Town of Cobourg

Tannery District Community Improvement Plan

Background Study

Macaulay Shiomi Howson Ltd.
In association with:
Watson & Associates Economists Ltd.

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Executive Summary

1. Purpose

This report outlines the results of the background research and conclusions with respect to how a community improvement plan can be used to assist in the redevelopment of the Tannery brownfield site. It also reviews what would constitute the appropriate boundaries of a community improvement project area.

2. What is a Community Improvement Plan?

A community improvement plan applies to a specific area in a municipality which is titled, in accordance with Section 28 of the *Planning Act,* a "community improvement project area". Such an area requires rehabilitation and revitalization. The focus of the community improvement plan is on physical changes to the targeted area so that, in the medium to long term, it will improve economically, socially and environmentally.

3. Report Format

The report outlines in Section 2, the rationale for community improvement plans and how they have been applied. Section 3 summarizes the results of the background research. Section 4 analyzes the barriers to economic development, expansion, renewal and intensification which have been identified and how they might be addressed through the community improvement process. It also outlines the results of the fiscal impact evaluation.

4. A Community Improvement Plan has significant benefits for the Study Area

Based on the background analysis, there are significant benefits to the Town and owners and tenants in the Study Area which can be gained through the establishment of a community improvement plan. Most significantly, a plan would provide the Town with a range of tools which could be used to encourage remediation of industrial and commercial sites, and possibly also some of the residential lands in the area. A plan could also contribute to improvements in the servicing deficiencies in the area. Potential tools to achieve these objectives include:

- grants or loans to pay for the necessary environmental studies to initiate the redevelopment process;
- cancellation of property taxes for property owners who undertake rehabilitation of contaminated lands during the rehabilitation and development periods;
- payment of a grant, following redevelopment which results in an increase in assessment, which equals some portion of the increase in property taxes for a period of time; and,
- reduction or cancellation of development fees (e.g. building permit fees, planning application fees).

In addition, the CIP would allow for the payment of grants or loans for all existing development which would contribute to improvements to the interior and exterior of the buildings. Finally, the CIP can be used to establish a framework for utilizing available funds from Federal, Provincial, and County government, as well as other agencies and the private sector, which can assist in implementing the community improvement plan.

5. Fiscal Impact

A range of financial incentive programs have been developed for consideration as part of a Community Improvement Plan for the Tannery District. The programs include grants and/or loans for site redevelopment and building rehabilitation, tax rebate programs and development fee exemptions. A fiscal impact analysis of each of the options was undertaken by Watson & Associates Economists Ltd. The analysis, which is found in Appendix A to this report, was based on a very conservative assessment of the impact of the proposed programs (e.g. all properties apply for study grants in one year). It concluded that:

- The combined impact of the financial incentive programs suggests an initial cash outlay to the Town for pre-redevelopment programs (i.e. study grant programs and brownfields tax cancellation program) would be approximately $250,000. On an annualized basis over the three year redevelopment period, this would equate to approximately $83,300 or 0.4% impact on the general net levy.

- The post redevelopment period programs (i.e. redevelopment grant program, building improvement loan program, and development user fee reduction program) largely represent cashflow programs to stimulate redevelopment of sites that otherwise may not occur.

    - Both the redevelopment grant program and the building improvement loan program represent funds that could be derived from site redevelopment and are therefore self funding. The fiscal impact of foregoing these funds is approximately 4.5% of the general net levy, but no initial cash outlay would be required. Moreover, the redevelopment of the study sites would provide for additional tax revenues of $1.4 million (or 8% increase) upon full buildout.

    - The post development programs that would require additional funding commitments include the development fee reduction programs. Under this program, the capital funding obligation for the development charge exemption and operating fund impact of the planning fee exemption would have a 3.4% net levy impact.

6. Community Improvement Plan Boundary

The maximum benefits of the CIP would accrue to the industrial and commercial sites in the area, given the potential that these properties are contaminated, and that their size means that they have redevelopment potential. However, there may also be some potential for redevelopment of the residential properties in conjunction with one of the larger parcels. Further, there is potential that contamination from the Tannery site has spread to the east. For that reason, the boundary of the CIP is recommended to be:

- North - Canadian National and St. Lawrence and Hudson Railway Corridor;

- East - George St.;
- South - University Ave. W.; and,
- West - Ball St., Furnace St. and Victoria St.

7. Conclusions

There are significant benefits to the Town and owners and tenants in the Study Area which can be gained through the establishment of a community improvement plan. These include significant financial benefits for the Town through increased taxes. These would be achieved at some cost to the Town, but the cost would appear even in the most conservative scenario, to be off-set by the benefit.

1. INTRODUCTION

1.1 Purpose

This report outlines the results of the background research and conclusions with respect to how a community improvement plan can be used to assist in the redevelopment of the Tannery brownfield site. It also reviews what would constitute the appropriate boundaries of a community improvement project area.[1]

1.2 Study Background

The Town of Cobourg has identified the Tannery site as a significant brownfield[2] site based on available background information. There are also concerns with the potential for impacts from this site on surrounding development, especially adjacent existing residential development. These concerns make the need for the remediation and redevelopment of the Tannery property of particular importance.

To assist in addressing these concerns, Town Council directed on April 27, 2009 that a community improvement plan be prepared for the area. The study area for the plan includes surrounding development to ensure a comprehensive evaluation of issues, and the establishment of appropriate boundaries for the community improvement project area.

In addition, the Town applied in June 2009 for a grant from the Northumberland Community Futures Development Corporation (NCFDC) to hold a design charrette to explore planning and design features to maximize the environmental sustainability of future development of the Tannery site.

1.3 Study Area

The Study Area (See Map 1) includes the Tannery site itself which is located at 96 Alice Street and legally described as Concession A, Part Lot 17, Block "F" – R Plan 39R842 Part 1-5 and R Plan 39R2642 Part 1, Part 2. It also includes the lands bounded by:

- North - Canadian National and St. Lawrence and Hudson Railway Corridor;
- East - The side and rear of the residential lots fronting on Princess St.; the rear of the residential lots fronting on George St.; Clare St.; Crossen St.; and the rear of the residential lots fronting on Roe St.;
- South - University Ave. W.; and,
- West - Ball St., Furnace St. and Victoria St.

[1] Note: Section 28 of the Planning Act requires the establishment of a community improvement project area prior to the adoption of a community improvement plan.
[2] Note: Brownfield sites are defined by the Provincial Policy Statement as "undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

1.4 Report Format

The report outlines in Section 2, the rationale for community improvement plans and how they have been applied. Section 3 summarizes the results of the background research. Section 4 analyzes the barriers to economic development, expansion, renewal and intensification which have been identified and how they might be addressed through the community improvement process. It also outlines the results of the fiscal impact evaluation, and concludes that there are significant benefits to the Study Area in undertaking a community improvement plan.

2. COMMUNITY IMPROVEMENT PLANNING

2.1 Legislative Framework

Section 106(1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any business by granting bonuses. However, Section 106(3) provides an exemption where a council is exercising its authority under Section 28 of the *Planning Act*. Section 28 authorizes the preparation and adoption of community improvement plans.

2.2 What is a Community Improvement Plan?

A community improvement plan[3] applies to a specific area in a municipality which is titled, in accordance with Section 28 of the *Planning Act,* a "community improvement project area". Such an area requires rehabilitation and revitalization and the Act indicates that it will be identified based on the following criteria:

"the community improvement of which in the opinion of council is desirable because of the age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason."

The focus of the community improvement plan is on physical changes to the targeted area so that, in the medium to long term, it will improve economically, socially and environmentally.

2.3 What types of programs are involved?

Community improvement plans (CIPs) have been used to address a broad array of improvement priorities through programs such as the following:

Municipally Driven Programs

- Infrastructure works
- Municipal property acquisition, land assembly and sale of lands
- Municipal facilities construction and rehabilitation
- Public space, parks and recreation works
- Signage, streetscape and landscaping improvements

Incentive-based Programs (grant, loan and property tax assistance)

- Brownfields environmental assessment, remediation and redevelopment
- Property tax assistance for remediation purposes
- Preservation and adaptive reuse of heritage and industrial buildings

[3] Note: For more information reference should be made to Part IV, Sections 28-33 of the Planning Act, and Community Improvement Planning Handbook, Ministry of Municipal Affairs and Housing.

- Project feasibility studies
- Structural improvements to buildings (e.g. building code upgrades)
- Commercial building façade improvements
- Downtown/core area and waterfront revitalization
- Space conversion for residential and commercial uses

To direct and stimulate private sector investment, incentive based programs can involve:

- Grants, loans and land under section 28 of the *Planning Act*
  Section 28(7) permits a municipality to make grants or loans to owners or tenants to pay in whole or in part for eligible costs of the CIP and these costs may include environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of more energy efficient uses, buildings, structures, works, improvements or facilities.

- Property tax assistance is available which allows municipalities to cancel or defer the municipal portion of property taxes on eligible properties to encourage the clean up of contaminated lands. In addition, the Province may match the municipal tax treatment with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP), all under section 365.1 of the *Municipal Act*, 2001. To be eligible a property must have undergone a Phase II environmental site assessment and be identified as not meeting the standards of the Environmental Protection Act to permit a Record of Site Condition to be filed with the Ministry of Environment.

- Property tax relief can also be established for designated heritage properties, subject to an agreement to protect the heritage features of the property. The Province funds the education portion of the property tax relief.

