

STRATEGIC CORE AREAS COMMUNITY IMPROVEMENT PLAN

1.0 PLAN BACKGROUND

1.1 Introduction

Greater Sudbury has several strategic core areas, including Downtown Sudbury and the Town Centres.

Downtown Sudbury is the heart of Greater Sudbury. It forms the historic core of the City of Greater Sudbury (henceforth “the City”), retaining its important function as a local and regional centre of government services, business services, retail, sport and entertainment uses, arts and culture, and community and institutional uses. Downtown Sudbury services a large catchment area that extends beyond Greater Sudbury. It is also a place where people live. Compact, walkable and transit-supportive, Downtown Sudbury possesses a distinct built form that sets it apart from other urban areas, offering unique opportunities to protect, develop and sustain its role as the vibrant hub of a dynamic city.

The City of Greater Sudbury also has a diverse collection of Communities spread across a wide geographic area. Linked to the historical development of the region, each area has developed a distinct character, providing a range of housing options for residents. The existing and historic commercial centres of Communities are recognized as Town Centres.

The Strategic Core Areas Community Improvement Plan (CIP) has been prepared to allow the City of Greater Sudbury to use powers afforded through section 28 of the Planning Act to make grants, loans and tax increment financing available to registered owners assessed owners, and tenants of lands and buildings within the designated areas.

2.0 Official Plan Conformity

Section 15 of “The City of Greater Sudbury Official Plan” provides for the use of Community Improvement Plans within the City. Additionally, section 15.2 of the Official Plan designates the entire City of Greater Sudbury as a Community Improvement Project Area. The Official Plan states that the objectives of Community Improvement Plans are to:

- a. Enhance the quality of the physical and social environment through the development, redevelopment, preservation and rehabilitation of certain areas of the City;
- b. Undertake comprehensive community improvement programs with respect to identified projects or designated community improvement areas; and,
- c. Increase employment, economic activity and investment in the City.

This CIP meets all the objectives set out in the Official Plan.

2.1 Project Area Description and Boundaries

The Community Improvement Plan Project Areas are shown on the attached Schedules.

The areas in Schedule ‘A’ have been identified by The City as having the maximum potential to achieve the CIP goals outlined in the Official Plan and benefit from the programs outlined in this plan.

Specifically, these areas were found to be pedestrian friendly, have older mixed use building stock and are experiencing commercial and residential vacancy issues.

Community Improvement Project Area Boundaries are established by municipal by-law. To be eligible for the financial programs outlined in this plan, properties must be within the CIP boundary at the time of application. Ineligible properties will not be brought forward for Council's consideration.

The City will make use of the provisions of Section 2.4 of the City's Zoning By-law, as amended from time to time, and with necessary modifications, to determine the boundaries of a Community Improvement Project Area. Where none of the provisions apply, the CIP boundary shall be scaled from the attached Schedules.

3.0 Our Strategic Core Areas Plan

Section 28 (7) of the Planning Act, and Section 106 (3) of the Municipal Act, 2001, provides municipalities the following authority: for the purpose of carrying out a community improvement plan that has come into effect, "the municipality may make grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the cost of rehabilitating such lands and buildings in conformity with the community improvement plan."

In summary, the only tools available are either a grant or a loan. However, there are many applications of this grant or loan which can be used on a case-by-case basis to encourage development or redevelopment within the project area.

3.1 Overall concept

The City of Greater Sudbury 2019-2028 Strategic Plan sets out several strategic objectives, including Business Attraction, Development and Retention. This goal speaks to The City's priorities to foster economic activity within the private sector, with a focus on job creation and assessment growth. Objective 2.4 specifically seeks to revitalize Downtown Sudbury with public investment that supports and leverages private investment. Through this objective, Council has directed staff to update the City's Community Improvement Plans.

Several barriers currently prevent Strategic Core Area development and redevelopment from moving forward. The City can help overcome some of these barriers by using financial mechanisms (grants and loans) to reduce the cost of development and redevelopment in these areas.

