



# Final Community Improvement Plan

May 2026

# Contents

<b>1.0</b>	<b>Introduction .....</b>	<b>1</b>
1.1	Introduction .....	1
1.2	Background.....	1
1.3	Enabling Legislation .....	2
1.4	Community Improvement Project Area .....	2
1.5	Municipal Initiatives.....	3
1.6	Work Plan.....	4
1.7	Community Participation .....	4
<b>2.0</b>	<b>Vision, Goals, and Objectives .....</b>	<b>6</b>
2.1	Introduction .....	6
2.2	Vision.....	6
2.3	Goals and Objectives.....	6
<b>3.0</b>	<b>Financial Incentive Programs .....</b>	<b>8</b>
3.1	Introduction .....	8
3.2	Municipal Fees Program.....	9
3.3	Property Improvement Program.....	10
3.4	Façade and Signage Improvement Program.....	11
3.5	Development Charge Abatement Program .....	12
3.6	Commercial Use Program .....	14
3.7	Tax Increment Equivalent Grant Program .....	15
3.8	Strategic Investment Program .....	16
<b>4.0</b>	<b>General Eligibility Criteria .....</b>	<b>18</b>
4.1	Strategic Alignment.....	18
4.2	Urban Design and Heritage.....	19
4.3	Program Administration .....	21
4.4	Application Evaluation .....	22
<b>5.0</b>	<b>Implementation.....</b>	<b>24</b>
5.1	Implementation Period .....	24
5.2	Interpretation .....	24
5.3	Community Improvement Project Area .....	24
5.4	Plan Administration .....	25
5.5	Application Intake.....	25
5.6	Funding.....	26
5.7	Application Process.....	26
5.8	Marketing Strategy .....	28
5.9	Plan Monitoring and Evaluation.....	29
5.10	Glossary.....	29

**Appendix A – Community Improvement Project Area**

**Appendix B – Engagement Summary Report**





## 1.0 Introduction

### 1.1 Introduction

The Town of Innisfil (“Town”) has prepared this Community Improvement Plan (“CIP” or “Plan”) to address three key economic development and community revitalization priorities within the Town:

1. Attract and accelerate new investment,
2. Create jobs through business growth; and
3. Revitalize main streets and downtown areas.

This Plan applies to various priority areas, each of which would benefit from economic development and revitalization, and particularly where there may be barriers to project viability due to development costs,

site-specific constraints, or competition for investment with nearby areas.

The CIP aligns with the Town’s Economic Development Strategic Plan (2024–2026), which focuses on five strategic goals: investment-readiness; an innovation-enabled economy; a cohesive community by leveraging tourism and culture; enhanced community amenities and assets; and a best-in-class economic development office.

### 1.2 Background

In Innisfil, initiation of the CIP was prompted through engagement with the business community as part of the Town’s Economic Development Strategic Plan process. Through that work, the Town identified that, while Innisfil is well positioned to capture

new investment, rising development costs, property-specific barriers, and competition for investment can impede new development and reinvestment. The CIP is intended to help address these barriers by targeting specific sectors and/or directing incentives to strategic geographic locations and by supporting the Town’s broader economic development objectives.

A CIP is a community revitalization and economic development tool used to promote and facilitate desirable community improvement works. CIPs are commonly implemented by municipalities throughout Ontario to promote and encourage beautification, rehabilitation, redevelopment, and other improvements to properties and buildings.

Community improvement works facilitated by CIPs are principally achieved by offering financial incentives to eligible applicants, typically landowners and businesses. The financial incentives aim to stimulate investment to achieve specific community improvement and economic development outcomes. For this CIP, the financial incentives are intentionally focused on addressing the three key economic development and revitalization priorities of the Town.

This Plan is informed by the Community Improvement Plan Background Review and Recommendations Report, which includes a benchmarking review of comparable municipal financial incentive programs to help calibrate eligible costs, program structure, and maximum assistance levels to ensure the Plan is competitive and implementable. The Plan also reflects input gathered through the stakeholder and public engagement program outlined in Section 1.7.

### 1.3 Enabling Legislation

CIPs are enabled under Part IV of the Municipal Act, 2001. The Act authorizes municipalities to support redevelopment, revitalization, and economic development by designating a CIPA and implementing financial incentive programs. The Act also enables municipalities to undertake municipal leadership activities such as infrastructure or streetscape improvements, as well as the acquisition or disposition of land to facilitate redevelopment.

Section 28 of the Planning Act enables municipalities to prepare and adopt a CIP and to designate a CIPA. Under the Planning Act, the Town may provide grants and/or loans, in conformity with this Plan, to eligible applicants provided that their property is within the designated CIPA and provided that this Plan has been adopted.

It is a requirement of the Planning Act that the Town’s Official Plan establish enabling policies to prepare and adopt a CIP and CIPA. This Plan has been prepared to function as an implementation tool that supports the Town’s policy framework and strategic priorities for economic development and community improvement.

### 1.4 Community Improvement Project Area

The Community Improvement Project Area (“CIPA”) is a map that delineates which properties are eligible for the financial incentive programs established by this Plan. The CIPA is established separately from this Plan by a by-law of Council.

The Town intends to focus community improvement efforts and incentives within the Program Areas, which include locations where targeted incentives and coordinated municipal action can deliver measurable

investment, job creation, and main street revitalization outcomes.

Where there is variation in form, function, and revitalization needs between Program Areas, some financial incentive programs may apply broadly across the CIPA while others may be limited to specific Program Areas, as detailed within the individual program policies of this Plan in [Section 3](#).

For reference only, the CIPA is attached to this Plan as Appendix A but does not form an operative part of the CIP and may be subject to change by a decision of [Council](#).

## 1.5 Municipal Initiatives

The following municipal initiatives are recommended by this Plan, which collectively demonstrate the Town’s ongoing commitment to strategic investment, coordinated planning, and proactive leadership in advancing economic development and community revitalization. Together, these initiatives provide the policy framework, strategic direction, and implementation tools to guide and reinforce the successful delivery of this Plan. The CIP is intended to support and advance the following key municipal initiatives:

1. **Best in Class Economic Development Support:** Commitment to investment-ready lands in Innisfil Heights, supporting a streamlined development process, and cultivation of a supportive, business-friendly environment.
2. **Workforce Development and Talent Attraction:** Recognize the importance of aligning the labour force with the needs of local employers by collaborate with the Conty of Simcoe Economic Development Office and post-secondary partners across the region with post-secondary institutions, the County, and the region to develop targeted programming, resources, and workforce attraction initiatives. This approach includes maintaining ongoing strategic

partnerships with Georgian College and Lakehead University.

3. **Business Retention and Expansion:** Continued investment in Innisfil’s Business Retention and Expansion (BR&E) initiatives to proactively support local businesses, addressing challenges and identifying growth opportunities. This includes Town-led initiatives to promote local businesses, fostering direct dialogue with elected officials and Town staff, and ongoing workforce development initiatives.
4. **Innisfil Heights Action Plan:** The Innisfil Heights Action Plan includes nineteen strategic actions to enhance investment readiness in the Innisfil Heights Employment Area, aiming to attract investment, generate jobs, and accelerate economic growth. Implementation of the Innisfil Heights Action Plan is key to unlocking the full economic development potential of Innisfil Heights.
5. **Marketing and Promotion:** Ongoing investment in marketing and promotional efforts to elevate Innisfil’s profile as a premier destination for business and investment. This includes future initiatives to raise awareness, interest, and uptake of this Plan.
6. **Placemaking and Public Realm Improvements:** Establish a framework and action plan for continued investment and improvement of the public realm with a focus on creating engaging, vibrant destinations that reflect the unique history and character of Innisfil’s various communities. This may include initiatives that aim to bolster civic engagement through public space activation such as art installations, wayfinding, gateway features, and coordinated strategic investment. Priority may be given to the Program Areas of this Plan, including Innisfil Heights, Cookstown, Alcona, Stroud, and Lefroy, to further advance the Vision, Goals, and Objectives of this CIP.

These municipal initiatives are envisioned to be undertaken by the Town over the Plan’s horizon. The Town may undertake any number of these initiatives separately or concurrently as part of the implementation of the CIP.

## 1.6 Work Plan

The Project was initiated in November 2025, and is being undertaken in five (5) phases:

- > **Phase 1:** Phase 1 focuses on the development of a Background Review and Recommendations Report, which will establish a roadmap for developing the Draft CIP and CIPA. This phase will involve preliminary stakeholder engagement, the findings of which will be integrated into the final Background Review and Recommendations Report.
- > **Phase 2:** The Draft CIP and CIPA will be prepared, building on the Background Review and Recommendations Report. Phase 2 will involve additional stakeholder engagement, including an online validation survey to ensure the feedback from key industries, local business representatives, landowners, local developers, housing providers, and the agricultural community were adequately captured in the resulting plan. In accordance with the *Planning Act*, a Statutory Public Meeting will be held at the conclusion of this Phase, providing an opportunity for Council, and the public to provide comments on the draft CIP and CIPA.
- > **Phase 3:** The Final CIP and CIPA will be prepared based on the engagement completed in Phase 2, including comments received from Council and members of the public at the Statutory Public Meeting, as well as input from Town staff. Lastly, the revised Final CIP and CIPA will be presented to Council for consideration for adoption.

- > **Phase 4:** This Phase will involve preparation of the comprehensive grant assessment matrix, CIP implementation plan and complementary CIP implementation materials, including marketing and advertising materials.
- > **Phase 5:** Phase 5 will include budget consideration through the 2027/2028 budget process and the launch and implementation of the financial incentive programs.

## 1.7 Community Participation

Central to the development of this Plan was community participation and consultation with key stakeholders to ensure the CIP is responsive to community priorities and provides targeted financial incentive programs.