- Section 69 of the *Planning Act* permits municipalities to reduce or waive planning application fees where payment is deemed unreasonable. This may be used to waive fees to promote community improvement.

- Section 5 of the *Development Charges Act* also allows municipalities to exempt a type(s) of development from a development charge.

2.4 What is the process for the development of a Community Improvement Plan?

A local municipality such as the Town of Cobourg can designate a community improvement project area by by-law, and develop and adopt a community improvement plan for such an area. However, their official plan has to include related community improvement provisions.

The Town's Official Plan includes such policies in Section 5.6, Community Improvement. The Study Area forms part of the Olde Town Residential

Community Improvement Area designated on Schedule "D" to the Plan. Section 5.6.3.2 of the Plan indicates that:

"The Old Town Residential Area contains numerous land use conflicts, exhibits a high level of deficiencies in terms of municipal services and amenities, includes flood susceptible areas as well as man-made hazards, and contains under-utilised buildings and housing in need of substantial repairs and improvements."

When a community improvement plan has been prepared, through a process which must include public involvement, it is adopted by municipal council. If there is no appeal of the plan during the 20 day appeal period, the plan comes into effect. If there is an appeal to the Ontario Municipal Board within 20 days the Board will make the final decision on the approval of the plan.

3. BACKGROUND REVIEW

3.1 Purpose

This section outlines key, relevant background information concerning the Study Area including existing land use, policy framework, zoning, environmental constraints, servicing, and transportation system.

3.2 Existing Land Use

Map 2 illustrates the existing land use for the Study Area and surrounding lands.

3.2.1 Study Area

The majority of the Study Area is comprised of existing industrial development, including:

- three industrial buildings on both sides of Ball St.;
- two open storage sites on the north side of Furnace St.;
- one industrial building on the north side of Princess St.; and,
- an industrial building on the north side of University Ave. W.

In addition, the Tannery site represents a vacant site which was previously used for industrial purposes. To the west of the Tannery site extending from the railway to Furnace St., there is a large area of vacant land which appears to have been used as a railway spur line, although the line has been removed. The remaining large property, which is located on University Ave. W., is occupied by a car dealership

The other lands are used for low density residential development, with the exception of a townhouse complex on the south side of Furnace St.

There are some indications of poor maintenance of some buildings based on a visual inspection of the exterior.

3.2.2 Surrounding Lands

The development of the lands surrounding the Study Area includes:

- North – Railway corridor with the railway station and related parking areas at the end of and to the east of George St., as well as a rail yard to the north of the corridor;
- East – A residential area including a range of single detached dwellings, some of which have been converted for apartments, as well as some medium density development including townhouses and small apartments. Midtown Creek runs generally north/south to the east of George St.

- South – Residential development is found along the south side of University Ave., with the exception of a boat dealership between Bond and Spring Streets.
- West – The Cobourg Arena is located on the west side of Victoria St., while low density residential development is found on the south side of Furnace.

3.3 Policy Framework

Provincial and Town policies provide the policy framework within which consideration is given to the identification of community improvement areas.

3.3.1 Provincial Policy Framework

The Provincial Policy Statement, 2005 (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Municipalities are required to be "consistent with" the PPS with respect to any planning decisions. Section 1.1, Managing and directing land use to achieve efficient development and land use patterns, places a priority on intensification and redevelopment. In particular, Section 1.1.3.3 states that:

"Planning authorities shall identify and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs."

In addition, the PPS specifically directs in Section 1.7 that the redevelopment of brownfield sites be promoted, although conversion of lands within employment areas to non-employment uses is only permitted through a comprehensive review in accordance with Section 1.3.2.

Places to Grow, the Growth Plan for the Greater Golden Horseshoe (Growth Plan), is the Province's framework for managing growth. Municipalities are required to conform with the Growth Plan in any decisions and, except in certain circumstances, the Growth Plan takes precedence over the PPS. Like the PPS, the Growth Plan encourages intensification. In particular, Section 2.2.5.1 states that:

"Major transit station areas… will be designated in official plans and planned to achieve –

a) increased residential and employment densities that support and ensure the viability of existing and planned transit service levels;
b) a mix of residential, office, institutional, and commercial development wherever appropriate."

However, Section 2.2.6 establishes additional policies related to employment lands including criteria applicable to a comprehensive review. These additional criteria are not applicable to downtowns or regeneration areas; although Section 1.3.2 of the

PPS continues to be apply to those areas. The Study Area, if designated as a community improvement project area, could be considered a regeneration area.

3.3.2 Town Official Plan

The Town's Official Plan is under review. However, the Plan currently designates the majority of the lands in the Study Area as "Employment Area". The exceptions are the car dealership on University Ave. and the industrial site to the east of it which are designated "District Commercial Area". In addition, the remaining lands, including the industrial site at the northwest corner of Furnace St. and Ball St., are designated "Residential Area" (See Map 3).

Section 3.10 sets out the policies of the Employment Area. A full range of employment and related uses are permitted.

The District Commercial policies in Section 3.9 permit a range of commercial uses. In addition, institutional, light industrial and office uses are permitted. Residential uses are also permitted in accordance with the Residential or High Density Residential Area policies in Sections 3.4 and 3.5 of the Plan. Residential uses are subject to a zoning by-law amendment, provided that the site is an adequate size to allow buffering to adjacent commercial areas, and linkages can be provided to adjacent residential areas.

The policies for the Residential Area designation in Section 3.4 permit a range of low and medium density residential uses including low rise apartments and stacked townhouses. However, applications for development in established residential areas are to be evaluated based on their ability to generally maintain the structure and character of the surrounding residential area.

Other general policies which should be noted include:

- Section 6.5.1 Rail Service - recognizes the importance of rail service for both passengers and freight;

- Section 7, Municipal Servicing and Staging Strategy – only permits new development and/or redevelopment where the water and sewer systems have adequate capacity to service such development and/or redevelopment or if there will not be a detrimental effect on the storm drainage system;

- Section 7.5, Development Staging Policies – indicates that "Development will be managed to efficiently use land, resources, infrastructure and public service facilities and to avoid unnecessary and/or uneconomic expansion of infrastructure. In particular, infilling and intensification are encouraged where lands are designated for the proposed use and full municipal services are available, provided such development is in conformity with all other relevant policies of this Plan.";

- Sections 8.3 v) and)vi and 8.4 vii) – requires for sites adjacent to a railway appropriate measures to mitigate noise and vibration effects and appropriate safety measures such as setbacks, berms and fencing; and,

- Section 8.3 xi)/8.4 vi – requires an applicant to demonstrate that on-site soil quality is suitable for the proposed use, and where potential site contamination is identified, the Town will require Phase I and Phase II assessments and a Record of Site Condition as deemed appropriate.

3.3.3 Zoning

The zoning in the Study Area reflects the Official Plan designations (See Map 4). The lands which are designated "Employment" are zoned "General Industrial (GM) Zone", while the lands designated "District Commercial" are zoned "District Commercial (DC) Zone".

The GM Zone regulations in Section 17 permit general and light industrial uses, as well as a range of employment uses such as a call centre, service and repair use and an office, display, storage and yard facility for a utility, contractor or specialty trade. Open storage is permitted subject to certain restrictions in Section 17.1.19. The GM Zone also includes in Section 17.1.17 regulations for property abutting a railway mainline which provides requirements for setbacks, fencing and berms for a range of new uses including residential development. In addition, Section 17.1.18 establishes regulations which require a setback of a minimum of 300 metres from railway yards for new residential dwelling units and other new sensitive uses. A noise study is required for any new development/redevelopment within 500 metres of a mainline or rail yard. A vibration study is required within 75 metres of a mainline and 500 metres of a rail yard.

The DC Zone regulations in Section 14 permit a wide range of commercial uses (e.g. convenience commercial, eating establishment, vehicle sales establishment) as well as office, light industrial and institutional uses. Similar regulations to those in the GM Zone are found with respect to setbacks from the rail mainline and rail yards.

The remaining lands are zoned "Residential 3 (R3) Zone", which permit single, semi-detached and duplex dwellings. The exception is the townhouse block which is zoned "Multiple Residential 4 (R4) Zone". The R4 Zone permits a range of multiple residential uses in addition to single detached and semi-detached dwellings. Similar regulations to those in the GM Zone are found with respect to setbacks from the rail mainline and rail yards.

3.3.4 Heritage Conservation District

The residential area adjacent to George St. forms part of the George St. Heritage Conservation District which has been designated under the *Heritage Act*.

3.4 Environmental Constraints

The Tannery site is an abandoned industrial site used primarily as a hide tanning facility together with other industrial operations over a period of approximately 100 years. Concerns with this property led the Town of Cobourg to intervene to rectify the situation incurring significant related costs. A chronology of the steps taken by the Town is outlined in Table 1. In addition, three reports have been prepared which provide information with respect to the extent of potential environmental contamination on the Tannery site and adjacent areas in the Study Area. These are discussed below.

3.4.1 Tannery Site

The Town of Cobourg commissioned a Phase I Environmental Site Assessment (ESA) of the Tannery site in 2003 by D.L. Services. However, the site is privately owned and access to the property was restricted to a single site inspection. As a consequence,

"Due to the significant quantity of information missing from the single site inspection, this report does not satisfy the requirements of the CSA Z768-01 standard. Therefore, this document is best described as a "partial" Phase I ESA."[4]

Despite the limitations on the assessment, the D.L. Services report provides, in addition to a report on the site visit:

- a historical review of the site including site ownership;
- surrounding land use including nearby concerns;
- a description of on-site structures existing at the time of the study (since demolished); and,
- other information such as site services and access.

