic Development to encourage investment and employment growth 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 municipal funding to leverage available County financial assistance wherever possible.

Applicants should note that County funding programs operate independently of this Community Improvement Plan and remain subject to County eligibility requirements, program criteria, and available funding.

2.5 Consultation

Preparation of the Southwest Middlesex Industrial & Employment Lands Community Improvement Plan has been informed through collaboration with Municipal Council, the Economic Development Committee, municipal staff, Middlesex County Economic Development, and other economic development partners.

The Plan has also been developed alongside the Municipality's updated 2026 Community Improvement Plan to ensure a coordinated and complementary approach to community revitalization, industrial development, housing, and economic growth.

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

3. Vision, Goal and Objectives

3.1 Vision

Southwest Middlesex is a competitive, investment-ready municipality where serviced employment lands, strategic infrastructure, and a supportive business environment encourage industrial growth, quality employment opportunities, and long-term economic prosperity.

3.2 Goal

The goal of this Community Improvement Plan is to encourage industrial and employment-related investment by providing financial incentives, coordinated municipal support, and strategic initiatives that reduce development barriers, strengthen investment readiness, create employment opportunities, and expand the Municipality's industrial assessment base.

3.3 Objectives

Southwest Middlesex offers fully serviced employment lands with access to regional transportation networks, utility infrastructure, and collaborative municipal support designed to facilitate efficient industrial development.

The Community Improvement Plan seeks to achieve the following objectives.

Investment Attraction

- Encourage the development and absorption of designated industrial and employment lands.
- Attract new industrial, manufacturing, logistics, warehousing, agri-business, and employment-generating investment.
- Improve Southwest Middlesex's competitiveness in attracting regional, provincial, and international investment.
- Position the Municipality as a preferred location for industrial and employment-related development.
- Leverage recent municipal infrastructure investments to maximize long-term economic returns.

Business Growth and Development

- Support business retention and expansion (BR+E), business relocation, and the attraction of new industrial and employment-related investment.
- Reduce financial barriers associated with industrial and employment-related development.
- Encourage private sector investment that contributes to long-term economic growth.
- Support value-added agriculture, agri-business, and emerging employment sectors that strengthen the local economy.
- Encourage timely development of shovel-ready employment lands.

Employment and Assessment Growth

- Create new permanent employment opportunities within Southwest Middlesex.
- Increase industrial and commercial assessment to strengthen the municipal tax base.
- Encourage investment that contributes to long-term municipal financial sustainability.
- Support projects that generate significant economic and community benefits.

Investment Readiness and Municipal Competitiveness

- Provide a coordinated and business-friendly development experience.
- Streamline municipal review processes wherever practical.
- Support collaboration with utility providers, government agencies, Middlesex County Economic Development, and other investment partners.

- Promote the Municipality's employment lands through coordinated investment attraction initiatives.
- Improve the Municipality's ability to respond quickly to industrial development opportunities.

Program Administration

- Administer financial incentive programs in a fair, transparent, and consistent manner.
- Ensure responsible stewardship of municipal financial resources.
- Monitor program performance and evaluate the effectiveness of municipal investments.
- Maintain flexibility to respond to emerging economic development opportunities and changing market conditions.
- Periodically review and update the Community Improvement Plan to ensure it continues to reflect Council priorities and industry needs.

4. Community Improvement Project Area

4.1 Community Improvement Project Area

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

While the entire Municipality is designated as the Community Improvement Project Area, the primary focus of this Plan is to encourage industrial and employment-related development within the Glencoe Business and Industrial Park and other locations that support the Municipality's long-term economic development objectives.

Eligibility for individual financial incentive programs is established within Section 6 of this Plan. While some financial incentive programs apply throughout the Community Improvement Project Area, others are limited to specific locations or project types, as described within the applicable program requirements.

Designation within 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 described in Section 6.

4.2 Priority Investment Projects

While all eligible applications will be considered on their individual merits, the Municipality recognizes that certain projects may provide exceptional economic benefits and warrant strategic consideration.

Priority consideration may be given to projects that:

- create significant permanent employment opportunities;
- generate substantial industrial or commercial assessment growth;
- support manufacturing, value-added agriculture, logistics, warehousing, or other strategic employment sectors;
- facilitate the development of the Glencoe Business and Industrial Park or other strategic employment lands that advance the Municipality's economic development objectives;
- represent the expansion or retention of existing businesses within Southwest Middlesex;
- leverage significant private sector investment;
- require strategic municipal coordination or infrastructure improvements; or
- advance Council's economic development priorities.

Where specifically permitted within an individual incentive program, Council may consider enhanced funding or customized funding agreements for projects that provide exceptional economic or community benefit.