The objectives of these efforts are to:

1. Revitalize Strategic Core Areas of the City.
2. Increase the residential population of the Strategic Core Areas.
3. Create and retain employment opportunities, including new commercial and office spaces.
4. Grow the municipal assessment base.
5. Grow the municipal property tax revenue.
6. Repair and intensify the existing urban fabric with compatible projects.

7. Take advantage of existing infrastructure.
8. Enhance the quality of the public realm.
9. Increase the energy efficiency and climate readiness of the existing building stock.

3.2 Encouraging Strategic Core Area Development and Redevelopment

The City of Greater Sudbury may use its legislative authority pursuant to Section 28 of the Planning Act to pass by-laws designating the strategic core areas included in Attachment A as community improvement plan areas and adopting this strategy as the community improvement plan for the community improvement project areas. In doing so, the City is making the following financial incentives available to approved eligible properties:

1. Tax Increment Equivalent Grant Programs (Standard, Superstack, and Parking Structure).
2. Façade Improvement Program.
3. Planning and Building Fee Rebate Program.
4. Residential Incentive Program.
5. Commercial Vacancy Leasehold Improvement Program.
6. Downtown Sudbury Tenant Attraction Program.
7. Feasibility Grant Program.

These programs, which are described in the following pages, represent a comprehensive series of actions for Strategic Core Area revitalization.

These incentive programs can also be used in conjunction with new or existing financial incentive programs, such as the Affordable Housing Community Improvement Plan, and the Brownfield Strategy and Community Improvement Plan.

The following table describes where the financial incentives programs are available:

	Town Centres	Downtown Sudbury
Standard TIEG	X	X
Superstack TIEG	X	X
Parking Structure TIEG		X
Façade Improvement Program	X	X

Planning and Building Fee Rebate Program	X	X
Residential Incentive Program	X	X
Commercial Vacancy Leasehold Program	X	X
Downtown Sudbury Tenant Attraction Program		X
Feasibility Study	X	X

3.2.1 General Requirements Applying to all Programs

All financial incentive programs described herein are subject to the following general requirements. These requirements are not intended to be exhaustive. The City reserves the right to include other reasonable requirements and conditions on a project-specific basis.

1. Works commenced prior to submitting an application are ineligible. Works commenced after submitting an application, but prior to application approval, do so at the applicant's risk.
2. The financial incentives described herein may be used in combination with any other municipal financial incentive program including, but not limited to, development charge exemptions for development in the City's Nodes and Corridors, the Affordable Housing Community Improvement Plan, and the Brownfield Strategy and Community Improvement Plan.
3. The financial incentives described herein may be used in combination with any other program offered by the City and/or any other level of government and/or association.
4. Approved grants and loans may be made to the registered owner, assessed owner or tenants of land and buildings within the community improvement plan areas and, subject to City approval, are assignable to a third party to whom such an owner or tenant has assigned the right to receive a grant.
5. To be eligible, properties must be within the CIP boundary at the time of application. Ineligible properties will not be brought forward for Council's consideration.
6. At its sole discretion, Council may sell municipal property within a community improvement plan area at below fair market value to achieve the goals of the Community Improvement Plan.
7. The City may consider phasing incentives for large, multi-phase redevelopment projects, where it can be clearly demonstrated that the provision of the phased incentive does not exceed the eligible costs associated with any particular phase of development and/or redevelopment.