The report concludes that:

"Overall, it is clear from the limited site inspections and review of historical information, that significant potential exists for sub-surface contamination on-site. **Additionally, significant concerns exist with public safety, structural integrity and storage of waste chemicals on the subject property.**

Completion of the necessary site inspections and design of an extensive Phase II plan are recommended.

Immediate containment and disposal of waste chemicals on-site is strongly recommended."

[4] Note: D.L. Services, Partial Phase I Environmental Site Assessment Beasley Enterprises Cobourg, Ontario, Prepared for the Corporation of the Town of Cobourg, November 20, 2003, page 1

Based on this report, although the owner is Beasley Entreprises Ltd., the Town of Cobourg secured the site, cleared out the buildings, demolished them and removed the scrap and rubble. However, the issue of sub-surface contamination has not been dealt with.

3.4.2 90 Princess Street

As part of the Phase I ESA, D. L. Services reports that the property to the north of the Tannery site at 90 Princess Street has been the subject of both assessment and remediation activities. This work was completed by D. L. Services between 1998 and 2001. The specific level of clean-up (i.e. residential, commercial/industrial) is not identified, however, soil remediation was completed to clean up zinc and polycyclic aromatic hydrocarbon (PAH) contamination. At least one underground fuel storage tank was removed from the property. In addition, various waste chemicals and buried scrap materials were disposed of. No contamination was reported as escaping to the Tannery site.

3.4.3 Off-Site Subsurface Assessment

D. L. Services was retained by the Town of Cobourg to perform a subsurface investigation adjacent to the Tannery site in 2003[5]. The purpose of the assessment was to identify soil or groundwater contamination which may be migrating from the Tannery site.

A series of boreholes/monitoring wells were constructed on lands owned by the Town of Cobourg to permit soil and groundwater sample collection. One well was located on the west end of the Princess St. right-of-way north of the site (MW-1); and three (MW-2, MW-3 and MW-4) were located along Crossen Street east of the site.

The investigation and sampling concluded that:

- no soil contamination was detected;
- Tetrachloroethylene was detected in MW-4 at a concentration exceeding the Provincial criteria;
- Trichloroethylene was detected in MW-4 at a concentration equal to the Provincial criteria;
- Based on the interpreted groundwater flow direction, groundwater quality may be more severely impacted to the south of the property, and locations south and southeast of MW-4.

The following recommendations were made:

- A comprehensive sub-surface assessment should be conducted on the subject property (Tannery site)

[5] D.L. Services, Off-Site Subsurface Assessment Beasley Enterprises Cobourg, Ontario, September 12, 2003

- The sources of Tetrachloroethylene and Trichloroethylene contamination should be remediated
- The Ontario Ministry of Environment should be notified of the existing groundwater contamination, which appears to be originating from the Beasley Enterprises property.

Table 1 Tannery Site Chronology

1997	Complaints about vandalism led Town to review security issues and eventually led to the erection of security fence around site.
October 2002	Town staff identified serious concerns with the site as a fire hazard and threat to public health and safety due to abandoned chemicals and hazardous materials and the structural condition of the buildings.
December 2002	Town solicitor initiated discussions with Ministry of Environment (MOE) regarding the property.
August 2003	• Partial Phase I Environmental Assessment completed on behalf of the Town which identified serious health and safety concerns. • Town arranged for site security
September 2003	• Town arranged for off site subsurface assessment. Evidence of tetrachloroethylene in excess of MOE guidelines. • Town arranged for sewers, drains and pipes to be plugged.
October 2003	Mayor requests MOE to take action and leadership role to protect health and safety of community.
December 2003	MOE issued order to owner requiring retention of qualified company to provide site security; retention of qualified company to inventory hazardous materials; submission of an action plan and implementation of schedule for removal and disposal of hazardous materials and implementation of action plan.
February 2004	Town commissions structural report on condition of buildings and report identifies significant and serious problems.
April 2004	Town issues Ontario Building Code order to owner to remedy deficiencies in structural report.
June 2004	In response to request from Mayor, MOE advises that owner has completed inventory of hazardous materials and that MOE is working with owner for removal. Other portions of MOE not complied with and have been forwarded to Investigations and Enforcement Branch for follow-up.
September 2004	Town meets with MOE to request enforcement of MOE order.
October 2004	MOE carries out site inspection and requests owner to comply with original order.
November 2004	Town meets with MOE enforcement branch staff to provide background information.
February 2005	MOE advises owner he is in non-compliance and requests all materials be removed from site by March 31, 2005.
March 2005	MOE advises owners that all materials must be removed by May 2, 2005.
June 2005	• MOE reports hazardous materials removed from site.

Table 1 Tannery Site Chronology	
	• Town initiates prosecution of non-compliance with OBC order
2005-2007	Ongoing litigation regarding OBC order.
July–August 2006	Town issues order to demolish under Town's Property Standards By-law. Owner appealed to Property Standards Committee and the Committee upheld the order issued by the Chief Building Official. Owner did not appeal.
November 2006	Town awarded contract for demolition of buildings and structures and removal of debris and refuse and grading and leveling of the property.
2007	Demolition and grading and leveling of property carried out.

3.5 Servicing[6]

Town staff has advised that any significant new redevelopment in the Study Area would require new infrastructure. Specific information is outlined in the following subsections.

3.5.1 Sanitary System

The Study Area is serviced by municipal sewers. However, the majority of the system is comprised of vitrified clay pipes, with the exception of one sanitary PVC pipe on Princess Street. There is no condition rating on these pipes as they have not been camera inspected. However, the Town Public Works staff advises that any vitrified clay pipe is considered to be in very poor condition. As such, these pipes would require replacement should any substantial additional development occur in the area.[7]

It should also be noted that the network of sanitary sewers under the Tannery site have been blocked off. A letter from the Ministry of Environment (December 12, 2005) to the owner of the property indicates that the sewers are "filling with stormwater". No environmental concerns were noted by the Ministry.

3.5.2 Water

The Study Area is serviced by the municipal water system. All existing pipes are in good condition and there is ample water capacity to accommodate any redevelopment. However, the 150 mm pipe which serviced the Tannery site was disconnected at the 300 mm main on Alice St, as well as on Clare St., which now has a 50 mm plastic line. Any redevelopment of the Tannery Site will require the extension of new water pipes to the site. A connection from Clare will require approximately 33 m of pipe and from Alice 40 m. In addition, Lakefront Utility

[6] Note: Information on servicing is based on input from the staff of the Town with respect to sanitary and storm sewers, and Lakefront Utility Services Inc. with respect to water services.
[7] Source: Email from Ms. M. Chatten, Town of Cobourg Public Works, 5/25/09

Services Inc. advise that if contaminated soils are encountered it will require special handling of removed soils and possibly special attention to the selection and installation of mains.

3.5.3 Stormwater Management

The Tannery site is served by a storm sewer on Princess Street. There are also storm sewer stubs on Clare and Alice Streets just off of George Street, but they do not extend close to the Tannery site. The only other storm sewers are found on Ball St. and University Ave. W.

3.6 Transportation System

3.6.1 Roads

All the roads in the Study Area are local roads, with the exception of University Avenue West which is designated as an Arterial Road. The condition of these local roads is variable and would require upgrading should any significant redevelopment be proposed.

3.6.2 Transit

Currently, a portion of the Town's Transit Route 2 is located along University Avenue West from Spring Street to Division Street providing direct access to the Study Area. Transit Route 1 travels along Division St. which is located a short distance east of the Study Area.

3.6.3 Rail

The Town's railway station and related parking is located at the end of George Street, immediately northeast of the Study Area. Via Rail provides regular passenger service at the station including commuter rail service to Toronto.

3.7 Conclusions

The major portion of the Study Area is comprised of an older industrial area which initially developed because of its proximity to the railway. The current uses have no direct link to the rail corridor. They appear to be active operations, with a focus on uses which require open storage. However, there are some indications of poor maintenance of the buildings. The exception is the Tannery site and adjacent lands to the west which are vacant.

Information about environmental issues is limited to the Tannery site, the site at 90 Princess St. and lands to the south and east of the Tannery site. Based on that information it would appear that the Tannery site potentially may require a significant environmental clean-up, while the lands at 90 Princess St. have already undergone such a clean-up. This may mean that other sites in the vicinity, including the former rail spur and residential lands to the east, will also require environmental remediation if and when they redevelop.

With respect to the one commercial use, a car dealership, this use also appears to be an active use. However, given uncertainties within the automotive business the future of this use on the site should not be assumed. Given the current and adjacent uses, this site too may require environmental remediation if and when it was to redevelop.

The residential development is in generally good condition, although there are homes which exhibit some disrepair.

With respect to services, the existing clay sewer pipes which service the majority of the area are considered to be in very poor condition. The water pipes are in good condition, but new pipes will be required for any redevelopment of the Tannery site. Storm sewer coverage is limited. Any significant redevelopment will require new infrastructure.

The condition of the local roads is variable, and may require upgrading if and when redevelopment occurs.