4.3 Interpretation

This Community Improvement Plan is intended to provide a practical and flexible framework that supports industrial investment while ensuring responsible stewardship of municipal financial resources.

Unless otherwise specified:

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

5. Municipal Programs and Strategic Initiatives

5.1 Overview

In addition to the financial incentive programs described in Section 6, the Municipality may undertake strategic initiatives, partnership opportunities, and investment attraction activities that support industrial and employment-related development throughout Southwest Middlesex.

These initiatives are intended to complement the financial incentive programs by improving investment readiness, reducing barriers to development, strengthening business relationships, and promoting Southwest Middlesex as a competitive location for industrial investment.

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

5.2 Investment Attraction and Readiness

The Municipality is committed to maintaining an investment-ready environment that encourages industrial and employment-related development.

To support this objective, the Municipality may undertake initiatives that:

- market and promote available employment lands;
- maintain current industrial land inventory and investment information;
- prepare investment attraction materials and digital marketing resources;
- participate in regional, provincial, and national investment attraction initiatives;
- coordinate with real estate professionals, site selectors, and prospective investors;
- identify infrastructure improvements that enhance development readiness;
- promote shovel-ready industrial development opportunities; and
- pursue external funding opportunities that support employment land development and economic growth.

These initiatives are intended to improve awareness of Southwest Middlesex's employment opportunities while supporting the long-term absorption and development of designated employment lands.

5.3 Development Concierge Services

The Municipality recognizes that responsive customer service and coordinated municipal processes play an important role in attracting and retaining investment.

To support industrial and employment-related development, the Municipality may provide Development Concierge Services coordinated through the Chief Administrative Officer (CAO) or designate.

Development Concierge Services may include:

- serving as a primary municipal point of contact;
- coordinating pre-consultation meetings;
- facilitating communication between municipal departments;
- coordinating discussions with utility providers and external agencies;
- identifying applicable financial incentive programs;
- assisting applicants in understanding municipal approval processes;
- connecting businesses with funding opportunities and economic development partners; and
- supporting strategic industrial and employment-related projects throughout the development process.

These services are intended to improve communication, facilitate problem-solving, and create a positive investment experience.

Nothing in this section shall be interpreted as guaranteeing approval timelines or approvals required under applicable legislation.

5.4 Strategic Partnerships

The Municipality recognizes that successful industrial development extends beyond municipal financial incentives. Investment attraction, **business retention and expansion (BR+E)**, and long-term economic growth are strengthened through collaboration with regional, provincial, federal, and private sector partners that provide funding, business advisory services, workforce development, infrastructure planning, and investment attraction support.

The Municipality will continue to work collaboratively with organizations such as Middlesex County Economic Development, Community Futures Middlesex, Invest in Middlesex, provincial and federal ministries, utility providers, educational institutions, Indigenous communities where appropriate, and other economic development organizations to support business investment and employment growth.

Partnership initiatives may include:

- investment attraction activities;
- business retention and expansion (BR+E) initiatives;

- infrastructure planning;
- workforce development initiatives;
- funding applications;
- regional economic development partnerships;
- utility coordination;
- marketing and promotional activities; and
- collaborative projects that advance the objectives of this Plan.

The Municipality will continue to work closely with Middlesex County Economic Development and other regional partners to maximize investment opportunities and leverage available funding programs wherever possible.

5.5 Continuous Improvement

The Municipality is committed to continuously improving the services and programs that support industrial investment.

Where appropriate, the Municipality may:

- review and update application procedures;
- simplify administrative processes;
- evaluate program performance;
- identify opportunities to reduce development barriers;
- monitor emerging economic development trends;
- review the competitiveness of financial incentive programs;
- seek feedback from applicants and development partners;
- recommend future improvements to Council; and
- identifying and connecting businesses with complementary funding opportunities offered by the County of Middlesex, Community Futures, the Province of Ontario, the Government of Canada, utility providers, and other economic development partners, including workforce training and job creation programs such as the Ontario Job Grant where appropriate;

These initiatives are intended to ensure the Community Improvement Plan remains responsive to changing market conditions, industry needs, and Council priorities.

6. Financial Incentive Programs

6.1 Supporting Your Investment

Southwest Middlesex offers a range of financial incentive programs designed to reduce development costs, encourage employment growth, and support industrial investment. The following programs may be used individually or combined, where eligible, to help businesses invest and grow.

6.2 Quick Tip for Applicants

We encourage prospective applicants to contact the Municipality early in the planning process before beginning any work to discuss their proposed 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 program eligibility;
- identify available financial incentive programs;
- explain application requirements;
- identify any required municipal approvals;
- coordinate discussions with municipal departments and external agencies where appropriate; and
- help applicants maximize available municipal, County, Provincial, and other funding opportunities.