8. The total amount of all municipal financial incentives provided to an approved eligible property will not exceed the eligible costs for that property. Per the Planning Act, as amended from time to time, eligible costs may include the costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.
9. The City may receive applications that exceed the maximum program amounts outlined in this Community Improvement Plan. At its sole discretion, Council may provide incentives that are greater than the amounts outlined herein, provided that all other applicable criteria are met.
10. In the case of a conflict of the provisions outlined in this CIP, the most stringent provision shall apply, unless otherwise permitted in the CIP.
11. All approved works and improvements shall conform to all relevant provincial legislation including, but not limited to, the Environmental Protection Act and the Ontario Building Code.
12. All approved works and improvements shall conform to all relevant municipal by-laws, standards, policies and procedures including, but not limited to, the Official Plan and the Zoning By-law.
13. For the purposes of clarity, approval for one or more of the financial incentive programs included herein does not relieve a proponent from the need to obtain any other required municipal, federal, provincial and/or public agency approval associated with the proposed project.
14. City staff, officials and/or agents of the City may inspect any approved eligible property that is subject of a financial incentive program application.
15. The City reserves the right to peer review/audit any studies and/or works approved under a financial incentive program, at the expense of the applicant.
16. The City is not responsible for any costs incurred by an applicant in relation to any of the above financial incentive programs.
17. The eligible property will not be in a position of tax arrears at the time of application.
18. If the applicant is in default of any program requirement, or any other requirement of the City, the City may delay, reduce or cancel its financial incentive program approval. Should the owner or tenant of the approved eligible property default on any condition in the by-law or agreement, the grants, plus interest, will become payable to the City in full.
19. Outstanding work orders and/or orders or requests to comply, and/or other charges from the City (including tax arrears) must be satisfactorily addressed prior to the issuing of any financial incentive.
20. The City may discontinue any financial incentive program at any time. Notwithstanding this, approved eligible properties will continue to receive approved municipal financial incentives, subject to compliance with the requirements set out herein and any associated by-law and/or agreement.

21. The City of Greater Sudbury is not bound to accept any application. The City of Greater Sudbury reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
22. Eligibility to programs does not guarantee funding of projects.
23. Applications will be evaluated according to adopted policies and by-laws of the City of Greater Sudbury. The City will have regard to its Climate Emergency Declaration and also reserves the right to evaluate applications based on additional criteria developed from time to time, including the right to require applicants to submit a more in-depth second phase evaluation. Applicants may be contacted by the City of Greater Sudbury during the evaluation process to clarify their application or to provide further information.
24. Applicants may be required to provide the City of Greater Sudbury with additional information to demonstrate their creditworthiness and business track record.
25. At the City's discretion, proponents may be subject to a Second Phase Evaluation where the estimated total project costs exceed \$1,000,000, and/or where the financial request includes Tax Increment Equivalent Grants.

3.2.1.1. General Implementation Applying to CIP Approvals

1. CIP Approvals shall be implemented by municipal by-law, outlining the recipient, the general description of project, the financial incentives and maximum amounts of grants.
2. CIP Approvals shall be further implemented by agreement or other document necessary to set out the terms on which the grants and/or loans will be provided.
3. The agreement or other necessary document shall be signed by the recipient within 6 months of the passing of the implementing by-law. The expiration of this timeline shall constitute a lapsing of the City's approval.
4. Projects, where approved, shall be completed within 18 months of the signing of the agreement. The General Manager of Growth and Infrastructure may extend the agreement, by one year only.
5. Notwithstanding paragraph 4, the General Manager of Growth and Infrastructure may approve a longer timeline for larger projects. Once this agreement is executed, the General Manager of Growth and Infrastructure may extend said agreement, by one year only.
6. The City will not accept applications from same applicant for same program and property, unless 5 years has elapsed since the last grant payment associated with the program for said property. This time frame is retroactive, and includes any other CIP in effect within a 5-year period.

3.3.1 Tax Increment Equivalent Grant Program

Purpose:

To encourage the development and redevelopment of eligible properties by providing grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from property improvements such as, but not limited to, new construction.

Description:

The City may provide grants to the owner or tenant of an eligible property to help offset costs associated with its rehabilitation, reuse, development and redevelopment of the property, provided that the improvements to the property result in an increase in assessment and taxation.

The grants can be provided after the improvements to the property are complete and after the reassessment of the property by the Municipal Property Assessment Corporation has demonstrated an increase in the assessed value of the property.