The following consultation and engagement activities were undertaken as part of the CIP’s development:

### Phase 1 (Fall 2025 – Winter 2026)

Phase 1 comprises the following engagement and consultation activities and events:

- > **Community Tour:** In November 2025, the Project Team completed a community tour to better understand the community context, challenges and opportunities of key areas in the Town. The community tour has informed the Critical Needs Assessment presented in Section 4 and findings will directly inform the development of the CIP framework.
- > **Community Survey:** In January 2026, a Community Survey will be available on the Town’s Project Page. The survey covers key components of the CIP and seeks feedback on how the CIP can address community revitalization needs and emerging opportunities.
- > **Community Consultation Session:** A virtual meeting was held with the

community, including stakeholders and some members of Council, on January 27<sup>th</sup>, 2026. The purpose of the Community Consultation Session was to introduce and provide background on the Project and answer preliminary questions and clarifications.

- > **Stakeholder Interviews:** Virtual meetings were held with key stakeholders to understand their specific interests in the community's revitalization priorities and how the CIP can be responsive to them, supporting a more informed and responsive revitalization strategy for the Town.

### Phase 2 (Winter 2026)

Phase 2 comprises the following engagement and consultation activities and events:

- > **Validation Survey:** A second survey was conducted to complement those completed in Phase 1. This activity assessed how the Draft CIP framework addresses previous feedback and to confirm alignment with community needs.
- > **Project Webpage Updates:** Online materials were posted to the project webpage leading up to the Statutory Public Meeting. The posted materials included the Background Report, the Draft CIP, Draft CIPA, and a PowerPoint presentation with additional information and details regarding the draft documents.
- > **Statutory Public Meeting:** A Statutory Public Meeting was held pursuant to the Planning Act. The Statutory Public Meeting is a formal opportunity for Council and members of the public to provide feedback on the Draft CIP and CIPA. Feedback received at the Statutory Public Meeting informed this Plan.

### Phase 3 (Spring 2026)

Phase 3 comprises the following engagement and consultation activities and events:

- > **Engagement Summary:** The Project Team prepared an engagement summary outlining “What We Heard”, with an emphasis on how the Final CIP has responded to community and stakeholder feedback. This Summary Report supports accountable and transparent engagement and consultation.
- > **Consideration for Council Adoption:** The finalized CIP framework was presented at a Council meeting, providing an opportunity for questions from Council or members of the public before adoption.



## 2.0 Vision, Goals, and Objectives

### 2.1 Introduction

The Vision, Goals, and Objectives provide strategic direction for implementing this Plan in a manner that advances the Town’s key community revitalization and economic development priorities.

### 2.2 Vision

The Vision Statement outlines the Town’s long-term revitalization objectives for the CIPA. The Vision Statement helps form a framework to attract and accelerate new investment, create jobs through business growth, and revitalize main streets and downtown areas.

### Vision Statement

Innisfil is a vibrant, competitive, and investment-ready Town, where strategic public investment and targeted financial incentives catalyze transformative development, support quality job creation, and revitalize historic main streets. By overcoming development barriers and leveraging the Town’s prime location, Innisfil fosters a thriving local economy and an attractive environment for businesses, residents, and visitors.

### 2.3 Goals and Objectives

The financial incentive programs established by this Plan are intended to support the

Town’s goals of attracting and accelerating new investment, supporting job growth, and revitalizing and strengthening main streets. Accordingly, the goals and objectives of the Plan are directly reflected in the evaluation criteria used to assess financial incentive applications.

An application evaluation criteria matrix may be applied to ensure that funding is directed towards projects that align with the Town’s economic development priorities and deliver meaningful community and economic benefits. The intent of the application evaluation matrix is to support community improvement works that demonstrate the greatest potential to the Goals and Objectives development goals of this Plan.

The Plan’s goals are identified below, along with supporting objectives to guide the implementation of financial incentive programs and the evaluation of applications:

**Goal #1: Attract and Accelerate New Investment**

1. Implement financial incentive programs to encourage new commercial and employment-related development, in order to strengthen the assessment base and generate stable revenue streams to enhance municipal services.
2. Improve the competitiveness of greenfield sites by addressing development barriers and offering targeted financial incentives to help offset infrastructure and upfront development costs, while leveraging the Town’s strategic location.
3. Support development that strengthens the Town’s economic base and attracts the target sectors identified in the Town’s Economic Development Strategic Plan.

**Goal #2: Support Job Growth**

1. Prioritize projects that provide good-paying, high-quality employment opportunities for residents, consistent

with the Town’s projected employment growth.

2. Encourage adaptive reuse and redevelopment of underutilized buildings for employment-generating uses that strengthen the Town’s economic base.
3. Support the retention, expansion, and long-term competitiveness of existing businesses through effective administration of this Plan, which reflects the needs and aspirations of local businesses.

**Goal #3: Revitalize and Strengthen Main Streets**

1. Encourage a mix of commercial and employment uses that activate main streets, supported by financial incentives that promote infill, intensification, and the introduction of new businesses and residents.
2. Support projects that enhance pedestrian activity and accessibility, advancing main streets designed for people of all ages and abilities in accordance with universal design principles.
3. Promote placemaking through coordinated signage, lighting landscaping, and street furnishings that complement the main street setting, and support implementation of the Cookstown Heritage Conservation District Plan and Design Guidelines.



## 3.0 Financial Incentive Programs

### 3.1 Introduction

This Plan establishes a total of seven financial incentives to directly advance the Town's community revitalization and economic development objectives by attracting and accelerating new investment, supporting long-term job growth, and revitalizing and strengthening the Town's main streets.

The seven financial incentive programs are as follows:

1. Municipal Fees Program;
2. Property Improvement Program;

3. Façade and Signage Improvement Program;
4. Development Charge Abatement Program;
5. Commercial Use Program;
6. Tax Increment Equivalent Grant Program; and
7. Strategic Investment Program.

The specific details of each program are presented in Sections 3.2 through 3.9.

The timing, scope, and selection of programs will be strategically determined based on available funding, alignment with the Town's capital budget, administrative capacity, and Council priorities. This Plan aims to be

responsive to the Town’s revitalization goals and provides flexibility that not all financial incentive programs are required to be implemented at once.

## 3.2 Municipal Fees Program

### 3.2.1 Purpose

This Program is intended to provide a grant to offset fees associated with *Planning Act* and building permit applications that may be applicable for certain types of eligible community improvement works.

### 3.2.2 Eligible Properties

The following properties are eligible for this Program:

1. In the Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas, only commercial and mixed-use properties are eligible for this Program.
2. All properties in the Innisfil Heights Program Area are eligible for this Program.

### 3.2.3 Financial Incentive Value

The maximum value of the grant shall be 100% of municipal fees, or \$10,000, whichever is less, for any combination of the following:

1. Planning Act Applications, including applications for zoning by-law amendments, community planning permit system amendments, community planning permit system permits, site plan control, minor variances, or consents; or
2. Building Code Administration, including applications for building permits, demolition permits, occupancy permits, sign permits, or change of use permits.

The municipal fees are established in the Town of Innisfil’s Fees and Charges By-law 057-24.

### 3.2.4 Eligible Costs

The potential grant used to offset the cost of municipal fees shall be calculated based on the following eligible costs. For clarity, the municipal fees are not eligible costs but are used to calculate the amount of the actual grant. The following costs are eligible for this Program:

1. Development of a vacant property for commercial, mixed use, or industrial uses.
2. Redevelopment of a property for commercial, mixed use, or industrial uses.
3. Major additions to a commercial, mixed use, or industrial property, resulting in a minimum increase of 25% to the gross floor area of the existing building.

### 3.2.5 Payment of Grant

The grant shall be paid upon completion of the approved works, to the satisfaction of the Town.

### 3.2.6 Specific Eligibility Criteria

In addition to General Eligibility Criteria established in Section 4, the following specific eligibility criteria apply to this Program:

1. The applicant shall be responsible for initially paying all applicable fees associated with the eligible costs; and,
2. In a mixed-use development, only the municipal fees applicable to the non-residential portion of the development shall be eligible for this Program.

### 3.3 Property Improvement Program

#### 3.3.1 Purpose

This Program is intended to enhance the visual aesthetic, site functionality, safety, and active transportation amenities on private property.

#### 3.3.2 Eligible Properties

The following properties are eligible for this Program:

1. In the Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas, only commercial and mixed-use properties are eligible for this Program.
2. All properties in the Innisfil Heights Program Area are eligible for this Program.

#### 3.3.3 Financial Incentive Value

1. In the Downtown Alcona, Cookstown, Belle Ewart, and Lefroy Program Areas, the maximum value of a grant shall be \$10,000, or 50% of eligible costs, whichever is less.
2. In the Innisfil Heights Program Area, the maximum value of a grant shall be \$15,000, or 50% of eligible costs, whichever is less.

#### 3.3.4 Eligible Costs

The following costs are eligible for this Program:

1. In all Program Areas, the following community improvement works shall be eligible:
  - a. Improvement to existing surface parking areas and pedestrian connections, including the new or improved hardscape surface treatment, curbing, repainting, lighting, signage (including parking

and wayfinding), and landscaped parking lot islands.

- b. Landscape features to buffer surface parking areas from adjacent sidewalks or roads, provided the surface parking area is located in a side yard or rear yard only.
  - c. Waste storage enclosures, including above ground enclosures or semi-underground enclosures and deep waste collection containers.
  - d. Professional services of an engineer, architect, designer, or heritage professional associated with any of the above design features.
2. In addition to the eligible costs in 3.3.4.1, the following additional eligible costs shall apply to the Downtown Alcona, Cookstown, Belle Ewart, and Lefroy Program Areas:
    - a. Improvements to barrier-free parking, ramps, and pedestrian walkways to comply with the Accessibility for Ontarians with Disabilities Act.
    - b. Accessibility improvements, such as leveling or repairs to pathways or accesses, or addition of wheelchair access ramps; installation of automatic doors; and entry widening.
    - c. Pedestrian and active transportation amenities, including benches, dedicated bicycle parking facilities, walkways, and pedestrian connections.
  3. In addition to the eligible costs in 3.3.4.1, the following additional eligible costs shall apply to the Innisfil Heights Program Area:
    - a. Improvements to stormwater management infrastructure (including rainfall and snowmelt).

### 3.3.5 Payment of Grant

The grant shall be paid upon completion of the approved works, to the satisfaction of the Town.

### 3.3.6 Specific Eligibility Criteria

In addition to General Eligibility Criteria established in [Section 4](#), the following specific eligibility criteria apply to this Program:

1. Under no circumstance shall a lifecycle replacement cost be considered an eligible cost, in accordance with Section 4.3.12.