4. COMMUNITY IMPROVEMENT PLAN EVALUATION

4.1 Approach

Sections 2 and 3 describe respectively, the general approach used in community improvement plans and potential issues in the Study Area which need to be addressed, and which a community improvement plan might assist with. Table 1 provides a general evaluation of each of these issues, and the advantages and disadvantages of a community improvement plan as a tool to assist with them. Based on this general analysis, a financial evaluation of the potential options was carried out by Watson & Associates Economists (Ltd.) (Watson). Their full report is found in Appendix A.

4.2 A Community Improvement Plan has significant benefits for the Study Area

There are significant benefits to the Town and owners and tenants in the Study Area which can be gained through the establishment of a community improvement plan. Most significantly, a plan would provide the Town with a range of tools which could be used to encourage remediation of industrial and commercial sites, and possibly also some of the residential lands in the area. A plan could also contribute to improvements in the servicing deficiencies in the area. Potential tools to achieve these objectives include:

- grants or loans to pay for the necessary environmental studies to initiate the redevelopment process;
- cancellation of property taxes for property owners who undertake rehabilitation of contaminated lands during the rehabilitation and development periods;
- payment of a grant, following redevelopment which results in an increase in assessment, which equals some portion of the increase in property taxes for a period of time; and,
- reduction or cancellation of development fees (e.g. building permit fees, planning application fees).

In addition, the CIP would allow for the payment of grants or loans for all existing development which would contribute to improvements to the interior and exterior of the buildings. Finally, the CIP can be used to establish a framework for utilizing available funds from Federal, Provincial, and County government, as well as other agencies and the private sector, which can assist in implementing the community improvement plan.

4.3 Community Improvement Plan Boundary

The maximum benefits of the CIP would accrue to the industrial and commercial sites in the area, given the potential that these properties are contaminated, and that their size means that they have redevelopment potential. However, there may also be some potential for redevelopment of the residential properties in conjunction with one of the larger parcels. Further, there is potential that contamination from the Tannery site has spread to the east. For that reason, the boundary of the CIP is recommended to be the same as the current Study Area, plus the residential lands extending over to George St.

Table 2
Study Area Barriers to Economic Development, Expansion and Intensification

Barrier	Assessment	Conclusion
1. Contaminated Land and Groundwater There is evidence that two sites are/were heavily contaminated and that the groundwater off-site is affected. It is likely, given the history of the area, that other sites are also contaminated and would require cleanup prior to any redevelopment. However, the lack of available information on the level of contamination, and the cost of financing the necessary studies, as well as the remediation itself can be a barrier to redevelopment. Certainly this is the case with the Tannery site.	• CIP would give the Town the power to make grants and loans for environmental assessment, remediation and redevelopment • CIP would also allow property tax assistance for remediation purposes. • CIP provides the ability to reduce or eliminate charges and fees for redevelopment including development charges, building permit fees, cash-in-lieu of parkland, and planning application fees	CIP would provide the Town with tools which would significantly enhance the potential for redevelopment of industrial and commercial lands in the Study Area.
2. Poor Building Condition There is some evidence of poor building and site condition in this area based on a visual inspection.	Improvements to existing buildings and structures where they are to be retained will enhance the general environment of the area. This will create a situation which encourages further investment. CIP provides a mechanism for grants and loans to allow this type of program to be developed. It will also allow for the improvement of heritage	Potential to use CIP to improve existing buildings and facades to enhance the general environment of the area.

Table 2 Study Area Barriers to Economic Development, Expansion and Intensification		
Barrier	**Assessment**	**Conclusion**
	buildings in the residential area.	
3.Service Improvements Any significant new development will require new infrastructure. In particular, existing sewers will need to be upgraded, as will stormwater management facilities, and some parts of the water system. In addition roads will require upgrading.	• Service improvements could contribute significantly to the cost of redevelopment. • CIP would give the Town the power to make grants and loans for redevelopment	CIP would provide the Town with tools which would significantly enhance the potential for redevelopment of industrial and commercial lands in the Study Area.

4.4 Fiscal Impact

A range of financial incentive programs have been developed for consideration as part of a Community Improvement Plan for the Tannery District. The programs include grants and/or loans for site redevelopment and building rehabilitation, tax rebate programs and development fee exemptions. A fiscal impact analysis of each of the options was undertaken by Watson & Associates Economists Ltd. The analysis, which is found in Appendix A to this report, was based on a very conservative assessment of the impact of the proposed programs (e.g. all properties apply for study grants in one year). It concluded that:

- The combined impact of the financial incentive programs suggests an initial cash outlay to the Town for pre-redevelopment programs (i.e. study grant programs and brownfields tax cancellation program) would be approximately $250,000. On an annualized basis over the three year redevelopment period, this would equate to approximately $83,300 or 0.4% impact on the general net levy.

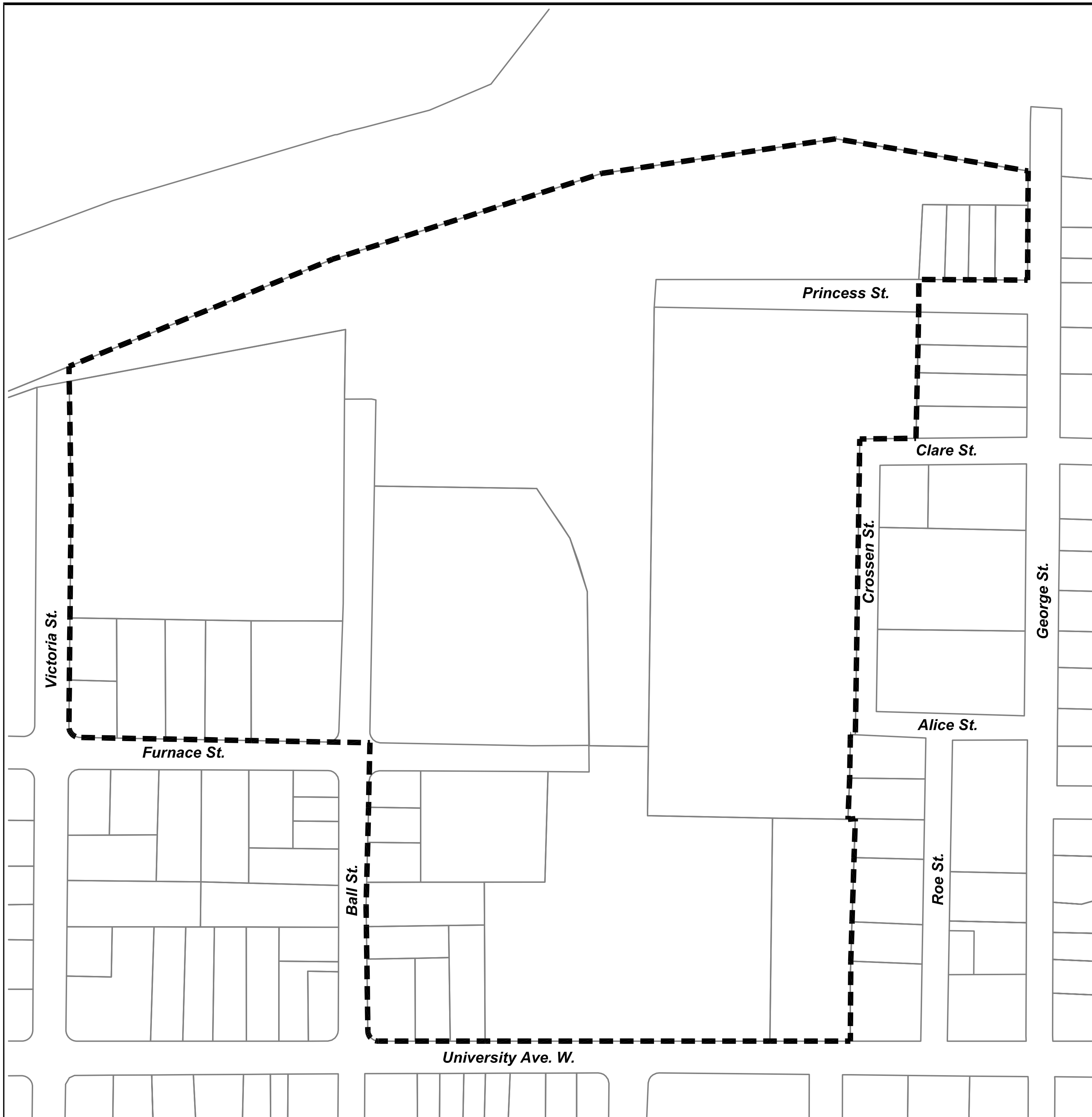
- The post redevelopment period programs (i.e. redevelopment grant program, building improvement loan program, and development user fee reduction program) largely represent cashflow programs to stimulate redevelopment of sites that otherwise may not occur.

  - Both the redevelopment grant program and the building improvement loan program represent funds that could be derived from site redevelopment and are therefore self funding. The fiscal impact of foregoing these funds is approximately 4.5% of the general net levy, but no initial cash outlay would be required. Moreover, the redevelopment of the study sites would provide for additional tax revenues of $1.4 million (or 8% increase) upon full buildout.

- The post development programs that would require additional funding commitments include the development fee reduction programs. Under this program, the capital funding obligation for the development charge exemption and operating fund impact of the planning fee exemption would have a 3.4% net levy impact.

4.5 Conclusions

There are significant benefits to the Town and owners and tenants in the Study Area which can be gained through the establishment of a community improvement plan. These include significant financial benefits for the Town through increased taxes. These would be achieved at some cost to the Town, but the cost would appear even in the most conservative scenario, to be off-set by the benefit.