The value of the grant provided is equal to the incremental increase in property assessment and municipal property tax resulting from the improvements. The grant is provided to the owner (registered or assessed), tenant or assigned third party, after the taxes have been paid in full for the calendar year to which the application for the annual instalment applies.

The pre and post improvement assessment and tax values will be used to calculate the incremental increase in municipal property tax revenue and the total value of the grant.

3.3.1.1 Standard TIEG

The maximum number of years that any individual project can benefit from under the standard TIEG is 5 years. In years one through three of the program, the grant to the property owner/tenant is equal to 100% of the tax increment. In years four and five, the grant decreases to 50% of the tax increment. The grant ceases thereafter.

3.3.1.2 Superstack TIEG

The City of Greater Sudbury offers a 10-year grant only where redevelopment includes brownfield redevelopment and/or affordable housing. In this situation only, the Strategic Core Areas TIEG is stackable with the applicable TIEG of another CIP program, for a maximum of 10 years. To be eligible, the project must meet the requirements of the applicable CIP.

Requirements for Standard TIEG and Superstack TIEG:

1. Standard TIEG and Superstack TIEG applications must be accompanied by:
 - A Post-development reassessment value prepared by the Municipal Property Assessment Corporation (MPAC)
 - photos in the required format depicting the current condition of the eligible property;
 - plans, reports, estimates, contracts and other information in the required format necessary to understand the proposed development concept for the eligible property, and to ensure conformity with the Official Plan and the objectives of the CIP;

See Section 3.2.1 for further general financial incentive requirements.

3.3.1.3 Parking Structure Tax Increment Equivalent Grant (PSTIEG)

The City of Greater Sudbury offers a 20-year Tax Increment Equivalent Grant for the development of a new Parking Structure containing approximately 200 parking spots in Downtown Sudbury.

Description:

In years one through ten, the PSTIEG will be equal to 100 percent of the incremental increase in municipal property tax revenue associated with improvements to the eligible property. The grant decreases to 50% for years eleven to twenty. The grant will be provided every year for up to 20 years, after taxes have been paid in full each year.

Requirement for PSTIEG:

Applications to this program will be subject to an evaluation in two phases. The first phase will evaluate the applications based on the information requirements under the Standard and Superstack TIEG Program. Subject to Council direction, those applications proceeding to a second phase evaluation will be required to submit additional information, including but not limited to:

1. An executive summary
2. Company information, including a description of the Applicant's organizational structure, how long in business, names of individuals holding key managerial positions and information on their roles and responsibilities
3. Experience and financial capability
 - Proof of experience with similar development projects, key anticipated project personnel, their prior project experiences, and education/certifications;
 - Firm independent evidence from a recognized reputable source as to the developer's creditworthiness and ability to obtain financing; and,
 - Indication of the primary sources of funding for the project.
4. Proposed Service Delivery Model(s)
5. Proposed Parking Structure, including the details on the following:
 - a. Location within the downtown core (being within the boundary of the CP Railway to the south and west, Paris Street to the east and Elm Street to the North)
 - b. Conceptual design drawings describing the location, siting and the massing of building(s); the location and number of parking spaces; and, access and internal circulation.
 - c. Outline of any expectations of the City, including financial expectations and the form it would take (e.g. leasing space, assisting with capital, etc.) and any other role envisioned for the City, if any.
 - d. The Development Strategy, including an outline schedule of the critical phases and deadlines to deliver such a project to a status of ready for occupancy and use.

See Section 3.2.1 for further general financial incentive requirements.

3.3.2 Façade Improvement Program

Purpose:

The Façade Improvement Grant program would provide grants to owners or tenants who rehabilitate and improve façades (including signs, lighting and other security features) of buildings within the Community Improvement Project Area. The purpose is to achieve aesthetic improvements to the streetscapes and grant applications will be required to demonstrate how the proposed will achieve this goal. To this end, outdoor patios and decks may be eligible for Façade Improvement Grants.