## 3.4 Façade and Signage Improvement Program

### 3.4.1 Purpose

This Program encourages improvement of building façades and business signage to generate heightened visual interest in local businesses and contribute to greater economic viability and activity.

### 3.4.2 Eligible Properties

Only commercial and mixed-use properties in the Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas are eligible for this Program.

### 3.4.3 Financial Incentive Value

The maximum value of this Program shall be as follows:

#### Façade Improvements

1. Building façade improvements with one street frontage: The maximum amount shall be \$15,000 or 50% of the eligible costs, whichever is less.
2. Building façade improvements with two street frontages: The maximum amount of the façade or building improvement grant

may be increased to \$20,000 or 50% of the eligible costs, whichever is less, for buildings with two street fronting façades, provided that the proposed improvements apply to both façades.

#### Signage

3. Grants for improvements to or restoration of building signage and associated lighting may be provided to eligible applicants for 50% of the construction costs to a maximum of \$5,000.

### 3.4.4 Eligible Costs

The following costs are eligible for this Program:

#### Façade Improvements

1. Repair, replacement, or general restoration of a façade, masonry, and/or brickwork.
2. Repair or replacement of architectural detailing, including cornicing and parapets, among other similar architectural features;
3. Window and door replacement, provided the replacement is a component of a more comprehensive façade improvement project, and provided that the replacement includes an improvement to a detailed aesthetic feature (e.g., a muntin or mullions);
4. Repair, replacement, or installation of new lighting, including signage lighting and security lighting;
5. Repair, replacement, or installation of a new awning(s);
6. Improvements that contribute to barrier free access to a building or business (e.g., ramps, automatic doors, etc.), provided the improvements satisfy the standards of the Accessibility for Ontarians with Disabilities Act;
7. Professional services of an architect, designer, engineer, or heritage

professional associated with any of the above design features.

### Signage Improvements

8. Installation of new signage;
9. Replacement of existing signage;
10. Repair, restoration, or improvement to existing signage with historic or heritage significance;
11. Costs associated with the removal of existing signage that does not satisfy the Façade Design Guidelines; and
12. Professional services of an architect, designer, or heritage professional associated with any of the above design features.

### 3.4.5 Payment of Grant

The grant shall be paid upon completion of the approved works, to the satisfaction of the Town.

### 3.4.6 Specific Eligibility Criteria

The following specific eligibility criteria shall apply:

1. The general eligibility criteria outlined in Section 4 shall apply.
2. Only improvement projects that are visible from the street or public realm shall be eligible for this Program.
3. In the Innisfil Heights Program Area, only those portions of a building or property located within 20.0 metres of the front or exterior side lot line shall be eligible for building and façade improvements under this Program.
4. Where applicable, proposals involving installation or improvements to signage shall demonstrate compliance with the Town's Sign By-law.

## 3.5 Development Charge Abatement Program

### 3.5.1 Purpose

This Program supports the development and redevelopment of properties by:

- > Abating Development Charges in Innisfil Heights; and
- > Deferring Development Charges in the Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas.

This Program establishes specific criteria for both the abatement program and the deferral program, as detailed in the following subsections.

### 3.5.2 Eligible Properties

The following properties are eligible for this Program:

1. In Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas, all commercial and mixed-use properties are eligible for this Program. Where a mixed-use development is proposed, only the portion of development charges applicable to the non-residential use(s) shall be eligible.
2. All properties in the Innisfil Heights Program Area are eligible for this Program.

### 3.5.3 Financial Incentive Value

#### Innisfil Heights

1. In the Innisfil Heights Program Area, the maximum value of the grant will be 100% of the Town's portion of Development Charges. The County may match the Town's portion of Development Charges for industrial properties, in accordance with the County of Simcoe By-law No. 7050-24.

2. Where industrial development is proposed, applicants may apply to the County to participate in the County of Simcoe Development Charges (DC) Abatement Program. Applicants may only be eligible for the County of Simcoe DC Abatement Program where the Town has approved an application under this Program as applicable to the Town's portion of development charges.

### Other Eligible Program Areas

3. In all other Program Areas, the Town's portion of Development Charges for commercial uses may be deferred for a maximum period of 18 months subject to interest. The maximum value of the grant shall be 50% of the interest accrued for the deferred development charges during that 18-month period.
4. In a mixed-use development, only the development charges applicable to the non-residential portion of the development shall be eligible for this Program.
5. Full payment of applicable development charges will be due no later than eighteen (18) months after building permit is issued.
6. The accrued interest charges will be reduced subject to the following conditions being satisfied:
  - a. Where full payment of the development charge is received no later than nine (9) months after the building permit is issued, the accrued interest will be forgiven at a rate of 100%.
  - b. Where full payment of the Town Development Charge is received within eighteen (18) months after building permit is issued, the accrued interest charges will be forgiven at a rate of 50%.
7. Applicants are able to pay any amount owing at any time during the eighteen (18)

month period, with the corresponding reduction in interest charges accruing.

8. Should the full payment of the development charge not be received by the expiration of the eighteen (18) month period, the application for a CIP grant of interest accrued will be deemed non-compliant. The applicant will be required to pay 100% of the interest that has accrued.

### 3.5.4 Eligible Costs

The following costs are eligible for this Program:

1. Development of a vacant property for commercial, mixed use, or industrial uses.
2. Redevelopment of a property for commercial, mixed use, or industrial uses.
3. Major additions to a commercial, mixed use, or industrial property, resulting in a minimum increase of 25% to the gross floor area of the existing building.

### 3.5.5 Payment of Grant

Full payment of the Town's portion of Development Charges will be due no later than eighteen (18) months after a building permit is issued.

### 3.5.6 Specific Eligibility Criteria

In addition to General Eligibility Criteria established in Section 4, the following specific eligibility criteria apply to this Program:

4. The applicant shall provide an Irrevocable Letter of Credit to the Town (named as the beneficiary) at the time of the Building Permit issuance.
5. This Program does not apply to Simcoe County Development Charges nor Education Development Charges

collected by the Town on behalf of the County and School Boards.

## 3.6 Commercial Use Program

### 3.6.1 Purpose

This Program facilitates the rehabilitation and revitalization of underutilized or vacant existing commercial spaces by supporting their conversion into new usable commercial space. This program also supports the conversion of underutilized or vacant buildings to be repurposed for commercial uses in the Plan's Program Areas. The conversion of existing residential uses is not permitted under this Program.

### 3.6.2 Eligible Properties

The following properties are eligible for this Program:

1. All commercial and mixed-use properties in the Downtown Alcona, Cookstown, Innisfil Heights, Lefroy and Belle Ewart, and Stroud Program Areas are eligible for this Program.
2. In any of the Program Areas, properties where a non-commercial use is converted to a commercial use are also eligible for this Program, but this shall not apply where an existing residential use is proposed to be converted to a non-residential use.

### 3.6.3 Financial Incentive Value

The maximum value of the grant shall be 50% of eligible costs, or \$20,000, whichever is less.

### 3.6.4 Eligible Costs

The following costs are eligible for this Program:

1. Structural alterations, reinforcement, and load-bearing wall modifications.

2. Installation, alteration, repair and/or restoration of permanent partitions or rooms.
3. Installation, repair or reinstallation of electrical wiring or fixtures, plumbing, heating, cable, telephone, fibre, and other service-specific installations.
4. Weatherproofing and building envelope improvements.
5. Fire protection systems and fire separation construction between uses or units.
6. Ceiling, flooring, drywall, and interior finishing works.
7. Patio or outdoor commercial space construction.
8. Costs associated with professional architecture or design services that are necessary to undertake the eligible works (to a maximum of 20% of the total approved grant amount).

### 3.6.5 Payment of Grant

The grant shall be paid upon completion of the approved works, to the satisfaction of the Town.

### 3.6.6 Specific Eligibility Criteria

The following specific eligibility criteria shall apply:

1. The General Eligibility Criteria established in Section 4 shall apply.
2. Where a mixed-use development is proposed, only community improvement works for the non-residential portion of that development shall be eligible for this Program.

## 3.7 Tax Increment Equivalent Grant Program

### 3.7.1 Purpose

This Program provides a grant equivalent to the increase in the Town’s portion of the assessed property tax as a result of development, redevelopment, or major improvements to properties that are used by or will be used for a target sector use.

### 3.7.2 Eligible Properties

The following properties are eligible for this Program:

1. All properties in the Downtown Alcona, Cookstown, Lefroy and Belle Ewart, and Stroud Program Areas.
2. All properties in the Innisfil Heights Program Area are eligible for this Program.

### 3.7.3 Financial Incentive Value

The maximum value of the grant shall be:

1. In all Program Areas, up to 100% of the Town’s portion of the increased tax assessment.
2. In no case shall the total amount exceed 50% of the total eligible costs, to a maximum of \$250,000.

### 3.7.4 Eligible Costs

The following costs are eligible for this Program:

1. Major additions or renovations to an existing commercial or mixed-use property or building that results in the creation of new commercial space.
2. Major additions or renovations to an existing industrial property or building that results in the creation of new industrial space.

3. The development of a new property or building for commercial, mixed use, or industrial uses.
4. Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers).
5. The services of an accredited professional, such as an engineer, architect, or professional planner, to a maximum of 5% of total eligible costs.

### 3.7.5 Payment of Grant

Payment of the grant shall be in accordance with the following:

1. Grants may be equal to up to 100% of the Town’s portion of the tax increase in year one, decreasing by 10% in following years for a maximum of a ten-year period.
2. Notwithstanding Section 3.7.5.1, at its sole discretion, the Town may consider an alternative grant period depending on the nature and merit of an application.
3. When an approved project is complete, a grant will be paid annually by the Town to the eligible applicant subsequent to payment of all property taxes.
4. The tax increment is calculated as the difference between pre-project tax assessment and the post-development tax assessment. The value of the grant will be determined by the Town upon approval of a financial incentive application.
5. The value shall be subject to the confirmed reassessed value as determined by the Municipal Property Tax Assessment Corporation (MPAC).