MAP 1

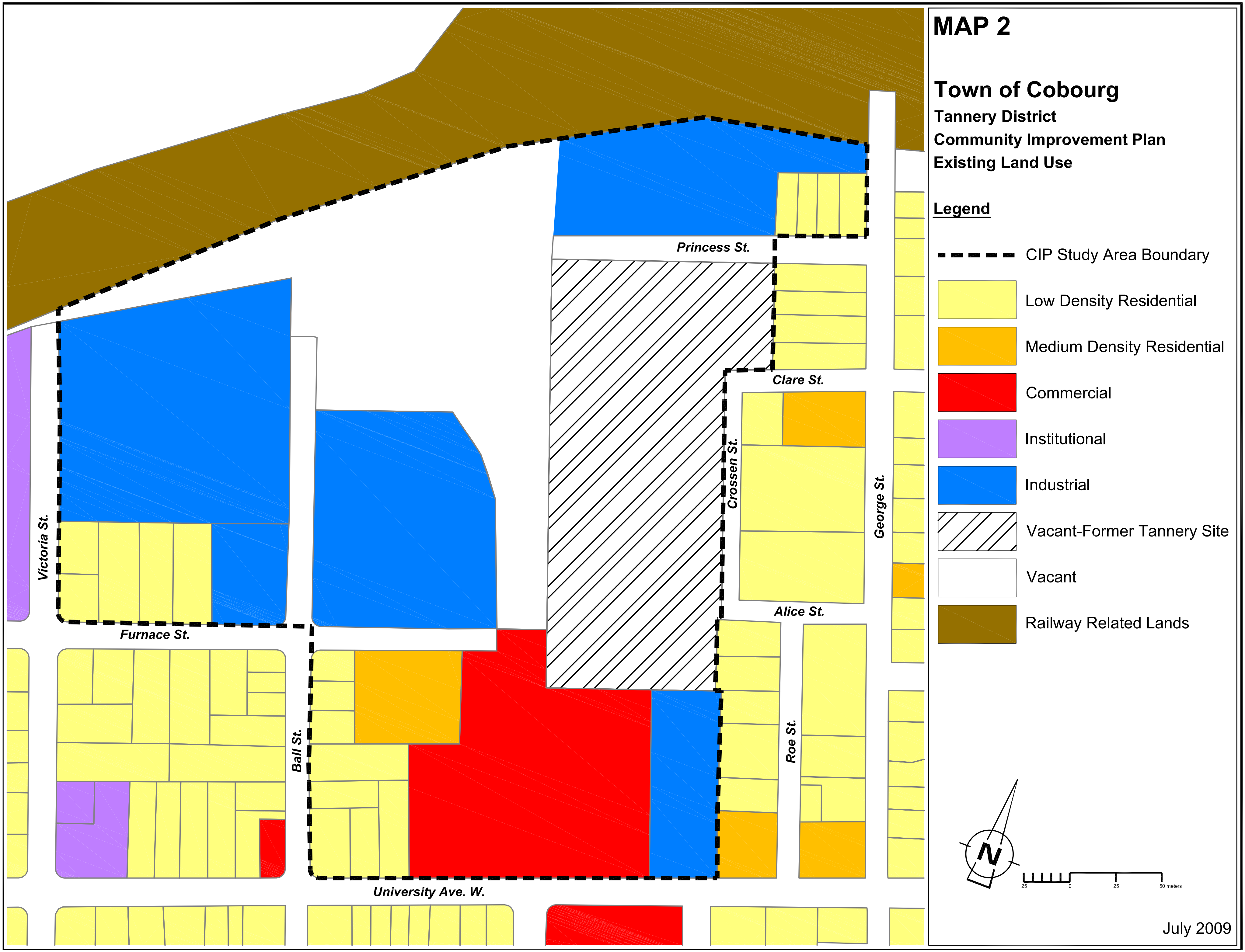
Town of Cobourg

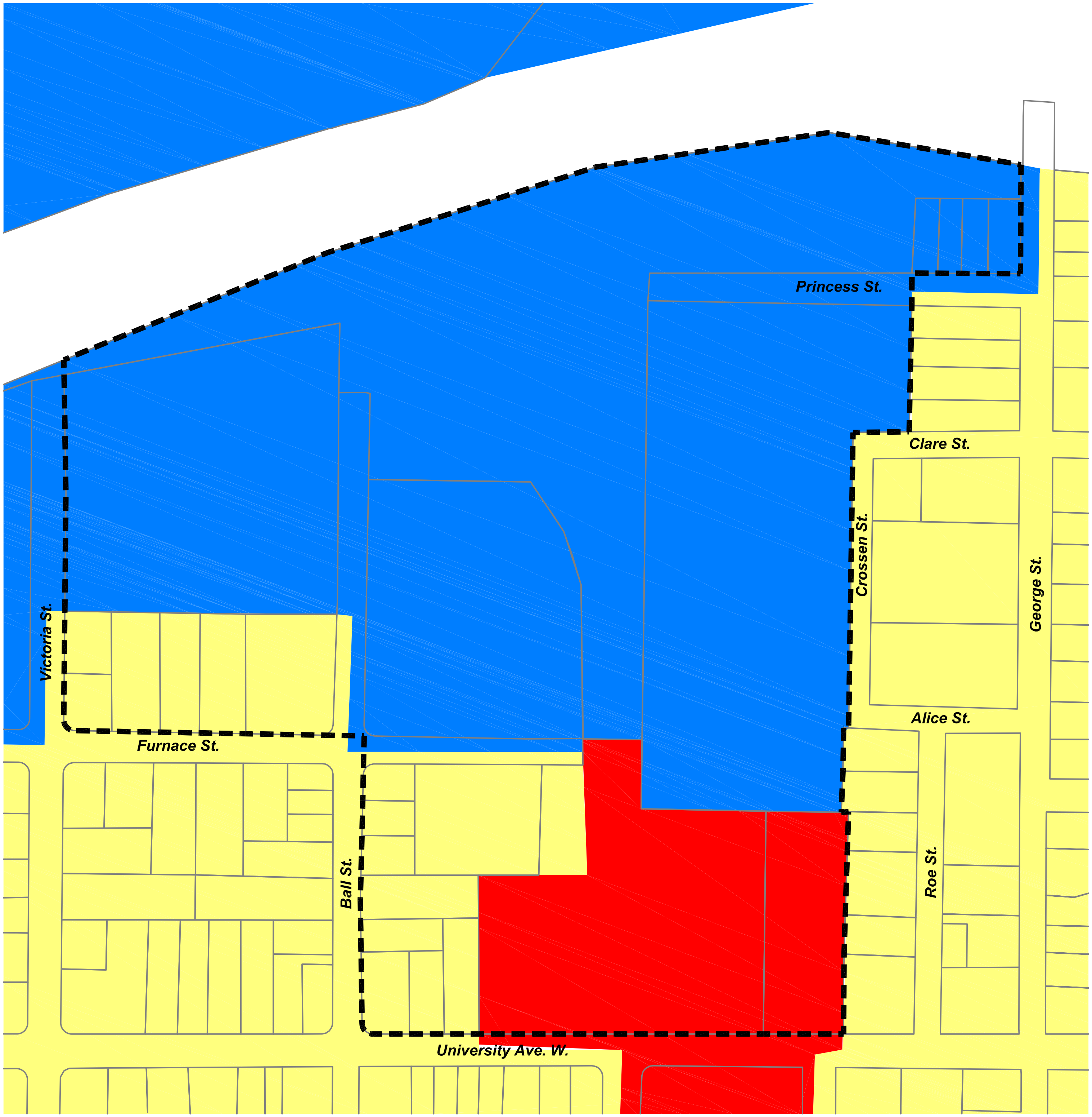
Tannery District Community Improvement Plan Study Area

Legend

CIP Study Area Boundary

July 2009


MAP 2
Town of Cobourg
Tannery District
Community Improvement Plan
Existing Land Use
Legend
CIP Study Area Boundary
Low Density Residential
Medium Density Residential
Commercial
Institutional
Industrial
Vacant-Former Tannery Site
Vacant
Railway Related Lands
N
July 2009
Princess St.
Clare St.
Crossen St.
George St.
Alice St.
Roe St.
Victoria St.
Furnace St.
Ball St.
University Ave. W.