6.3 Overview

The Industrial & Employment Lands Community Improvement Plan includes a range of financial incentive programs intended to encourage industrial investment, business expansion, employment creation, and long-term assessment growth.

The programs contained within this section are designed to reduce common barriers to industrial development by assisting with eligible development costs, municipal approval fees, utility servicing, and strategic investment opportunities.

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

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

6.4 Financial Incentive Program Summary

The following table provides an overview of the financial incentive programs available through the Southwest Middlesex Industrial & Employment Lands Community Improvement Plan.

Detailed eligibility requirements, funding limits, and program-specific conditions are provided in the sections that follow.

Financial Incentive Program	Geographic Eligibility	Maximum Municipal Funding	Potential County CISP Eligibility
Industrial Development Fee Rebate	Community Improvement Project Area (Municipality-wide)	50% of eligible municipal fees to a maximum of **$5,000**	Yes
Industrial Servicing Connection Grant	Glencoe Business & Industrial Park	100% of eligible costs to a maximum of **$10,000**	Yes
Tax Increment Grant (TIG)	Community Improvement Project Area (Municipality-wide)	Five-year declining municipal tax rebate based on increased municipal assessment (maximum $50,000)	Yes
Strategic Industrial Investment Grant	Community Improvement Project Area (Municipality-wide)	Up to **$25,000**, subject to Council approval	Yes (where applicable)

6.5 Which Incentive Program is Right for Your Project?

The following guide is intended to help applicants identify the financial incentive program(s) that may best support their proposed development.

Detailed eligibility requirements, funding limits, and program conditions are provided in the sections that follow.

If your project involves...	You should consider...
Municipal planning or building permit fees	Industrial Development Fee Rebate
Hydro, natural gas, or servicing connection costs	Industrial Servicing Connection Grant
Major industrial construction or redevelopment	Tax Increment Grant (TIG)
Large-scale or transformational industrial investment	Strategic Industrial Investment Grant

6.6 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 generally be submitted by:

- registered property owners;
- assessed property owners;
- purchasers under an Agreement of Purchase and Sale, with the owner's written consent; or
- tenants or authorized agents with the written authorization of the property owner.

Eligible Properties

Eligible properties must be located within the Community Improvement Project Area identified in Schedule A and satisfy the location requirements of the applicable incentive program.

Projects should involve industrial, manufacturing, warehousing, logistics, value-added agriculture, agri-business, research and development, or other employment-generating uses consistent with the objectives of this Plan.

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 all other financial obligations are paid in full;
- work has **not commenced** before written municipal approval has been provided;

- all required quotations and supporting documentation have been submitted;
- the applicant has disclosed all other sources of funding or financial assistance; and
- the project complies with the Financial Assistance Agreement.

Routine maintenance, operating expenses, and costs unrelated to the approved project are not eligible.

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 within an individual incentive program:

- municipal funding shall not exceed eligible project costs;
- applicants must disclose all other funding sources;
- funding remains subject to annual Council-approved budgets;
- all financial incentive programs are discretionary; and
- grants are generally provided as reimbursement payments following completion of approved work.

Combining Incentive Programs

Applicants may be eligible to combine financial incentive programs where permitted under this Plan.

However:

- the Strategic Industrial Investment Grant is intended to complement, not duplicate, other financial incentive programs;
- total municipal funding shall not exceed eligible project costs;
- the Municipality may establish additional conditions through a Financial Assistance Agreement where multiple incentive programs are approved; and
- Council may approve alternative funding arrangements for Strategic Employment Projects, where specifically authorized under this Plan.

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 project costs;

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

6.7 Development Cost Incentives

Development Cost Incentives are intended to reduce upfront costs associated with industrial and employment-related development. These programs help offset municipal fees and servicing costs that can present barriers to investment while encouraging timely development of designated employment lands.

6.8 Industrial Development Fee Rebate Program

Purpose
The Industrial Development Fee Rebate Program helps offset eligible municipal planning and building-related fees associated with industrial and employment-related development.

The program encourages new investment by reducing a portion of the municipal costs incurred during the development approval process, supporting business expansion and the timely development of employment lands.

Location
Community Improvement Project Area.

Eligible Applicants
Applicants must satisfy the General Program Requirements contained in Section 6.5.

Eligible Projects and Costs
Eligible municipal fees may include those associated with:

- Building Permit applications;
- Site Plan Control applications;
- Minor Variance applications;
- Zoning By-law Amendment applications;
- Official Plan Amendment applications;
- municipal engineering review fees; and
- other municipal planning or development-related fees approved by the Municipality.

Only municipal fees paid directly to the Municipality are eligible.

Development charges, legal fees, consulting fees, utility connection fees, and fees payable to external agencies are not eligible under this program.