Façade Improvement Grants may also be used to achieve greater energy efficiency of buildings. In these cases, applicants will be required to demonstrate how the proposed improvements and retrofits achieve greater energy efficiencies. Applicants are encouraged to apply to the Feasibility Study Grant program to help offset any costs associated with energy audits.

Description:

1. A grant of 50% of the cost to improve a building's facade, to a maximum of \$20,000 is available. Payment will be made only upon the completion of the work. Signage and lighting improvements will only be considered as part of a comprehensive façade improvement project.
2. The total amount of funding allocated to the signage component of a comprehensive façade improvement project will be limited to \$3,000.
3. The total amount of funding allocated to an eligible outdoor patio is 50% of the costs, to a maximum of \$5,000.
4. For greater certainty, a façade is defined as a face of the building visible from the public realm.
5. The project must be deemed to be in conformity with all applicable City policies, including but not limited to matters of zoning, heritage matters, site plan matters and matters of urban design. Applications that are not deemed to be in conformity shall not be approved;

See Section 3.2.1 for further general financial incentive requirements.

3.3.3 Planning and Building Fee Rebate Program

Purpose:

To encourage the development and redevelopment of eligible properties by rebating fees associated with Planning Act and Ontario Building Code applications.

Description:

The City may rebate fees for Planning Act and Ontario Building Code applications associated with improvements to eligible properties. These include: Zoning By-law Amendments; Minor Variances; Site Plan Control; Subdivisions; Consents; Demolition Permits; Building Permits; and, Occupancy Permits.

Requirements:

1. It should be noted that although these fees are rebated within the project area, this does not mean that they are not required. Applicants are expected to adhere to the requirement of the respective application processes and will receive a grant where

applicable. Fees are to be paid in advance and are to be reimbursed upon successful completion and approval of an application;

2. Fees associated with any outside agencies will be required to be paid and are not subject to a rebate, including, but not limited to the Sudbury and District Health Unit, Greater Sudbury Hydro, Conservation Sudbury, etc.;
3. An application to the Director of Planning Services must be received and deemed to be eligible prior to the rebating of any fees;
4. This fees-rebate program does not apply to any required performance securities (i.e., letters of Credit) posted by the proponent, required professional studies, to expenses incurred by the applicant as a result of an Ontario Land Tribunal Hearing, or to any required newspaper notices;
5. For planning fees, the City will request the payment of fees at the application stage. Upon release of the building permit for the improvements to the eligible property, all collected fees will be refunded.
6. For building permit fees, the City will request the payment of fees at the application stage. Upon final inspection approval of the completed and occupied project, all fees will be refunded.
7. The maximum amount of incentive provided under the planning fee component of this program to any approved eligible property will not exceed \$5,000.
8. The maximum amount of incentive provided under the building fee component of this program to any approved eligible property will not exceed \$30,000.

See Section 3.2.1 for further general financial incentive requirements.

3.3.4 Residential Incentive Program (Per-door grant)

Purpose:

The purpose of program is to encourage residential development in the strategic core areas.

Description:

1. A grant of \$20 per sq foot of newly-created habitable residential space, or \$20,000 per dwelling unit, whichever is lesser, is available. Payment will be made only upon the occupancy permit being issued.
2. The maximum amount of incentive provided under the program to any approved eligible property will not exceed \$200,000.

See Section 3.2.1 for further general financial incentive requirements.

3.3.5 Commercial Vacancy Assistance Program

Purpose:

The Commercial Vacancy Assistance (CVA) Program is intended as a 2-year, time-limited program that is a direct response to minimize potential commercial vacancies arising during, and/or in the immediate recovery from, the pandemic and its impact on the local, provincial, and national economy.

This Program will provide financial assistance in the form of a grant to new permanent or 'pop-up' commercial tenants of a presently vacant at, or below grade, commercial space to make permanent interior improvements for the purposes of improving the attractiveness and usability of the space for the intended commercial use.