MAP 3

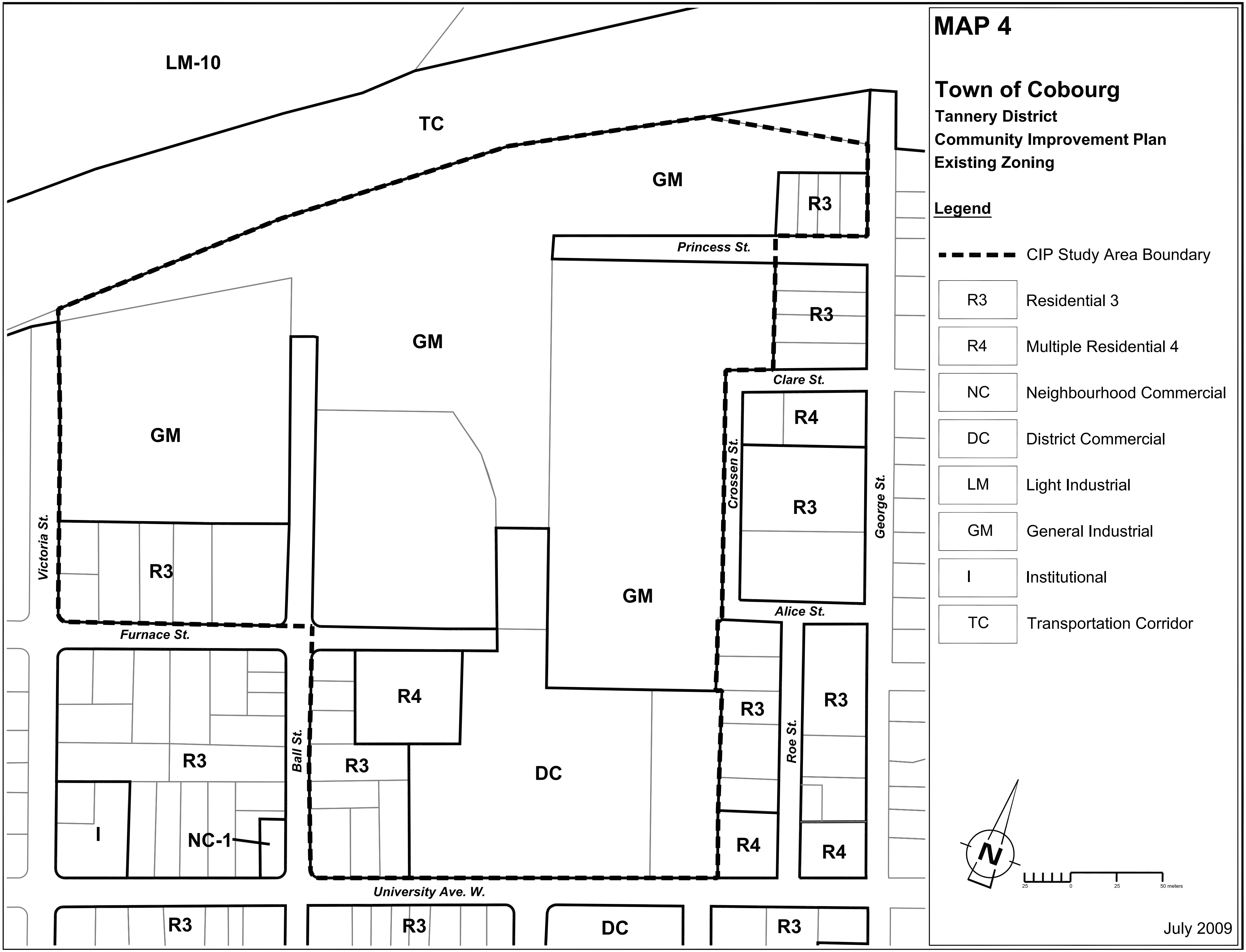
Town of Cobourg

Tannery District
Community Improvement Plan
Existing Official Plan Designations

Legend

- CIP Study Area Boundary
- Residential Area
- District Commercial Area
- Employment Area

July 2009


MAP 4
Town of Cobourg
Tannery District
Community Improvement Plan
Existing Zoning
Legend
CIP Study Area Boundary
R3 Residential 3
R4 Multiple Residential 4
NC Neighbourhood Commercial
DC District Commercial
LM Light Industrial
GM General Industrial
I Institutional
TC Transportation Corridor
LM-10
TC
GM
R3
R4
DC
NC-1
I
Princess St.
Clare St.
Crossen St.
George St.
Alice St.
Roe St.
Victoria St.
Furnace St.
Ball St.
University Ave. W.
N
25
0
25
50 meters
July 2009