Funding
The Municipality may provide a grant equal to **50% of eligible municipal fees**, to a maximum of **$5,000**.

Additional Program Requirements
In addition to the General Program Requirements outlined in Section 6.5:

- all eligible municipal fees must be paid in full prior to reimbursement;
- the approved development must proceed substantially in accordance with the approved application;
- applicants must provide copies of paid invoices and proof of payment; and
- projects must result in new industrial or employment-related development consistent with the objectives of this Plan.

Payment
Payment will be issued following:

- substantial completion of the approved project;
- submission of all required invoices and proof of payment;
- confirmation that all agreement conditions have been satisfied; and
- verification that the project complies with the approved Financial Assistance Agreement.

6.9 Industrial Servicing Connection Grant

Purpose
The Industrial Servicing Connection Grant assists with the cost of utility servicing required to facilitate industrial and employment-related development within the Glencoe Business and Industrial Park.

The program recognizes that utility servicing costs can represent a significant upfront investment and is intended to improve the competitiveness and marketability of serviced employment lands.

Location
Glencoe Business and Industrial Park.

Eligible Applicants
Applicants must satisfy the General Program Requirements contained in Section 6.5.

Eligible Projects and Costs
Eligible costs may include:

- hydro service connections;
- natural gas service connections;
- three-phase electrical upgrades;
- utility servicing installation costs;
- utility infrastructure charges;
- engineering costs directly related to utility servicing; and
- contractor costs directly associated with eligible servicing work.

Routine maintenance, operating costs, and utility consumption charges are not eligible.

Funding

The Municipality may provide a grant equal to **100% of eligible costs**, to a maximum of **$10,000**.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.5:

- the project must be located within the Glencoe Business and Industrial Park;
- applicants must provide paid invoices and proof of payment for all eligible servicing costs;
- servicing work must comply with all applicable utility provider requirements; and
- all required municipal approvals must be obtained before work begins.

Projects involving extraordinary servicing requirements may also be be considered under the **Strategic Industrial Investment Grant**, subject to Council approval and the eligibility requirements of that program.

Payment

Payment will be issued following:

- completion of the approved servicing work;
- submission of all required invoices and proof of payment;
- confirmation that the servicing has been completed in accordance with applicable approvals; and
- verification that the project complies with the approved Financial Assistance Agreement.

6.10 Strategic Investment Incentives

Strategic Investment Incentives are intended to encourage significant industrial and employment-related development that contributes to long-term economic growth, employment creation, and expansion of the municipal assessment base.

These programs are generally intended for larger or more complex development projects that provide substantial economic benefits to Southwest Middlesex and may require additional technical review or Council consideration.

6.11 Tax Increment Grant (TIG)

Purpose

The Tax Increment Grant (TIG) encourages major industrial and employment-related development by rebating a portion of the increase in municipal property taxes resulting from new development or redevelopment.

The program recognizes that significant industrial investment often involves substantial upfront capital costs. By sharing a portion of the new municipal tax revenue generated by the project for a limited period, the Municipality can help improve project viability while encouraging development that creates long-term assessment growth and employment opportunities.

Location

Community Improvement Project Area.

Eligible Applicants

Applicants must satisfy the General Program Requirements contained in Section 6.5.

Eligible Projects and Costs

Eligible projects may include:

- construction of new industrial or employment-related buildings;
- expansion of existing industrial facilities;
- redevelopment of vacant or underutilized industrial properties;
- manufacturing facilities;
- warehousing and logistics facilities;
- value-added agricultural and agri-business development;
- research and development facilities;
- employment-generating commercial development within designated employment lands; and
- other projects that result in a measurable increase in municipal property assessment.

Funding
Subject to Council approval, 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 generated by the completed development.

The maximum grant available under this program is **$50,000** per property or project.

Grant payments may be provided as follows:

Year	Maximum Municipal Tax Rebate
Year 1	100%
Year 2	100%
Year 3	80%
Year 4	60%
Year 5	40%

The maximum approved 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 6.5:

- 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;
- applicants may be required to provide financial or assessment information to assist the Municipality in determining the anticipated tax increment; and
- grant payments shall cease upon expiry of the approved grant term or once the maximum approved grant value has been reached.

Payment
Grant payments will generally be issued annually following:

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

- confirmation that all conditions of the Financial Assistance Agreement continue to be satisfied.

6.12 Strategic Industrial Investment Grant

Purpose

The Strategic Industrial Investment Grant provides flexible financial assistance for industrial and employment-related projects that deliver exceptional economic benefits to Southwest Middlesex but may not be adequately supported through the Municipality's other financial incentive programs.

The program recognizes that certain investment opportunities may involve extraordinary servicing requirements, significant employment creation, transformational private investment, or other strategic benefits that warrant additional municipal participation.