### 3.7.6 Specific Eligibility Criteria

In addition to General Eligibility Criteria established in Section 4, the following specific eligibility criteria applies for this Program:

1. This Program shall not be combined with any other financial incentive program of this Plan. It is intended that this program be a stand-alone incentive program.
2. Properties and/or buildings shall be improved such that the amount of work undertaken is sufficient to result in a minimum of \$500,000 increase in the assessed value of the property.
3. This Program does not contemplate any fees that may be applied by other levels of government or authorities with jurisdiction, including the County of Simcoe.
4. In the Cookstown Program Area, community improvement works shall implement the policies and guidelines of the Cookstown Heritage Conservation District Plan and Design Guidelines, as may be applicable.

## 3.8 Strategic Investment Program

### 3.8.1 Purpose

This Program focuses on attracting near-term, larger-scale investment that may function as a catalyst to meaningfully advance economic development and community revitalization objectives. Under this program, eligible applicants may benefit from any financial incentive program established by this Plan. In recognition of the transformative role of strategic investments, the maximum value of financial incentives available through the applicable programs may be increased up to double the standard program limits, to a maximum of 50% of eligible costs, whichever is less. Alternatively, applicants to this program may be eligible for a Tax Increment Equivalent Grant, as outlined in Section 3.8.4.

### 3.8.2 Eligible Properties and Uses

The following properties and uses are eligible for this Program:

1. All properties or uses located in the Community Health Hub Zone, except for a hospital or private hospital, as defined in the *Public Hospitals Act*;
2. A hotel and/or convention centre located in Innisfil Heights or the Downtown Alcona Program Areas;
3. A business that has participated in a DMZ Innisfil program and whose business plan and intended use is aligned with the economic development target sectors;
4. Any other proposed business or use that aligns with the Town's economic development target sectors, provided the proposed use is located within the Innisfil Heights, Downtown Alcona, Cookstown, Stroud, or Lefroy Program Areas; or
5. An interested applicant may make a request to be considered under this Program; however, all applications shall be subject to a decision of Council, in accordance with the policies of this Program.

### 3.8.3 Increased Grant Values

The maximum value of this Program shall be as follows:

1. A priority property and/or use shall be eligible for any financial incentive program established by this Plan.
2. In all cases except the Tax Increment Equivalent Grant and Development Charge Abatement Program, the maximum value of the financial incentive shall be doubled, or up to 50% of eligible costs, whichever is less.

### 3.8.4 Tax Increment Equivalent Grant Value

For the Tax Increment Equivalent Grant, the following additional policies shall apply:

1. In no case shall the total amount of all grants exceed 50% of eligible costs, to a maximum of \$500,000.
2. Notwithstanding Section 3.7.5 (Payment of Grant), a Tax Increment Equivalent Grant may be paid as a single payment upfront payment, rather than an annual refund of paid property taxes at the Town's discretion and at the request of the applicant. However, where this is the case, the following shall apply:
3. The total grant may be equal to up to 100% of the tax increase resulting from the development over a period not exceeding ten years. The Town shall have discretion to establish the specific terms for calculating the total grant on a case-by-case basis.
4. In order to be eligible for payment, the Town shall require a proforma and/or economic impact statement and shall be satisfied that the analysis provides an acceptable fiscal impact and that the development is financially beneficial to the Town in the long-term, in the Town's sole opinion.
5. The application shall be decided upon by Council.
6. The tax increment is calculated as the difference between pre-project tax assessment and the post-development tax assessment. The value of the grant will be determined by the Town upon approval of a financial incentive application.
7. The value shall be subject to the confirmed reassessed value as determined by the Municipal Property Tax Assessment Corporation (MPAC).

8. Except as modified herein, all other policies of the Tax Increment Equivalent Grant (Section 3.7) shall remain applicable.

### 3.8.5 Payment of Grant

The payment terms of the applicable financial incentive program(s) of this Plan shall apply.

### 3.8.6 Specific Eligibility Criteria

In addition to General Eligibility Criteria established in Section 4, the following specific eligibility criteria applies for this Program:

1. Only properties and/or uses that are identified under this Program shall be eligible.
2. Where an application has been submitted by an interested applicant in regard to a property and/or use that is not otherwise identified under this Program, Council shall consider that the intent of this Program is to facilitate focused investment on specific properties and/or uses that are deemed to have the potential for meaningful and heightened impact on the Town's economic development objectives.
3. It is not anticipated that large areas or large numbers of properties will be awarded a grant under this Program as it may exhaust the Town's financial resources to implement this Plan.



## 4.0 General Eligibility Criteria

The policies of this section establish general eligibility criteria that apply to all financial incentive programs of this Plan unless a specific program explicitly establishes additional and/or different requirements. The Town reserves the right to interpret and administer this section at its sole discretion, and to apply these criteria in a flexible manner that is responsive to the nature, scale, complexity, and risk of an application, provided the intent and requirements of this Plan are maintained.

### 4.1 Strategic Alignment

#### 4.1.1 Consistent with the Vision of this Plan

All community improvement works funded by this Plan must demonstrate, to the satisfaction of the Town, that they contribute to achieving the Vision, Goals, and Objectives of this Plan, as established in Section 2.

#### 4.1.2 Located within the CIPA

1. The subject property must be located within the boundary of the CIPA to be eligible to apply for a financial incentive program established by this Plan.

2. The CIPA is administered as a separate by-law from this Plan and may be amended from time to time at the discretion of Council.
3. Applicants interested in applying for a financial incentive program established by this Plan are encouraged to confirm with Town staff that their property is within the current CIPA.

### 4.1.3 Compliance with Applicable Laws and Policies

Applications shall conform to the Official Plan, Zoning By-law, and all other applicable laws and policies of the Town, the Province of Ontario, and the Government of Canada, and any applicable requirements of external approval authorities, where relevant.

## 4.2 Urban Design and Heritage

### 4.2.1 Design Principles

1. All community improvement works funded by this Plan must be consistent with the relevant sections of the Design Principles (and any related guidance) established by this Plan, including any program-specific design-related eligibility requirements, where applicable.
2. The Design Principles build upon the Official Plan's Placemaking Strategy, which highlights the importance of planning communities as places for people and strengthening connections to place. The Placemaking Strategy emphasizes the creation of inclusive, year-round spaces that support a range of activities and are accessible to everyone. It recognizes the importance of opportunities to reinvent underutilized spaces and design environments that accommodate diverse users.
3. The overall intent of the design principles is to therefore facilitate high quality, well

designed development that promotes place making and is responsive to the revitalization and economic development needs and opportunities within the Program Areas. They establish the Town's expectations for any community improvement works that are awarded a financial incentive program offered under this Plan.

### Downtown Alcona, Lefroy, and Stroud

1. Signage, wayfinding, and gateway features will recognize, promote, and distinguish the unique role of these main communities within the Town.
2. New development will be sited and oriented to directly address the street, facilitating a pedestrian oriented experience.
3. New buildings will contribute to framing the streetscape, creating a more cohesive and consistent development pattern.
4. Surface parking areas will be located at the rear of buildings to minimize visual impact and promote a more consistent framing of the streetscape.
5. Non-residential uses are encouraged on the ground floor of mixed-use buildings to encourage an activated streetscape and a more engaging environment.
6. The principles of universal design will apply to ensure that the public and private realms are accessible to people of all ages and abilities.
7. Modest setbacks from the street will enable complementary uses such as outdoor patios or cafes, animating the streetscape and creating visual interest.
8. Public art and wayfinding will contribute to distinguishing Downtown Alcona and fostering a heightened sense of place.
9. Enhanced planting and landscaping will improve the visual aesthetic of the private realm and create a more welcoming environment.

### Innisfil Heights

1. Achieve a strong visual identity for Innisfil Heights through a more cohesive development pattern and consistent architectural controls.
2. Enhanced signage, wayfinding, and gateway features will recognize Innisfil Heights as the Town's pre-eminent strategic employment area.
3. New development will prioritize the safe and efficient movement of people and goods.
4. Outdoor storage will be integrated into new development and be appropriately screened from the public realm, including the Highway 400 Corridor, through fencing and/or landscaping to enhance the overall aesthetic of Innisfil Heights and minimize the visual impact of outdoor storage areas and parking.
5. Enhanced planting and landscaping will improve the visual aesthetic of the private realm and create a more welcoming environment.
6. Provide flexibility to accommodate the evolving needs of employment-oriented land uses.

### Cookstown

1. Carry forward the Cookstown Architectural Guidelines and Landscape Guidelines, supporting their implementation through the new CIP.
2. Restore and rehabilitate heritage buildings to their original character and features.
3. New development should complement existing building stock, in particular those buildings that exhibit heritage characteristics.
4. Façade, signage, and lighting should reflect the Architectural Guidelines and be complementary to the unique heritage and character of Cookstown.

### Interpretation

Where there may be a conflict between the design principles of this Plan, and a Council endorsed urban design guideline, the Council endorsed guideline shall take precedence.

#### 4.2.2 Ontario Heritage Act

Where a subject property is designated under the *Ontario Heritage Act*, any proposed improvements shall be undertaken in accordance with the reasons for designation as set out in the by-law designating the property, and any applicable heritage requirements.

#### 4.2.3 Cookstown Heritage Conservation District and Design Guidelines

For properties located in the Cookstown Program Area:

1. All community improvement works shall implement the policies and guidelines of the Cookstown Heritage Conservation District Plan and Design Guidelines, as may be applicable to the subject property.
2. Where applicable, proposed improvements shall maintain or restore the property's existing heritage or architecturally significant elements. The removal or undesirable alteration of original heritage or architectural features shall not be included as part of the proposed improvement.

#### 4.2.4 Heritage Conservation Opportunities

At its sole discretion, the Town may encourage or require the rehabilitation, improvement, or conservation of properties or buildings that have demonstrated heritage value or significance, provided an application has been made for that property or building.

## 4.3 Program Administration

### 4.3.1 Maximum Value of Grant

In no case shall the total value of all incentives exceed the total eligible costs of community improvement works funded by the financial incentive programs of this Plan.

### 4.3.2 Minimum Costs

An application may be declined if the calculated total grant value is less than \$2,000.