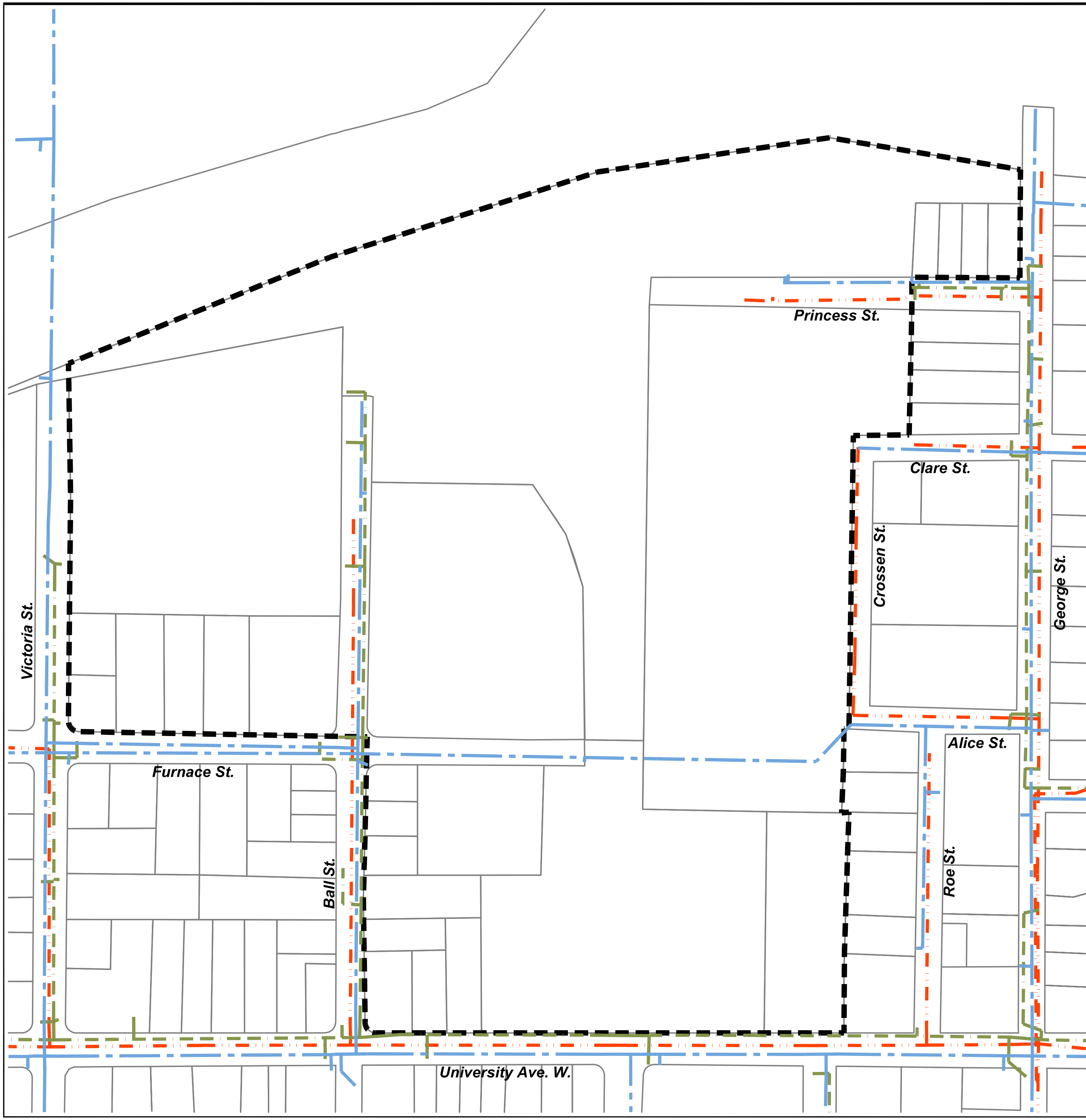
MAP 5

Town of Cobourg

Tannery District
Community Improvement Plan
Existing Services

Legend

- CIP Study Area Boundary
- Water Pipe
- Sanitary Pipe
- Storm Pipe



July 2009

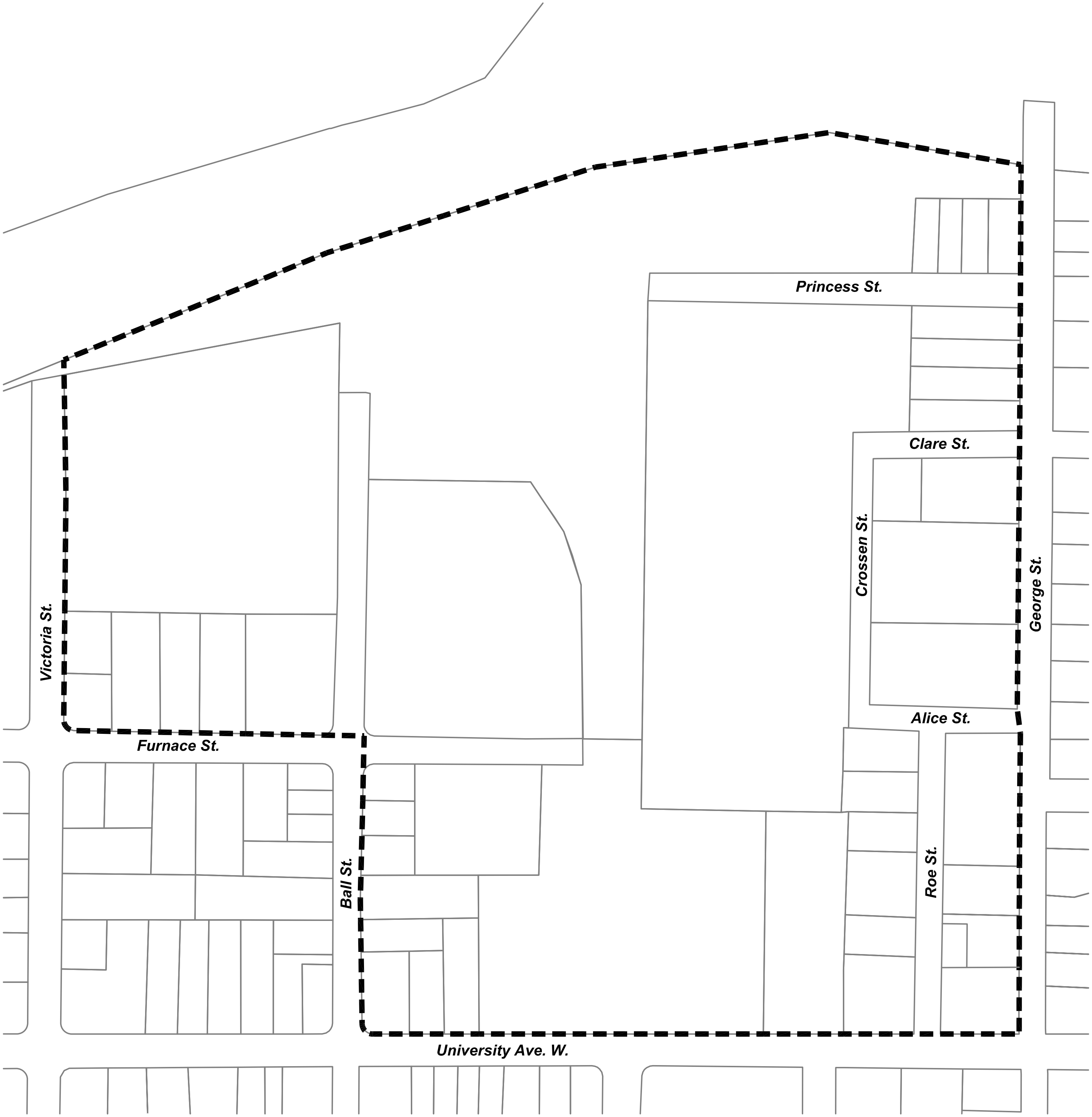
MAP 6

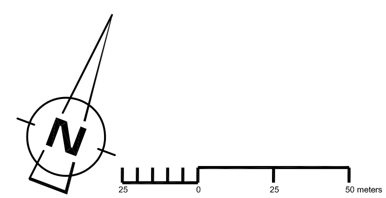
Town of Cobourg

Tannery District Community Improvement Plan Study Area - Revised

Legend

CIP Study Area Boundary





July 2009

APPENDIX A

FISCAL IMPACT ASSESSMENT

TOWN OF COBOURG

COMMUNITY IMPROVEMENT PLAN FOR THE TANNERY DISTRICT

JULY, 2009

Watson & Associates ECONOMISTS LTD.

4304 Village Centre Court
Mississauga, Ontario
Canada L4Z 1S2

Phone: (905)272-3600

Fax: (905)272-3602

e-mail: info@watson-econ.ca

Planning for growth

CONTENTS

1. INTRODUCTION

1. INTRODUCTION

1.1 Introduction

Watson & Associates Economists Ltd. (Watson) has been retained by the Town of Cobourg to undertake a financial evaluation of a Community Improvement Plan (CIP) for the Tannery District (as defined within the CIP Background Study). Watson's component of the study focuses on the technical evaluation of a range of financial incentive program options which could be used as part of a Community Improvement Plan to stimulate site redevelopment.

A range of financial incentive program options have been developed for consideration as part of a CIP for the Tannery District. The financial incentive program options include grants and/or loans for site redevelopment and building rehabilitation, tax rebate programs, and development fee exemptions. A fiscal impact analysis for each of the options is provided herein, the results of which will be included in appendix to the CIP Background Report.

1.2 Background Report Findings and CIP Options

The CIP Background Report outlines the results of the initial background research regarding approaches used in community improvement plans and potential issues with respect to the options for consideration within the Community Improvement Plan for the Tannery District. The Report also identifies the appropriate boundaries for such a Plan.

The Study Area for the Tannery District CIP includes the Tannery Site, located at 96 Alice Street and the following additional lands:

- North - Canadian National and St. Lawrence and Hudson Railway Corridor;
- East - The side and rear of the residential lots fronting on Princess St., the rear of the residential lots fronting on St. George St., Clare St., Crossen St. and the rear of the residential lots fronting on Roe St.;
- South - University Ave. W.; and
- West - Ball St., Furnace St. and Victoria St.

The CIP Background Report conclusions, are summarized as follows.

1. Contaminated Land and Groundwater

CIP would provide the Town with tools, such as the power to make grants and loans for environmental assessment, remediation and redevelopment; property tax assistance for remediation purposes; reduce or eliminate fees and charges for redevelopment. These tools would significantly enhance the potential for redevelopment of industrial and commercial lands within the Study Area.

2. Poor Building Condition

Potential to use CIP grant and loan programs for the improvement of existing buildings and facades which will enhance the general environment of the Study Area.

3. Service Improvements

CIP grant and loan programs would provide the Town with tools which would significantly enhance the potential for redevelopment of industrial lands within the Study Area.

Arising from these conclusions, specific financial incentive program options were provided to Watson for a fiscal impact review. These program options include:

1. Develop an Environmental Study Grant Program to assist with the cost of the environmental studies required to assess the sites and establish the extent of remediation required for redevelopment;
2. Develop a Brownfields Property Tax Cancellation Program to assist with the rehabilitation of contaminated lands where remediation is required;
3. Develop a Redevelopment Grant or Loan Program to assist in the realization of redevelopment projects within the CIP area;
4. Provide a source of funding through the CIP to improve existing privately owned buildings, signage and facades; and
5. Design a development user fee reduction policy to encourage redevelopment within the CIP area.

2. MUNICIPAL SURVEY OF CIP PROGRAMS

2. MUNICIPAL SURVEY OF CIP PROGRAMS

2.1 CIP Municipal Survey

A survey of municipal Community Improvement Plans was undertaken to inform the incentive-based programs being considered herein. These incentive-based programs provide for grants and/or loans under section 28 of the *Planning Act* to owners or tenants within the defined CIP area. These funds are designed to pay, in whole or in part, the eligible costs related to environmental site assessments, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of more energy efficient uses, buildings, structures, works, improvements or facilities.

The municipal CIP survey focussed on the financial incentives of the plans to provide for an environment of municipal practices. The following community improvement plans were reviewed as part of the municipal survey:

- City of Hamilton, Environmental Remediation and Site Enhancement, April 2005 – ERASE CIP Programs;
- City of Brampton, Central Area Community Improvement Plan, Financial Incentives for New Development, June 20, 2007;
- City of Oshawa, Central Business District Renaissance and Downtown Shoulder Area Renaissance Community Improvement Plans;
- City of Niagara Falls, Downtown Niagara Falls Community Improvement Plan, November 2004; and
- City of Welland, Downtown Improvement Incentive Program.

The main objectives of the Community Improvement Plans included in the review are to rehabilitate, redevelop, revitalize, and restore significant downtown and brownfield areas within a municipality. The benefits of achieving these objectives include restoration and revitalization of the designated area, economic growth resulting in more job opportunities, social improvements and increased property tax revenues. The following is a list of financial incentive-based programs utilized for the CIP areas by the respective municipalities:

- Study Grant Programs
- Municipal Acquisition/Partnership Programs
- Redevelopment/Rehabilitation Grant Programs
- Tax Assistance Programs
- Residential Loan Programs
- Development Charge (DC) Reduction Programs
- Development/Building Application Fee Reduction Programs
- Parkland Dedication Fee Reduction Program
- Façade Improvement Programs
- Building Improvement Loan Programs
- Parking Requirement Reduction Programs

The survey details for each of the above referenced programs are included in Appendix A of this report. The following sections summarize the municipal practice in these municipalities as it relates to the options provided through the assessment.

2.2 Environmental Study Grant Program

The primary intent of environmental study grant programs is to promote the undertaking of such studies so that information regarding the contamination of potential redevelopment sites can be obtained and potential remediation costs assessed. Of the municipal plans surveyed, all except Oshawa include a study grant program. Hamilton, Niagara Falls, and Welland limit the grants to Phase II Environmental Assessments only while Brampton's program provides grants on a wider range of studies (i.e. concept plans, feasibility studies, etc.). The funding covers up to 50% of the study costs limited to a maximum amount in both dollar terms and in the number of studies undertaken. The funding source may include existing municipal revenues and/or residual tax increment funding.

2.3 Brownfields Tax Cancellation Program

Tax assistance programs are designed to assist and/or encourage the remediation and rehabilitation of Brownfield sites by cancelling all or a portion of municipal property taxes for a period of time. The grants only apply to the cost of remediation and are provided up to a maximum equal to the total eligible costs. The cancellation period covers a short amount of time (usually three years) but the assistance can be extended or replaced by the redevelopment grant or loan programs described below. The municipalities Hamilton, Niagara Falls and Welland include tax assistance programs for brownfield developments within their community improvement programs.

2.4 Redevelopment Grant or Loan Programs

Options for redevelopment grant/loan programs are included within the Redevelopment and Rehabilitation Grant Programs and Residential Loan Programs categories of the municipal survey. The focus of these programs is to provide incentives to prospective developers of existing lands within the CIP area that require redevelopment.