Location

Community Improvement Project Area.

Eligible Applicants

Applicants must satisfy the General Program Requirements contained in Section 6.5.

Eligible Projects and Costs

Eligible projects may include developments that:

- create significant permanent employment opportunities;
- generate substantial industrial assessment growth;
- attract new industry to Southwest Middlesex;
- support major business expansion or relocation;
- advance Council's strategic economic development priorities; or
- provide other significant economic benefits as determined by Council.

Eligible costs may include:

- extraordinary site servicing costs;
- oversized utility infrastructure;
- strategic transportation or site access improvements;
- extraordinary site preparation costs;
- infrastructure required to facilitate major industrial development; and
- other extraordinary project costs approved by Council.

Routine development costs already eligible under another incentive program are generally not eligible.

Funding

Funding under this program is discretionary and subject to Council approval.

The Municipality may provide a grant of up to **$25,000** per property or project.

Funding amounts will be determined based on:

- the scale of the proposed investment;
- anticipated employment creation;
- long-term assessment growth;
- strategic importance of the project;
- overall economic benefit to the Municipality; and
- available municipal funding.

Additional Program Requirements

In addition to the General Program Requirements outlined in Section 6.5:

- applicants may be required to submit additional technical, financial, or business information demonstrating the strategic benefits of the proposed project;
- the Municipality may require performance measures or reporting requirements as conditions of funding;
- the Strategic Industrial Investment Grant shall complement, and not duplicate, other incentive programs contained within this Plan; and
- Council may establish additional project-specific conditions through the Financial Assistance Agreement.

Payment

Payment will be made in accordance with the approved Financial Assistance Agreement.

Depending on the nature of the project, funding may be issued:

- following completion of the approved project;
- in phases tied to project milestones;
- upon verification of eligible costs; or
- in another manner approved by Council through the Financial Assistance Agreement.

6.13 Complementary Funding Opportunities

Purpose

The Municipality recognizes that industrial and employment-related projects are often supported through a combination of municipal, County, Provincial, Federal, and private sector funding programs.

While the financial incentives contained within this Community Improvement Plan are intended to encourage local investment, applicants may also be eligible for additional funding that supports workforce development, productivity improvements, innovation, export development, sustainability initiatives, infrastructure investment, and job creation.

Municipal Support

As part of the Municipality's Development Concierge Service, staff may assist applicants by:

- identifying complementary funding opportunities;
- coordinating with Middlesex County Economic Development and Community Futures Middlesex;
- connecting businesses with Provincial and Federal funding programs;
- providing letters of municipal support where appropriate;
- coordinating municipal approvals required to support funding applications; and
- facilitating introductions to utility providers, government agencies, and other economic development partners.

Examples of Complementary Programs

Funding and financing opportunities change over time; however, applicants may wish to explore programs such as:

Ontario Job Grant

The Ontario Job Grant provides financial support to help employers invest in workforce training and skills development. Eligible employers may receive funding toward approved third-party training costs for existing employees and new hires.

The program may complement Community Improvement Plan incentives by helping businesses address workforce training needs associated with new investment, expansion, modernization, or job creation.

Community Futures Middlesex – Community Improvement Plan Loan Program

Community Futures Middlesex offers a Community Improvement Plan Loan Program to assist businesses that wish to take advantage of municipal CIP funding opportunities but may require financing to support their portion of project costs.

Eligible businesses may be able to access a business loan of up to $20,000 to assist with the business contribution toward a CIP-supported project. Current program terms include interest at Prime + 2% and repayment terms of 1 to 5 years, subject to Community Futures Middlesex eligibility requirements and approval.

This financing may complement municipal CIP incentives by helping businesses manage upfront project costs and cash flow while undertaking an eligible investment.

Other Funding and Support Opportunities

Applicants may also wish to explore:

- Middlesex County Community Improvement Support Program (CISP);
- Provincial business expansion, innovation, productivity, workforce development, and investment programs;
- Federal economic development and infrastructure funding programs;
- Community Futures business financing and advisory services;
- utility provider incentive programs; and
- other funding and financing opportunities available from time to time.

External programs are administered independently from this Community Improvement Plan. Availability, eligibility requirements, program terms, and funding levels are determined by the administering organization and may change without notice. Applicants are responsible for confirming current program requirements directly with the applicable organization.

7. Administration and Implementation

This section establishes the administrative framework for implementing the Southwest Middlesex Industrial & Employment Lands Community Improvement Plan. It outlines the roles and responsibilities of municipal staff and Council, the application review process, approval authority, funding administration, and ongoing program monitoring.