### 4.3.3 Program Funding

1. At its sole discretion, Council may:
  - a. Allocate any portion of the total budget for this Plan to one or more of the Programs established by this CIP. Alternatively, Council may choose not to fund any program established by this Plan.
  - b. Choose to allocate portions of the budget for this Plan to separate Program Areas (e.g., Innisfil Heights, Alcona, Cookstown, etc.).
  - c. Allocate separate funding amounts for programs subject to a year-round application intake period, or an intake window application period, in accordance with section 5.5 of this Plan.
2. Where the total value of applications received during an application cycle, in accordance with section 5.5, exceeds available funding, the Town may prioritize approvals on a case-by-case basis based on strategic priorities and alignment with the objectives of this Plan.

### 4.3.4 Professional Services

1. The professional services of a planner, engineer, designer, or heritage professional shall not exceed 15% of the total eligible costs per financial incentive

program, where such professional services are eligible.

2. A professional planner, engineer, designer, or heritage professional shall be in good standing with their respective accredited body and only be retained on the basis that the professional services are directly related to the eligible costs.

### 4.3.5 Number of Applications

1. The Town shall not consider more than one application per property or business in a given funding year.
2. Where a project or development is proposed to be phased across two or more funding years, applicants may be eligible to apply again for a subsequent phase of development. Where it is the intention of an applicant to do so, it shall be communicated to the Town at the initial time of application.
3. The Town may reject a subsequent application, or reduce the amount of the grant, if subsequent improvements involve removal or retraction from previously approved eligible costs.
4. Properties and businesses shall be limited to a maximum of two grants over a five-year time period.

### 4.3.6 Combination of Programs

1. Except for the Tax Increment Equivalent Grant, all financial incentive programs established by this Plan may be eligible to be combined, subject to any program-specific restrictions and provided that the total value of incentives does not exceed the total eligible costs.
2. For additional clarity, in no case shall an applicant be eligible to combine the Tax Increment Equivalent Grant with any other program under this Plan.

#### 4.3.7 No Retroactive Incentives

A project that is either completed or underway at the time of application shall not be eligible for the financial incentive programs established by this Plan.

#### 4.3.8 Good Standing

1. A property shall not be eligible for a financial incentive program established by this Plan if the subject lands are in tax arrears or accounts receivable at the time of application.
2. Applicants shall not be eligible for financial incentives where there are outstanding legal matters, disputes, or by-law infractions between the Town and the property owner or applicant.

#### 4.3.9 No Duplication of Eligible Costs

An eligible cost shall not receive funding from more than one financial incentive program established by this Plan for the same community improvement works.

#### 4.3.10 Consistent with Approved Application

1. All community improvement works must be undertaken and completed in a manner that is consistent with an approved application.
2. At its discretion, if the Town deems that the works were undertaken in a manner that was inconsistent with an approved application, the Town may delay, reduce, or cancel the financial incentive, and may require repayment of the incentive.

#### 4.3.11 Disclosure of Other Funding Sources

1. Applicants are required to disclose other sources of funding to the Town as part of the application process.

2. Where funding from another source(s) has been awarded, the Town may deduct the value of that funding from the total awarded incentive, at its discretion.

#### 4.3.12 Permanent Improvement Only

1. Only permanent community improvements shall be eligible for the financial incentive programs established by this Plan.
2. Further, no lifecycle replacements shall be eligible, including doors, windows, and roofing material, among other similar building elements, unless a specific program explicitly permits such costs as eligible.

#### 4.3.13 Landowner Authorization

Tenants must provide proof of authorization and consent from a landowner to be eligible to apply for the financial incentive programs of this Plan.

#### 4.3.14 On-site Program Signage

All properties and buildings receiving funding for community improvement works shall install and maintain signage, provided by the Town, for the duration of the project to acknowledge funding received through the CIP. This requirement will be indicated on the financial incentive agreement.

### 4.4 Application Evaluation

1. Through implementation of this Plan, the Town will prioritize investment in community improvement works that are deemed to offer the greatest potential for broad community revitalization and economic development impact.
2. The Town may apply an evaluation matrix to evaluate applications in regard to community revitalization and economic development impact.

3. The Town, at its discretion, may apply the assessment criteria to any or all of the financial incentive programs of this Plan.



## 5.0 Implementation

### 5.1 Implementation Period

1. This Plan is intended to be implemented over a 10-year period; however, Council may direct staff to undertake an interim review of the CIP and CIPA after five years.
2. Notwithstanding the above, nothing shall prevent the implementation of this Plan for more than 10 years, provided that Council is satisfied that the Plan continues to support the Town's economic development objectives and community revitalization goals.
3. If Council, in consultation with Town staff, determines that the goals and objectives of this Plan have not been realized, or if it is determined that the Plan or components of the Plan are no longer relevant, the CIP and CIPA may be amended or repealed, in which case a new CIP and CIPA may be prepared and adopted by by-law(s) of Council.

### 5.2 Interpretation

1. This Plan must be read, interpreted, and administered in its totality.
2. Interpretation and administration of this Plan shall be at the sole and exclusive direction of the Town, the Plan Administrator, or Council, as the situation may dictate.

### 5.3 Community Improvement Project Area

1. The financial incentive programs of this Plan only apply to properties within the designated CIPA. For clarity, properties that are not within the CIPA are not eligible for the financial incentive programs of this Plan.
2. Where a portion of a lot is within the designated CIPA, it shall be interpreted that the entirety of the lot is within the

designated CIPA and is therefore eligible for the financial incentive programs of this Plan.

3. The CIPA is established separately from this Plan by a by-law of Council. On this basis, the CIPA may be amended separately from this Plan by a new by-law of Council.

## 5.4 Plan Administration

1. By default, Council may delegate approval authority to a Plan Administrator on matters related to the implementation of this Plan, including decisions related to the approval of applications for financial incentives, subject to any limits or conditions established by Council.
2. The Plan Administrator shall oversee the day-to-day implementation of this Plan. The core responsibilities of the Plan Administrator shall, at a minimum, include the following activities to support the Plan:
  - a. Meeting with interested applicants to review the Plan within the context of proposed community improvement works and to confirm eligibility;
  - b. Acting as a resource for eligible applicants and facilitating the submission of complete applications;
  - c. Identifying necessary submission materials, including any supporting documents, studies, or reports, which would be required to deem an application complete;
  - d. Coordinating the review and processing of eligible applications with appropriate Town staff and/or Council, as may be applicable;
  - e. Facilitating execution of a financial incentive agreement between an eligible applicant and the Town, and coordinating payment of the financial incentive at the appropriate time, in

accordance with the policies of this Plan; and

- f. Committing Town resources to ensure the Plan is appropriately monitored and evaluated.
3. The Town may establish administrative procedures, application forms, checklists, and internal review practices to support consistent decision-making, transparency, and efficient processing.
4. The Town may administer and apply this Plan using different review and approval approaches depending on the nature, scale, complexity, and risk of an application, the program(s) being applied for, annual funding availability, and available municipal resources, provided the intent and requirements of this Plan are maintained.

## 5.5 Application Intake

This plan contemplates three different application intake scenarios, any of which may be implemented separately or concurrently, at the discretion of the Town.

### 5.5.1 Year-Round Intake

1. Upon adoption of this Plan, the application period shall be deemed to be year-round, subject to program-specific intake timing, annual funding availability, and any direction from Council. Applications will be received until the total funding allocated to this Plan by Council, or to specific financial incentive programs, is exhausted.
2. Where the total value of applications received during an application cycle exceeds available funding, the Town may prioritize approvals on a case-by-case basis based on strategic priorities and alignment with the objectives of this Plan, as directed by Council.

### 5.5.2 Intake Window

1. The Town may, at its discretion, implement an “intake window” process. Under an intake window process, the Town will establish a set timeframe for receiving applications for the financial incentive programs and will communicate the intake window to the public. The Town may also pause intake, close intake, or modify intake timing where funding is fully allocated or where operational considerations require.
2. Where the total value of applications received during an application cycle exceeds available funding, the Town may prioritize approvals on a case-by-case basis based on strategic priorities and alignment with the objectives of this Plan, as directed by Council.

### 5.5.3 Hybrid

The Town may, at its discretion, implement a hybrid model whereby applications for certain financial incentive programs are received year-round, and other financial incentive programs may be subject to an intake window. This approach may be beneficial where the maximum grant value of a program(s) is greater, in order to support equitable distribution of the CIP funding.

## 5.6 Funding

1. On an annual basis, Council may consider establishing a budget to fund the financial incentive programs of this Plan.
2. The allocation of funding may be prioritized based on the Goals of this Plan, as established in section 2. Funding of this Plan will be prioritized based on the following:
  - a. Attract and accelerate new investment,
  - b. Create jobs through business growth; and

- c. Revitalize main streets and downtown areas.
3. The budget to fund this Plan shall be at the sole discretion of Council and may be informed through consultation with Town staff.
4. Council may allocate portions of the financial incentive budget to specific programs and may determine that certain programs are inactive in any given year where funding is not allocated.
5. Annual funding of this Plan will be made at the sole discretion of Council, without an amendment to this Plan and may include activating, modifying, or deeming programs inactive from year to year based on budget direction and program performance.
6. The total funding provided for an approved project shall not exceed the verified eligible costs determined by the Town in accordance with this Plan and applicable law.
7. Any unused portion of an allocated annual budget for this Plan may be carried over to the following funding year, at the discretion of Council.

## 5.7 Application Process

This Plan contemplates an application process for financial incentive programs that may include a total of eleven steps. The steps below are intended to represent a typical process and may be adapted by the Town on a program-by-program or case-by-case basis, depending on the nature, scale, complexity, and risk of an application, funding availability, and Council direction. The Town may refine administrative procedures, forms, submission methods, documentation requirements, and approval authorities from time to time to support efficient implementation, provided the intent and requirements of this Plan are maintained.

### **Step 1: Pre-application meeting**

The applicant may be required to meet with the Plan Administrator prior to applying. The purpose is to confirm program fit and eligibility, clarify required approvals (if any), confirm documentation expectations, and discuss timing and sequencing.