To be eligible, the intended commercial use must be accessible to the public/customers and may include, but not be limited to, retail uses, artists' studios/galleries containing a retail component and/or dine-in or take-out restaurants but shall not include office uses, medical clinics, financial institutions, any residential use or any vehicle-oriented commercial service uses.

This Program is not intended to provide support for temporary or non-permanently affixed improvements such as, but not limited to, indoor/outdoor furniture.

This Program will cease two years from the date this Plan is adopted by City Council unless an extension is provided by City Council via resolution. Such an extension shall not require an amendment to this Plan.

Description:

1. 50% of eligible costs or \$5,000, whichever is lesser, where the applicant has entered into a lease term of no less than three months and no longer than six months less a day for the space where improvements will be undertaken
2. 50% of eligible costs or \$10,000, whichever is lesser, where the applicant has entered into a lease term of no less than six months and no longer than 6 months less a day for the space where improvements will be undertaken

Eligible improvements include:

- Interior drywall, painting and wallpaper
- Interior permanent flooring replacement or refurbishment
- Construction or alteration of stairs, guardrails, handrails
- Improvements or installation to electrical, ventilation, heating, cooling and plumbing supply systems
- Installation or alteration of required window openings
- Fixed lighting
- Installation or alteration of interior fire protection systems; fire separations; fire doors, fire shutters and other fire protection devices

- Interior improvements for barrier-free accessibility including elevators; and
- Other improvements deemed health, safety and accessible issues eligible at the sole discretion of the General Manager of Growth and Infrastructure.

Ineligible costs/improvements include:

- Any temporary or non-permanently affixed improvement such as, but not limited to, outdoor patio furniture, interior furniture, plexiglass partitions or display case equipment;
- Non-permanent interior decoration;
- Outdoor patios/decks
- Professional fees;
- City permit and/or application fees;
- Business interruption expenses;
- Business equipment;
- Tools; and
- Any other cost/improvement deemed not to meet the intent of this Program at the sole discretion of the General Manager of Growth and Infrastructure.

3.3.6 Downtown Sudbury Tenant Attraction Program

Purpose:

This program seeks to support the creation of new office space and improve the marketability and attractiveness of existing office space within Downtown Sudbury. The program offers interest free loans for eligible leasehold improvements to office space.

Loans provided under the Program, where approved, shall be provided to the Applicant who is the Owner registered on title for the property, or an authorized commercial tenant of the subject property and who will be undertaking the improvement.

Description:

1. The maximum Loan amount shall be the lesser of:
 - a. 90% of estimated eligible leasehold improvement costs;
 - b. As follows:
 - i. in the case of applications by an owner or tenant involving a lease, the square foot area multiplied by the appropriate \$ amount based on the term of the lease, as indicated in the table below;

Term of Lease	\$ Amount
12 to 35 months	\$10
36 to 47 months	\$15
48 to 59 months	\$20
60 months or longer	\$25

The lease must be for a minimum of one year.

- ii. in the case of applications by an owner not involving a lease (i.e. owner-occupied spaces), the square foot area multiplied by \$25.
 - c. \$250,000;
- 2. If approved, the City's funding will be advanced in the following stages
 - i. 50% of the total loan amount at the 50% completion stage, less any applicable holdbacks;
 - ii. 25% of the total loan amount at the 75% completion stage, less any applicable holdbacks; and,
 - iii. Remaining 25% of the total loan amount at the substantial completion stage, less any applicable holdbacks;
 - 3. Loan payments will commence six months following the substantial completion advance. Repayment of loans will be on a monthly basis, with the monthly amount to be calculated based on five-year amortization period. Full repayment may be made at any time without penalty.
 - 4. All applications for the Downtown Sudbury Tenant Attraction Program are subject to Council approval and the availability of funding
 - 5. If, during the course of the work the scope of the work changes or actual costs are greater or lesser than the estimated costs, the City of Greater Sudbury reserves the right to increase or decrease the total amount of the loan associated with the Downtown Sudbury Tenant Attraction Program.
 - 6. Program commitments will expire if leasehold improvements do not commence within 1 year of the City of Greater Sudbury's approval. In the event of such an occurrence, applicants may reapply, and will be subject to Council approval and the availability of funding at that time.
 - 7. Leasehold improvements shall be completed within four months from the First Advance. The four-month period can be extended at the sole discretion of the General Manager of Growth and Infrastructure.