The Municipality is committed to administering this Community Improvement Plan in a manner that is transparent, consistent, responsive, and focused on delivering measurable economic development outcomes while ensuring responsible stewardship of municipal financial resources.

7.1 Community Improvement Plan Administration

The Community Improvement Plan shall be administered by the Municipality of Southwest Middlesex.

The Chief Administrative Officer (CAO), or designate, shall serve as the Community Improvement Plan Administrator and be responsible for the day-to-day administration of the Plan.

Responsibilities of the Community Improvement Plan Administrator include:

- serving as the primary municipal contact for prospective applicants;
- coordinating Development Concierge Services;
- receiving and reviewing applications;
- coordinating internal review by applicable municipal departments;
- consulting with external agencies and funding partners where appropriate;
- preparing recommendations for approval in accordance with this Plan;
- administering Financial Assistance Agreements;
- coordinating grant payments;
- monitoring program performance; and
- reporting to Council on implementation of the Community Improvement Plan.

The Municipality may establish administrative procedures, application forms, program guidelines, and other supporting documents necessary to implement this Plan.

7.2 Application Review

Applications will be reviewed by municipal staff to determine eligibility, completeness, compliance with the requirements of this Community Improvement Plan, available funding, and consistency with the objectives of the applicable financial incentive program.

As part of the review process, staff may consult with:

- Building Services;
- Public Works;
- Finance;
- Economic Development;
- Fire Services;
- Legal Services;
- Middlesex County Economic Development;
- Community Futures Middlesex;
- utility providers;

- conservation authorities; and
- other agencies or technical advisors, where appropriate.

Staff may request additional information from an applicant where necessary to complete the review.

Upon completion of the review, staff will prepare a recommendation in accordance with the approval authority established by this Plan.

7.3 Approval Authority

The approval authority for financial incentive programs shall be determined by Council through the Municipality's Delegation of Authority By-law or other Council direction.

Where delegated authority has not been established, applications requiring approval under this Community Improvement Plan shall be considered by Council.

Strategic Industrial Investment Grants and any funding requests that exceed delegated authority shall require Council approval.

Council may:

- approve an application;
- approve an application with conditions;
- defer an application pending additional information;
- refuse an application; or
- establish project-specific conditions through a Financial Assistance Agreement.

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

7.4 Application Process

Applicants are encouraged to contact the Municipality before submitting an application to discuss project eligibility, available financial incentive programs, and any approvals that may be required.

The general application process includes:

Step 1 – Pre-Consultation

Meet with municipal staff to discuss the proposed project and available incentive programs.

Step 2 – Submit an Application

Submit a completed application together with all required supporting documentation.

Step 3 – Staff Review

Municipal staff review the application, consult with internal departments and external partners where appropriate, and prepare a recommendation.

Step 4 – Approval

Applications are approved in accordance with the Municipality's delegated approval authority or by Council where required.

Where Council approval is required, no eligible work shall commence until approval has been granted and any required Financial Assistance Agreement has been executed.

Step 5 – Complete the Project

The applicant completes the approved project in accordance with the approved application and Financial Assistance Agreement.

Step 6 – Verification and Payment

The Municipality verifies project completion and issues payment in accordance with the applicable program requirements and the Financial Assistance Agreement.

7.5 Financial Assistance Agreements

Unless otherwise determined by the Municipality, successful applicants shall enter into a Financial Assistance Agreement prior to commencing any work eligible for funding under this Community Improvement Plan.

The Financial Assistance Agreement establishes the obligations of both the Municipality and the applicant and ensures that approved funding is administered in a fair, transparent, and accountable manner.

The Agreement may include, but is not limited to:

- the approved project scope;
- eligible project costs;
- approved financial incentive(s);
- project milestones and completion timelines;
- payment terms and conditions;
- reporting requirements;
- inspection requirements;
- default provisions;
- repayment provisions where appropriate; and
- any additional terms or conditions deemed necessary by the Municipality.

The Municipality may require additional security, documentation, or conditions for larger, phased, or more complex projects.

7.6 Funding Administration

All financial incentive programs established under this Community Improvement Plan are discretionary and subject to:

- annual Council-approved budget allocations;
- available municipal funding;
- execution of any required Financial Assistance Agreement;
- continued compliance with this Community Improvement Plan; and
- satisfaction of all applicable program requirements.

The Municipality is under no obligation to approve any application or provide financial assistance.

Where annual funding has been fully allocated, the Municipality may:

- defer eligible applications to a future budget year;
- establish a waiting list;
- approve partial funding where appropriate; or
- recommend alternative funding arrangements for Council consideration.

The Municipality reserves the right to suspend, amend, or discontinue any financial incentive program at any time, provided existing executed Financial Assistance Agreements shall continue to be honoured unless otherwise provided within the Agreement.