### **Step 2: Application submission**

The applicant submits a complete application using the Town's prescribed form(s) and submission method(s), together with required supporting documentation. Supporting documentation may include photographs of existing conditions, a clear description of the proposed works, drawings/plans, as applicable, itemized cost estimates/quotes, and written owner authorization when the applicant is a tenant or agent.

### **Step 3: Application completeness**

The Plan Administrator reviews the submission to confirm that the required forms and supporting documentation have been provided and may deem the application complete. Where an application is incomplete, it may be returned with identification of the missing items and may not proceed to evaluation until those items are received.

### **Step 4: Circulation and evaluation**

Once deemed complete, the Plan Administrator may circulate the application for internal review and/or technical input, as appropriate to the type and scope of the proposed works. The purpose is to evaluate the application against the general and program-specific requirements of this Plan, confirm alignment with Town objectives, and identify any conditions of approval.

### **Step 5: Application decision**

Based on the application, supporting documentation, and evaluation results (including funding availability), the Town will render a decision to approve, approve with

conditions, defer, or refuse the application. Where an application is refused, the applicant will be provided a rationale and may resubmit a revised application that addresses the reasons for refusal.

### **Step 6: Financial incentive agreement**

If an application is approved, the Town may require execution of a financial incentive agreement before commencement of works and/or payment, as determined by the Town. The agreement will identify the approved scope of work, timing, eligible costs, maximum incentive amount, documentation requirements, payment terms, and default/repayment provisions where applicable.

### **Step 7: Community improvement works**

Following approval and execution of any required agreement, the applicant may proceed with the community improvement works in accordance with the approved scope, the agreement, and any other applicable approvals. It is the applicant's responsibility to complete the works as approved and to notify the Plan Administrator when the works are complete.

### **Step 8: Inspection**

To inform a decision to issue payment, the Plan Administrator may conduct a site visit and/or request receipts, photographs or other evidence of completed works. The purpose is to verify that the approved works have been completed to the Town's satisfaction and in conformity with this Plan and any agreement.

### **Step 9: Payment**

Payment of the financial incentive will be issued in accordance with the agreement and/or program requirements, following verification of completion. Payment is typically conditional on submission of required documentation, which may include paid invoices, proof of payment, and any other items required to confirm eligible costs and completion.

### Step 10: Default

If the Town determines that an applicant has defaulted on Plan, program, and/or agreement requirements, the Town may delay, reduce, or cancel incentive benefits and may require repayment of any benefits issued, as permitted by the agreement and at the Town's discretion.

### Step 11: Cancellation for inactivity

Any program commitment may be cancelled if work does not commence within six months of the approval of an application unless the Town extends it in writing.

## 5.8 Marketing Strategy

In order to achieve the revitalization vision, goals, and objectives of this Plan, the Town must raise awareness and interest in the CIP, with a specific focus on engaging landowners, businesses, and entrepreneurs. At a minimum, it is recommended that the Town undertake the following activities:

1. **Publications:** Promotion material, including hard copy informational handouts and brochures, as well as digital content, can be an effective means to distill the contents of this detailed Plan into a more accessible and concise format. Supplementary publications should be effectively used to help ensure the contents of this Plan are communicated in an easy-to-read and accessible format.
2. **Service Excellence:** The long-term success of this Plan necessarily relies on continued a customer-oriented, business friendly approach to implementing and administering this Plan. To this end, the Town will commit the necessary resources on an on-going basis to actively promote the Plan and engage potential applicants. An emphasis should be placed on timely responses and follow-up to enquiries while also facilitating

expedient application review and approval processes.

3. **Celebrate Success:** The Town may seek opportunities to celebrate the positive contributions to economic development and community revitalization that have been achieved through this Plan. This may include opportunities to formally showcase, recognize, or celebrate the efforts of landowners and businesses through initiatives such as annual awards, project highlights, storefront displays, or plaques for those landowners and business that have meaningfully advanced the Vision, Goals, and Objectives of this Plan through their projects.
4. **Education:** The Town may hold informational workshops, education sessions or create instructional videos to educate interested parties with respect to the financial incentive programs.
5. **Website & Social Media:** Digital content is increasingly the most important, effective, and efficient means to communicate with the community. The Town's website, or a dedicated project webpage for this Plan, should be frequently updated with information related to this Plan and include clear descriptions of each of the incentive programs. The website should also be used to highlight previous CIP applications and success stories. Information and promotional materials related to this Plan may be shared via the social media accounts of the Town and its partners.
6. **On-site Program Signage:** As part of the financial incentive agreement, on-site program signage is required for all approved community improvement works. The Town will provide this signage to increase visibility and awareness of CIP programs and to highlight this Plans role in community revitalization and economic development. The signage reinforces the

CIP’s contribution to visible community improvement outcomes, builds public awareness, encourages interest, and demonstrate the tangible benefits of this Plan.

## 5.9 Plan Monitoring and Evaluation

1. The success of this Plan will depend on the implementation of a monitoring and evaluation framework to ensure the programs are being utilized and that they are achieving their intended outcomes.
2. Upon implementation of this Plan, the Plan Administrator may establish and maintain a database to monitor and review enquiries, applications, approvals, payments, and outcomes. As appropriate, the database may capture:
  - a. The type of project and the type of incentive(s) being sought;
  - b. Value of the incentive(s) approved and paid, as well as the total value of construction where available;
  - c. Address, property, applicant, and ownership information;
  - d. The type and quantity of improvements being made, as relevant to the applicable program(s);
  - e. Status of the application and any related payment(s); and
  - f. “Before” and “after” photographs, where feasible.
3. On an approximate annual basis, the Plan Administrator may report to Council on the successes and issues of the Plan. An annual report may note:
  - a. Number of enquiries, and how many of those enquiries resulted in a formal application;
  - b. Number of applications received and approved, by program and/or area where relevant;
  - c. Total value of incentives committed and paid, and general nature of improvements supported;
  - d. Any unintended outcomes of Plan implementation, or challenges with interpretation and/or administration, including resources (e.g., staff, funding, etc.); and
  - e. Recommended modifications or amendments to this Plan or the CIPA, including considerations such as eligible costs, maximum incentive values, program eligibility, and which programs should be funded.
4. The Town may adjust the monitoring approach and reporting frequency based on program uptake, available resources, and Council direction.

## 5.10 Glossary

The following is a glossary of terms and their associated definitions for the purpose of interpreting this Plan:

**“Applicant(s)”** means a registered owner, assessed owner or tenant of lands and buildings within the CIPA, and/or any person to whom a registered owner, assessed owner or tenant of lands and buildings within the CIPA has assigned the right to make an application to this Plan.

**“Community Improvement”** as defined in accordance with its definition under Section 28 of the Planning Act.

**“Community Improvement Plan”** as defined in accordance with its meaning under Section 28 of the Planning Act.

**“Community Improvement Project Area”** means as defined in accordance with its meaning under Section 28 of the Planning Act.

**“Community Planning Permit System”** means the Town’s Community Planning Permit System.

**“Council”** means the Town of Innisfil Council.

**“Eligible Applicant”** means an applicant (as defined above) who meets all of the general and program-specific requirements of the financial incentive programs and prepares and applies for community improvement works that are in accordance with the definition of the Planning Act and the program-specific requirements, as outlined in this Plan. The Plan Administrator reserves the right to determine whether or not an applicant is deemed eligible under this Plan.

**“Design Guidelines”** means the Council-endorsed Cookstown Heritage District Plan and Design Guidelines.

**“Mixed-use”** means any mixed use zone as identified in the Town’s Zoning By-law.

**“Plan Administrator”** means a member of Town staff who has been designated to be responsible for the ongoing implementation and administration of this Plan.

**“Official Plan”** means the Town’s Official Plan.

**“Redevelopment”** means the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites. For the purposes of this Plan, redevelopment does not apply to the creation of new residential units, uses, or lots.

**“Target Sector”** means a target sector identified in the Town’s Economic Development Strategic Plan, as may be updated from time to time.