8. Assistance granted under this program to a particular property is not transferable to any other property.
9. The maximum loan is 90% of the Cost to Construct Budget prepared by a professional architect/engineer and addressed to the City of Greater Sudbury and dated within 6 months of the date of application.
10. Loans will be approved at the sole discretion of the City of Greater Sudbury.

3.3.7 Feasibility Grant Program

Purpose:

The intent of this program is to stimulate private sector investigation of the potential adaptive re-use or redevelopment of buildings or vacant land within the project area. Financial assistance for feasibility studies, building renovation design, energy efficient improvements, and business plans will be provided through this program.

Description:

1. A grant up to a maximum of \$5,000 can be applied for;
2. Fifty (50%) of the grant approved under this program will be provided to the applicant following submission of the final completed study with the original invoice indicating that the study consultant's have been paid in full. The remaining 50% will be paid to the applicant upon the building being available for occupancy;
3. One copy of the study will be provided to the City for its retention. The applicants agree to provide the City with permission to share the findings with any other subsequent project proponents and/or related government agencies;
4. Feasibility studies shall be for the purpose of improving the energy efficiency of a building, or a business plan for matters such as but not limited to, structural analysis, soil studies, evaluation of mechanical systems, concept or design plans and market analysis;

See Section 3.2.1 for further general financial incentive requirements.

4.0 Monitoring, Review and Amendments:

The Plan will be monitored on an ongoing basis to track progress relative to its goals and objectives. The monitoring program could be structured around a number of indicators, as outlined below. Information on these indicators would be collected at the individual project level and aggregated. This aggregated information would be used as the basis for an annual report to Council. To the extent possible, these annual reports would also address the environmental and social effectiveness of the Plan. It is envisaged that the annual reports would also be used to inform decisions relating to adjustments to this Plan, as well as any budget decisions relating to any of the financial incentive programs described herein.

Minor and technical amendments (e.g. correcting typographical errors) may be made without Council approval. Major and substantive amendments may be made by amendment, subject to the statutory process under the *Planning Act*, which includes public consultation and Council approval.

Notwithstanding this, the City may discontinue any of the programs contained in this Plan without amendment. The addition of new programs not expressly referenced herein requires an amendment.

PROGRAM	INDICATOR
TIEG Program	Number of applications received Increase in assessment value of participating properties Estimate and actual amount of municipal tax assistance/grants provided Hectares/acres of land redeveloped Residential/Industrial/commercial space (sq.ft.) rehabilitated or constructed Residential units/sq.ft. rehabilitated or constructed \$ value of private sector investment leveraged
Planning and Building Fees Refund Program	Number, type and \$ value of planning application fees refunded Number and \$ value of demolition and building permit fees refunded Residential/Industrial/commercial space (sq.ft.) rehabilitated or constructed Residential units/sq.ft. rehabilitate or constructed \$ Value of building permit fees paid \$ value of building permits issued
Residential Incentive Program	Number of applications received Number of new residential units created \$ Value of total grants \$ of private sector investment leveraged
Façade Improvement Program	Number of applications received \$ Value of total grants \$ of private sector investment leveraged
Commercial Vacancy Assistance Program	Number of applications received Number of short-term leases Number of long-term leases Total Sq. Footage of Leased Space \$ Value of total grants
Downtown Sudbury Tenant Attraction Program	Number of applications received Number of long-term leases Total Sq. Footage of Leased Space \$ Value of total loans \$ Value of private sector investment leveraged
Feasibility Study Grant Program	Number of applications received

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	Number of Energy Audits Completed \$ Value of total grants \$ of private sector investment leveraged
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