7.7 Combining Incentive Programs

Applicants may be eligible to receive assistance through more than one financial incentive program established under this Community Improvement Plan, provided the requirements of each program are satisfied.

Where multiple incentive programs are approved:

- total municipal funding shall not exceed eligible project costs;
- duplicate funding for the same eligible expense is not permitted;
- applicants shall disclose all other sources of financial assistance;
- municipal funding may be adjusted to reflect assistance received from other funding programs; and

- additional terms and conditions may be established through the Financial Assistance Agreement.

The Municipality encourages applicants to leverage municipal funding together with available County, Provincial, Federal, utility provider, and other complementary funding opportunities wherever possible.

7.8 Monitoring and Reporting

The Municipality will monitor the implementation and effectiveness of this Community Improvement Plan to ensure it continues to achieve its intended economic development objectives.

Staff may periodically report to Council on:

- applications received;
- projects approved;
- municipal funding committed and distributed;
- private investment leveraged;
- industrial and employment land developed;
- employment opportunities created or retained;
- municipal assessment growth;
- complementary external funding secured; and
- recommendations for future program improvements.

Monitoring results may be used to recommend amendments to this Community Improvement Plan, improve administrative procedures, or refine financial incentive programs in response to changing economic conditions and Council priorities.

7.9 Performance Measures

To evaluate the effectiveness of this Community Improvement Plan and ensure responsible stewardship of municipal financial resources, the Municipality may monitor and report on key performance indicators that measure both program activity and economic outcomes.

Performance measures may be reviewed annually and used to inform future program improvements, funding decisions, and amendments to this Community Improvement Plan.

The following indicators may be monitored, where applicable:

Performance Measure	Purpose
Number of applications received	Measures awareness and overall utilization of the Community Improvement Plan.
Number of approved projects	Tracks uptake of individual incentive programs and investment activity.
Municipal financial incentives awarded	Measures the Municipality's annual investment through the Community Improvement Plan.
Private investment leveraged	Demonstrates the value of private-sector investment generated through municipal incentives.
New employment opportunities created or retained	Measures the economic impact of projects supported through the Plan.
Industrial and employment land developed	Tracks the absorption and development of designated employment lands, including the Glencoe Business and Industrial Park.
Increase in municipal property assessment	Measures long-term growth of the municipal tax base resulting from approved development.
External funding leveraged	Tracks successful coordination of County, Provincial, Federal, utility provider, and other complementary funding programs.
Program processing timelines	Evaluates the efficiency of municipal review and approval processes.
Applicant satisfaction and feedback	Identifies opportunities to improve customer service, program administration, and the overall investment experience.

The Municipality may also monitor additional indicators as required to evaluate the effectiveness of individual incentive programs or to respond to evolving Council priorities, market conditions, and economic development opportunities.

Continuous Improvement

The Municipality is committed to periodically reviewing this Community Improvement Plan to ensure it remains competitive, responsive to market conditions, and aligned with Council's strategic priorities. Performance monitoring will help identify opportunities to refine incentive programs, improve administrative processes, and maximize the return on municipal investment.

8. Community Improvement Plan Review

The Municipality is committed to ensuring that this Community Improvement Plan remains effective, competitive, and responsive to changing economic conditions and Council priorities.

Council may periodically review the Community Improvement Plan to evaluate:

- the effectiveness of the financial incentive programs;
- program utilization and funding levels;
- changes in market conditions and investment trends;
- opportunities to introduce new financial incentive programs;
- changes in Provincial legislation or policy;
- opportunities to improve program administration; and
- alignment with the Municipality's Strategic Plan, Official Plan, and economic development objectives.

Based on the results of these reviews, Council may direct that amendments be prepared to improve the Community Improvement Plan or respond to emerging economic development opportunities.

9. Amendments and Interpretation

9.1 Amendments

This Community Improvement Plan may be amended by Council from time to time in accordance with the requirements of the *Planning Act*.

Amendments may be considered where necessary to:

- introduce new financial incentive programs;
- revise existing financial incentive programs or funding limits;
- modify the Community Improvement Project Area;
- respond to changes in Provincial legislation or policy;
- support new economic development initiatives;
- improve program administration; or
- reflect evolving Council priorities.

Where required by the *Planning Act*, amendments shall be subject to the applicable notice and public meeting requirements.

9.2 Administrative Updates

The Municipality may update administrative documents developed to implement this Community Improvement Plan without requiring a formal amendment, provided such updates do not alter the intent of the Plan or the eligibility requirements of the financial incentive programs.

Administrative updates may include:

- application forms;
- application guides;
- program brochures;
- administrative procedures;
- internal review processes;
- Financial Assistance Agreement templates;
- promotional materials;
- website content;
- checklists; and
- other supporting documents that improve implementation of the Plan.