**“Zoning By-law”** means the Town’s Zoning By-law.



# Appendix A

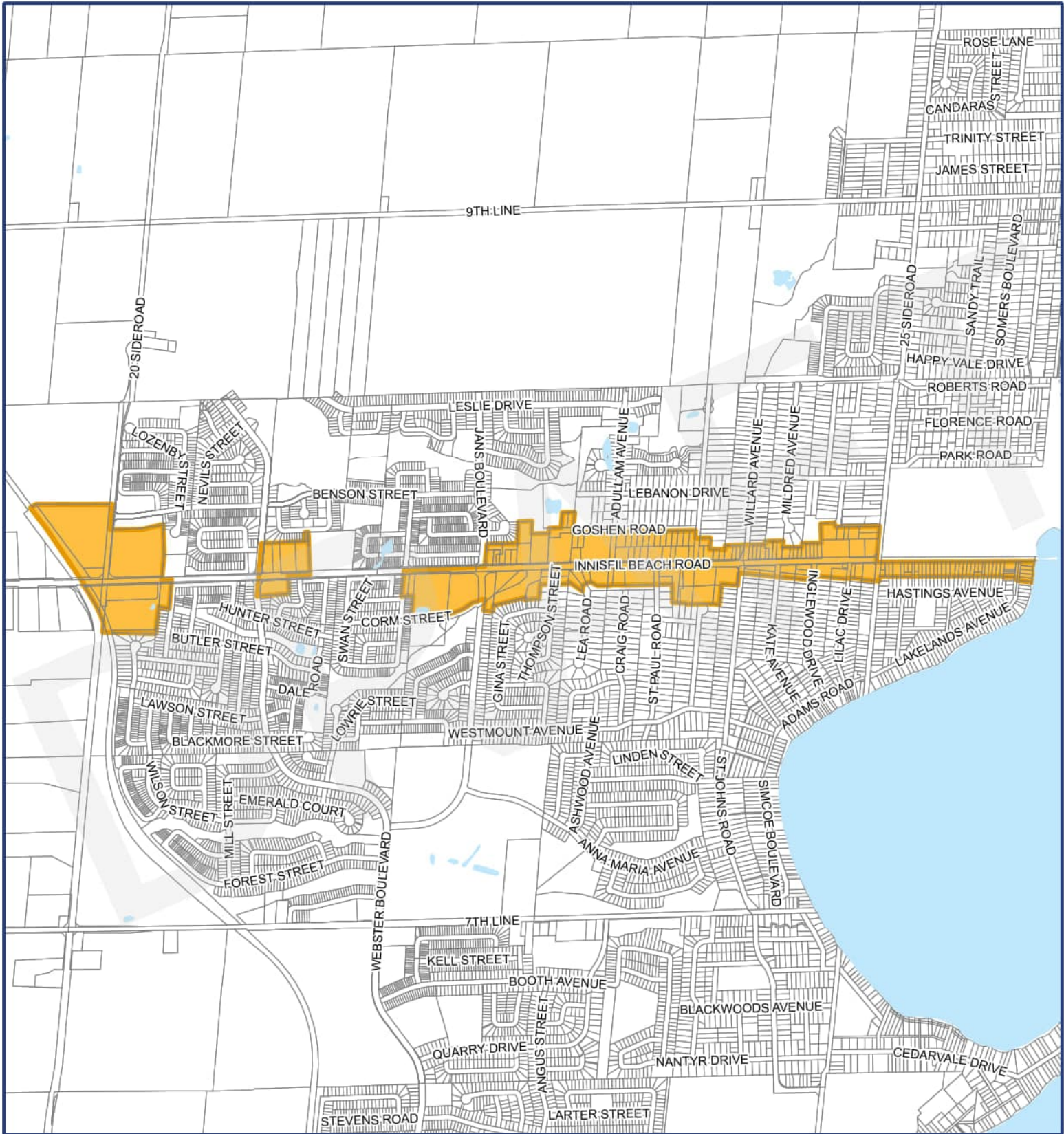
## Community Improvement Project Area

## Program Area Mapping

### **The following policies shall apply to Appendix A:**

1. The Community Improvement Project Area is attached to this Plan as Appendix A and is shown for informational purposes only. It does not form an operative part of this Plan.
2. The Community Improvement Project Area is adopted by Council as a separate by-law than this Plan, and therefore may be subject to change or modification that is not consistent with the mapping shown in Appendix A.
3. Interested applicants are highly encouraged to contact the Town to determine if their property may be eligible to apply to a financial incentive program under this Plan.



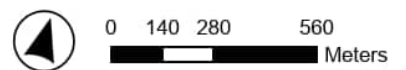


# Town of Innisfil Community Improvement Plan

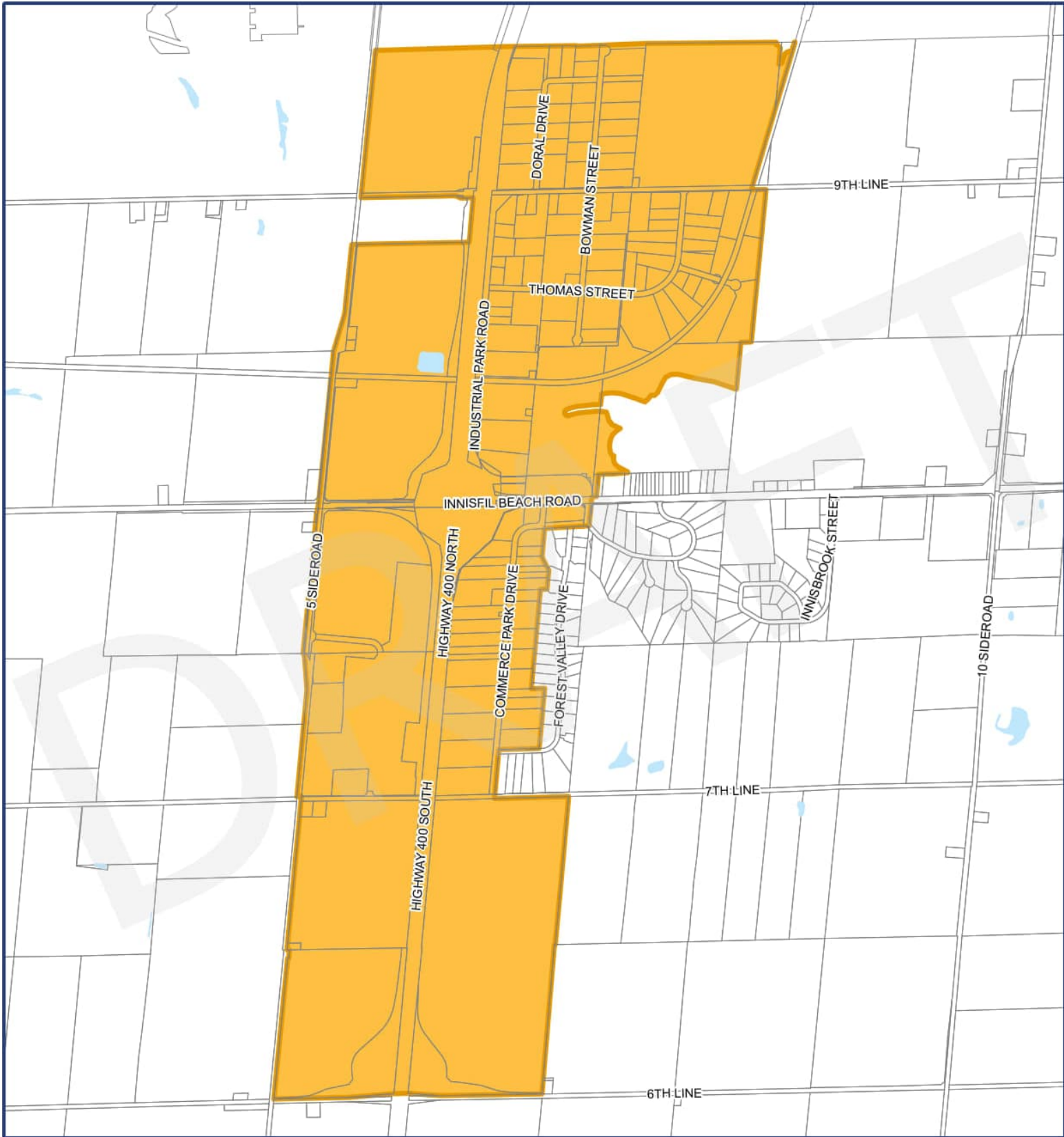
## Schedule 1a - Downtown Alcona Program Area

### Legend

-  Parcels
-  Downtown Alcona Program Area



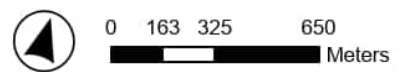
**Final for Council Adoption**  
 June 2026  
 Source: Town of Innisfil  
 Spatial Reference: NAD 1983 UTM Zone 17N



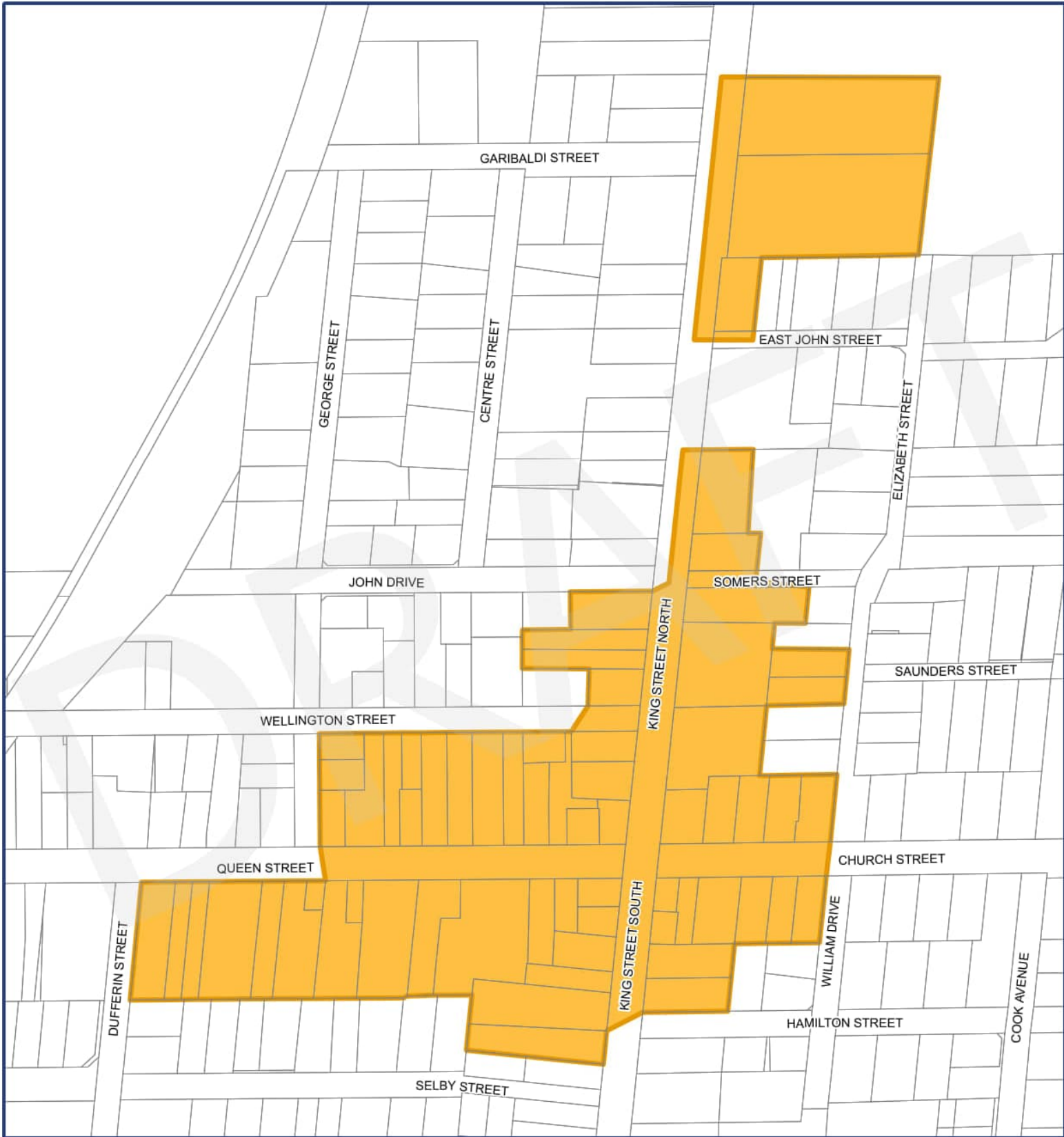
**Town of Innisfil Community Improvement Plan**  
**Schedule 1b - Innisfil Heights Program Area**

**Legend**

-  Parcels
-  Innisfil Heights Program Area

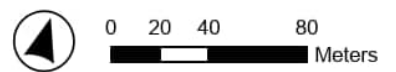


**Final for Council Adoption**  
 June 2026  
 Source: Town of Innisfil  
 Spatial Reference: NAD 1983 UTM Zone 17N



**Town of Innisfil Community Improvement Plan**  
**Schedule 1c - Cookstown Program Area**

- Legend**
-  Parcels
  -  Cookstown Program Area



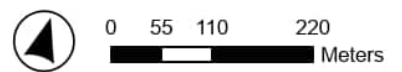
**Final for Council Adoption**  
 June 2026  
 Source: Town of Innisfil  
 Spatial Reference: NAD 1983 UTM Zone 17N



## Town of Innisfil Community Improvement Plan Schedule 1d - Stroud Program Area

### Legend

-  Parcels
-  Stroud Program Area

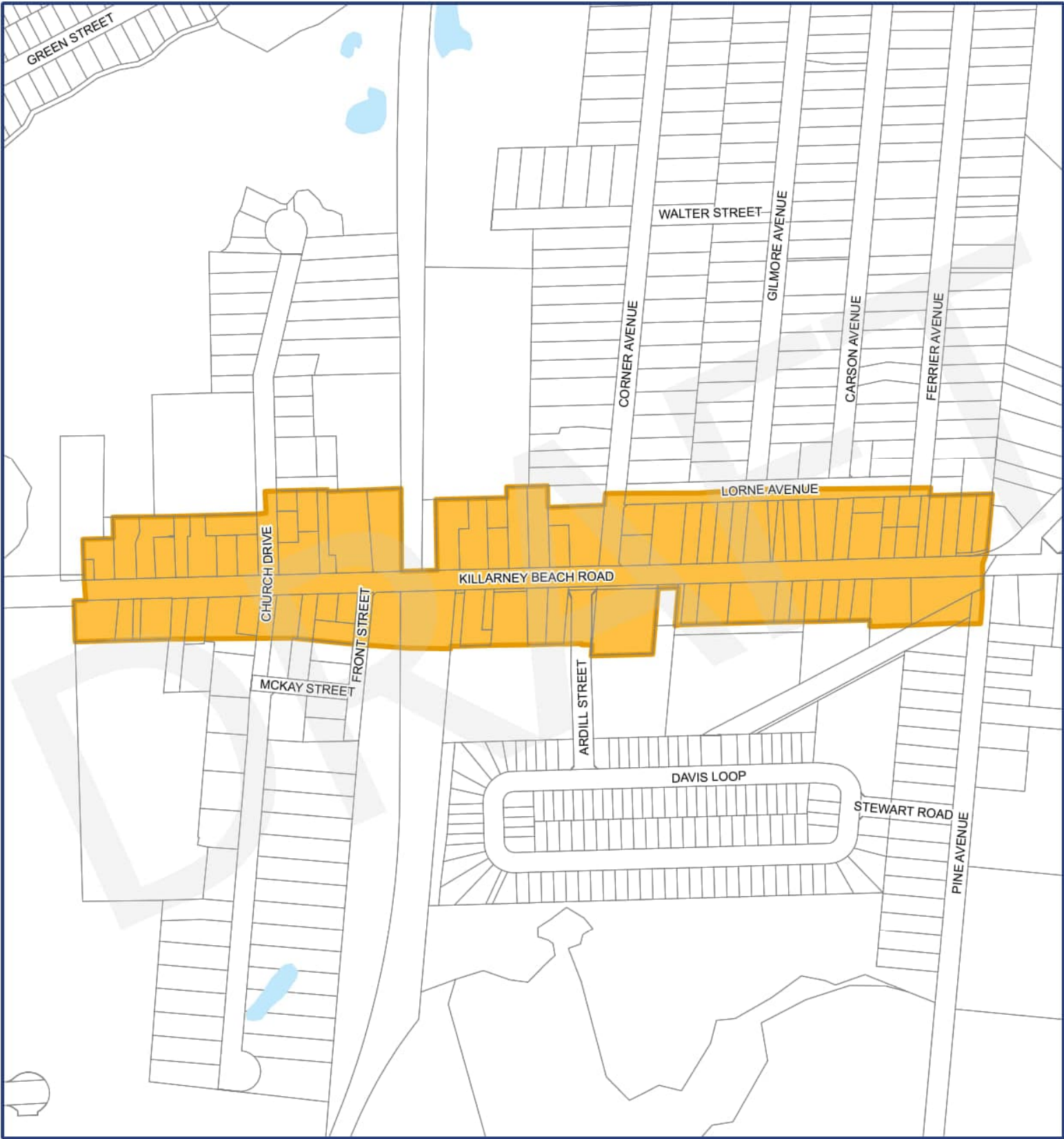


**Final for Council Adoption**

June 2026

Source: Town of Innisfil

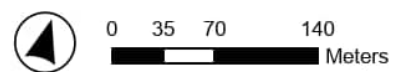
Spatial Reference: NAD 1983 UTM Zone 17N



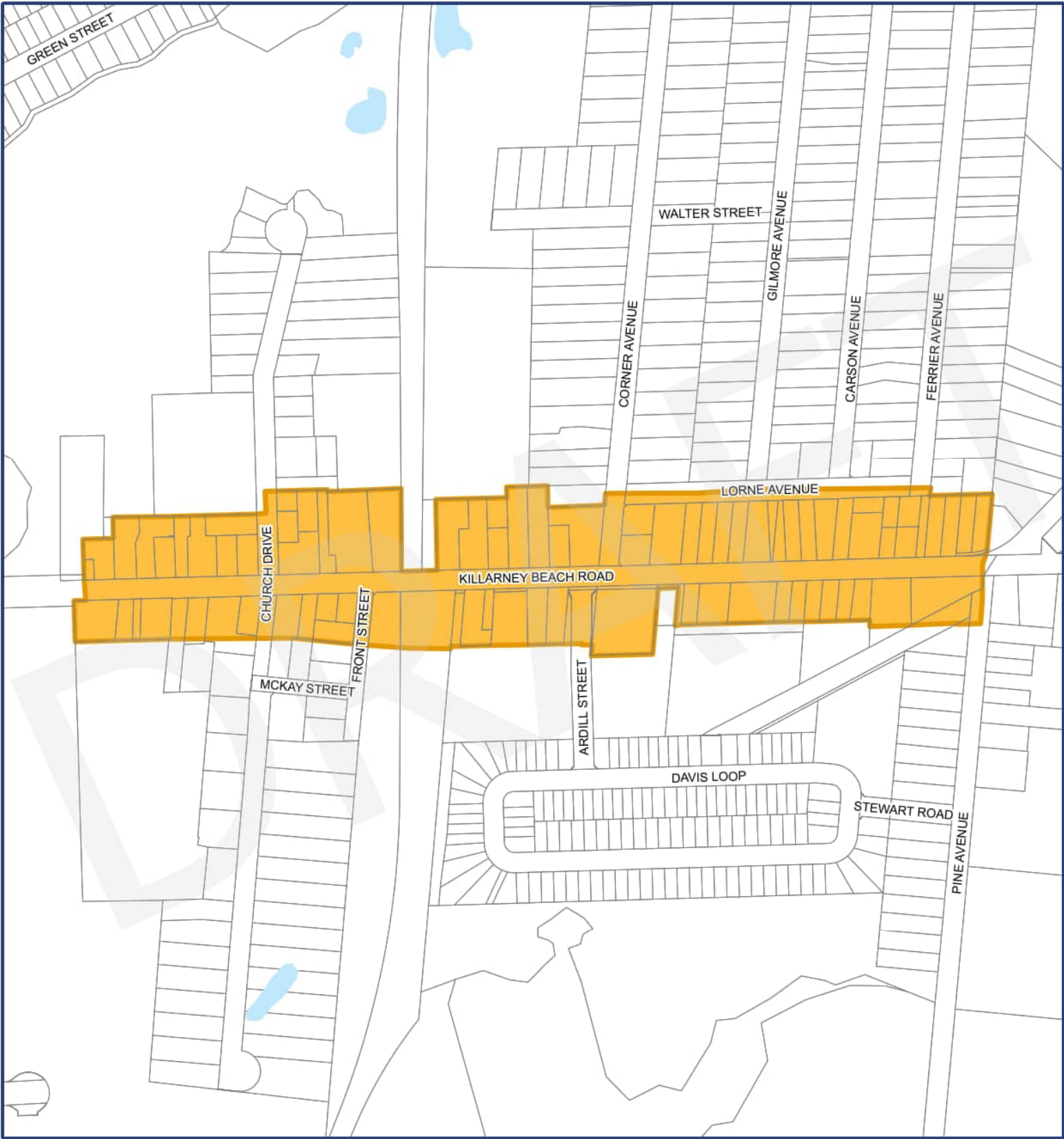
**Town of Innisfil Community Improvement Plan**  
**Schedule 1e - Lefroy / Belle Ewart Program Area**

**Legend**

-  Parcels
-  Lefroy / Belle Ewart Program Area



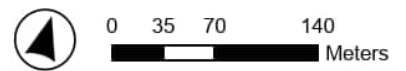
**Final for Council Adoption**  
 June 2026  
 Source: Town of Innisfil  
 Spatial Reference: NAD 1983 UTM Zone 17N



**Town of Innisfil Community Improvement Plan**  
**Schedule 1e - Lefroy / Belle Ewart Program Area**

**Legend**

-  Parcels
-  Lefroy / Belle Ewart Program Area



**Final for Council Adoption**  
 June 2026  
 Source: Town of Innisfil  
 Spatial Reference: NAD 1983 UTM Zone 17N