9.3 Interpretation

This Community Improvement Plan shall be interpreted broadly to achieve its vision, goals, and objectives while remaining consistent with the *Planning Act* and other applicable legislation.

Where clarification is required regarding the interpretation of any provision of this Plan, the Municipality may interpret the Plan in a manner that is consistent with its intent.

Nothing in this Community Improvement Plan:

- guarantees funding under any financial incentive program;
- obligates the Municipality to approve any application;
- limits Council's authority to establish conditions of approval;
- prevents the Municipality from requesting additional information necessary to evaluate an application; or

- limits the Municipality's ability to administer financial incentive programs in accordance with this Plan.

9.4 Effective Date

This Community Improvement Plan shall come into force on the date it is adopted by Council in accordance with the *Planning Act* and shall remain in effect until amended or repealed by Council.

Financial incentive programs established under this Plan remain subject to annual budget approval and available municipal funding.

10. Schedules

Schedule A

Community Improvement Project Area

Purpose

Schedule A identifies the Community Improvement Project Area established under Section 28 of the *Planning Act* for the purposes of the Southwest Middlesex Industrial & Employment Lands Community Improvement Plan.

The Community Improvement Project Area consists of the entire geographic area of the Municipality of Southwest Middlesex.

Eligibility for individual financial incentive programs is established within Section 6 of this Plan. While some financial incentive programs apply municipality-wide, others are limited to specific geographic areas or project types, including the Glencoe Business and Industrial Park.

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.

Consistent with the Municipality's 2026 Community Improvement Plan, Schedule A will identify the entire Municipality of Southwest Middlesex as the Community Improvement Project Area. Individual financial incentive program eligibility is established within Section 6 of this Plan, with certain programs available municipality-wide and others limited to specific geographic areas, such as the Glencoe Business and Industrial Park.

Appendices

Appendix A

Your Investment Journey
(infographic)

Appendix B

Application Review & Approval Process
(staff review flowchart)

Appendix C

Applicant Quick Reference Guide

One-page summary:

✓ Eligible projects

✓ Funding available

✓ Who to contact

✓ Before you apply checklist

Before You Apply Checklist

To help ensure a smooth application process, applicants are encouraged to review the following checklist before submitting an application.

✓ **Project Eligibility**

☐ My property is located within the Community Improvement Project Area identified in Schedule A.

☐ My proposed project supports industrial or employment-related development consistent with the objectives of this Plan.

☐ I have reviewed the eligibility requirements for the financial incentive program(s) I intend to apply for.

✓ **Before You Start**

☐ I have contacted the Municipality to discuss my project and available financial incentive programs.

☐ I understand that work **must not begin** before written approval has been provided by the Municipality.

☐ I have identified any planning approvals, building permits, or other municipal approvals that may be required.

✓ Preparing My Application

☐ I have obtained quotations, estimates, or supporting documentation for eligible project costs.

☐ I have identified all other funding sources that may support my project.

☐ My municipal taxes and other financial obligations to the Municipality are paid in full.

☐ I have completed all required application forms and gathered supporting documentation.

✓ During My Project

☐ I will complete the project in accordance with the approved application and Financial Assistance Agreement.

☐ I will notify the Municipality if there are any significant changes to the approved project.

☐ I will retain invoices, receipts, and proof of payment for all eligible project costs.

✓ Requesting Payment

☐ My project is complete.

☐ I have submitted all required invoices and proof of payment.

☐ I have satisfied all conditions of the Financial Assistance Agreement.

☐ My project is ready for municipal inspection or verification, if required.

Which Incentive Program is Right for My Project?

If you are planning to…	**Consider this program…**
Offset municipal planning or building permit fees	**Industrial Development Fee Rebate Program**
Offset utility servicing connection costs	**Industrial Servicing Connection Grant**
Construct or significantly expand an industrial facility	**Tax Increment Grant (TIG)**
Develop a major or strategic industrial investment	**Strategic Industrial Investment Grant**

Additional Funding Opportunities

Municipal staff can also assist applicants in identifying complementary funding opportunities, including:

✓ Middlesex County Community Improvement Support Program (CISP)

✓ Community Futures Middlesex

✓ Ontario Job Grant

✓ Provincial business development and innovation programs

✓ Federal economic development funding

✓ Utility provider incentive programs

✓ Other funding opportunities available from time to time

Need Assistance?

The Municipality encourages applicants to contact staff early in the planning process. Early consultation can help:

- confirm program eligibility;
- identify available financial incentives;
- explain application requirements and timelines;
- coordinate discussions with municipal departments and external agencies;
- identify complementary funding opportunities; and
- support your project from concept through completion.

Municipality of Southwest Middlesex

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