The redevelopment/rehabilitation grant programs encourage private sector redevelopment and investment by providing funds equivalent to (or a portion thereof) the incremental tax revenues derived from the redevelopment of the site. From a financial perspective, the principle benefit to the municipality is the gain in tax revenues from the redevelopment activity. Moreover, the redevelopment activity is funded through incremental taxes arising from the redevelopment activity and not from existing revenues. The timing of the grant occurs once the property has been redeveloped, reassessed and taxes are paid, thus requiring the financing of the redevelopment by the private sector initially. The financial cost to the municipality is the opportunity cost related to the reduction in tax revenues during the grant term. The grant is typically restricted to a period of time or the cost of the redevelopment. All municipalities surveyed utilize redevelopment/rehabilitation grant programs within their respective CIP. The grant is typically set at a proportion of the incremental taxes associated with the redevelopment and the grant term is generally 10 years. In some CIP's, the proportion of incremental taxes that are not provided through redevelopment/rehabilitation grants is used to fund other incentive-based programs.

The residential loan programs identified in the survey also provide incentives for redevelopment within the designated CIP area. Under these programs, the municipality provides no-interest loans to applicants based on the costs of the redevelopment or value per square foot of habitable floor area. These programs provide the financial benefits to the municipality of increased tax revenues, however in the case of these programs, the loan is provided from existing revenues (if not used in conjunction with other programs), has to be administered annually by the municipality, and precedes the completion of the project and reassessment of the property. Moreover, these programs are less attractive to applicants when compared with similar grant programs because the funds are ultimately repaid to the municipality. The CIP's for the cities of Oshawa, Niagara Falls and Welland include residential loan programs.

2.5 Funding for Building Improvements

The municipal survey identifies a number of incentive-based programs for encouraging building improvements within a community improvement plan area. These programs, as categorized within the survey, include façade improvement programs and more generally building improvement loan programs.

Façade improvements are recognized in all downtown CIP programs surveyed (Hamilton's CIP is not for a downtown area). The façade improvement program is designed to encourage the aesthetic improvement of commercial and mixed use buildings to make the area more attractive to existing and potential businesses, investors and residents. The program can be provided as a grant program or loan program. The funding source may include existing municipal revenues and/or residual tax increment funding. The municipal costs of administering the loan program may be higher due to annual tracking of payments and obtaining and registering securities, however the overall municipal cost of the process will be lower as funds are ultimately repaid. By comparison the grant program may be more attractive to business owners, but potentially of greater cost to the municipality.

Of the municipal plans surveyed, the cities of Brampton and Oshawa utilize façade loan programs, and the municipalities of Niagara Falls and Welland employ grant programs. Whether a grant or loan program, the funding is limited to a maximum amount per building/property/owner and is generally tied to the value of the improvement. The City of Oshawa loan program provides for a no-interest, 10-year repayment term with payments commencing 6 months after funds are advanced. The loan may be repaid at any time, with 25% of the loan forgiven if repaid within 3 years. The façade program maximum amongst the surveyed municipalities is approximately $10,000-$15,000 per address. Oshawa and Niagara Falls cover 100% of the façade improvement costs up to a maximum amount, whereas Welland covers 50% of the eligible improvement costs.

Building improvement loan programs function similarly to façade improvement programs; the distinction is that the improvements are much broader. The building improvement loans surveyed are designed to promote the maintenance, restoration and physical interior/exterior improvement of commercial and mixed use buildings within the defined area. These loan programs are set at a maximum amount in relation to the overall cost of the improvement. These programs may require the use of municipal revenues at initiation but may become self-sustaining overtime with loan repayment. The municipalities of Brampton, Oshawa and Niagara Falls provided for no-interest building improvement loans within their Community Improvement Plans.

2.6 Development User Fee Reductions

Options for development user fee reduction programs are included within Development Charge (DC) Reduction Programs, Development/Building Application Fee Reduction Programs, and Parkland Dedication Fee Reduction Program categories of the municipal survey. The focus of these programs is to provide incentives to prospective developers to undertake new development or redevelopment and expansion projects within the CIP area. The financial benefits to the municipality included increased taxation revenues and economic growth (i.e. business opportunities and employment) within the downtown core. The costs relate to the foregone revenues designed to fund the incremental capital costs of new development and the operating costs of processing development applications and permits.

Section 28 (Community Improvement) of the *Planning Act* does not provide for the exemption of development fees, it does however provide municipalities with the power to provide loans or grants that are equivalent to the development fees paid by applicants. As such the surveyed municipalities provide for the reduction on development fees either within the charging bylaw (e.g. Development Charges Bylaw) through exemption or through the creation of a grant equivalent to the fees paid under the Community Improvement Plan. With respect to the development charges, the municipalities of Brampton and Oshawa provide for equivalent grants to eligible developments under their CIP programs. Hamilton, Niagara Falls and Welland provide for such exemptions under their respective Development Charges Bylaws.

The City of Oshawa also provides for grants equivalent to 50% of building permit fees within the Downtown Shoulder Area Renaissance CIP to a maximum of $50,000 per property. Within the Central Business District Renaissance CIP the City of Oshawa provides a grant equal to 100% of the building permit fees or $5,000 per building. Similar programs are also provided by the municipalities of Brampton and Welland. The City of Welland distinguishes its program between new residential developments and rental residential developments, with the latter receiving a grant equivalent to the full application costs of planning and building permit fees.

The Community Improvement Plans for the municipalities of Brampton, Oshawa and Welland also include grant programs to refund cash-in-lieu (CIL) of parkland contributions within the designated area. The City of Brampton provides for a grant equivalent to 50% of the CIL of parkland contribution while the municipalities of Oshawa and Welland provide for grants equivalent to the full amount.

3. FISCAL IMPACT OF CIP INCENTIVE-BASED PROGRAMS

3. FISCAL IMPACT OF CIP INCENTIVE-BASED PROGRAMS

3.1 Fiscal Impact Methodology

The fiscal impact assessment provided herein identifies each of the five proposed financial incentive programs from the CIP Background Report. For each of these programs the costs of the program have been estimated based on municipal sources where available. To quantify the fiscal impact of the various options Watson consulted the Town's Financial Information Returns (FIR) for the period 2002-2007 and 2009 Tax By-law, and developed a net levy forecast for the period 2009-2019. In addition, the assessment also consulted the Town's 2009 Development Charge schedule and 2009 Building and Planning Permit Fee schedule with respect to the recommended user fee reduction program.

The fiscal impact evaluation is based on financially conservative assumptions to measure the full impact of the proposed programs. As such full program deployment and complete and concurrent redevelopment of all sites have been assumed. The fiscal impact evaluations of the programs presented herein has been grouped into pre-redevelopment programs and post redevelopment programs, and includes the following:

Pre-Redevelopment Programs	Post Redevelopment Programs
Study Grant Program	Redevelopment Grant Program
Brownfield Tax Cancellation Program	Building Improvements Loan Program
	Development Fee Reduction Program

3.2 Study Grant Program

The CIP Background Study prepared by Macaulay Shiomi Howson Ltd., identified nine properties within the CIP defined area with the potential for redevelopment. The study notes that given the history of the sites within the CIP area, there is a possibility of contamination which will need to be assessed before any redevelopment can take place. As such, a study grant program has been developed to assist landowners with the costs of determining the extent of contamination and the remediation works that would be required to clean up the sites. The grant provided will be based on 50% of the study cost to a maximum of $10,000 per study and two studies per site. Studies and remediation efforts have already been undertaken on Site 4, as such it is assumed that this site will not participate in the program. Also, Site 7 is not anticipated to be redeveloped and is not included in the program results. Assuming that the remaining sites take advantage of the program and initiate the requisite studies within one fiscal year, the maximum outlay to the Town would total $140,000 or approximately 0.8% of the general net levy (i.e. 2009 taxation bylaw general levy of $17,193,217).

3.3 Brownfields Tax Cancellation Program

The Brownfields Tax Cancellation Program would provide grants funds to landowners to be used towards the costs of site remediation. Under this program, all or a portion of the annual municipal property taxes assessed on the site may be cancelled during the rehabilitation and redevelopment period, up to a maximum equal to the remediation costs. This will provide the eligible property owner with additional funds to ensure that the required site remediation works are completed. The program will include a policy to establish a rehabilitation time period and the subsequent redevelopment time period, for eligibility. The rehabilitation and redevelopment periods may be as long as 18 months respectively (i.e. 36 months in total). Based on current municipal property tax rates and property tax assessments for each of the subject properties, the Town's maximum total costs of this program for each site over a 36 month period (i.e. assuming consecutive rehabilitation and redevelopment periods), is summarized in Table 3-1. For all potentially eligible sites and assuming concurrent development of all sites, the maximum program costs would be approximately $56,800 annually ($113,640 in aggregate) representing forgone general levy revenues of 0.3% (based on a 2009 general levy of $17,193,217).

Table 3-1
Summary of Tax Cancellation Program

	Property Taxes Cancelled			
Site	Year 1	Year 2	Year 3	TOTAL
Site 1	23,006	23,006	23,006	46,012
Site 2	1,632	1,632	1,632	3,265
Site 3	1,331	1,331	1,331	2,662
Site 4	-	-	-	-
Site 5	1,795	1,795	1,795	3,591
Site 6	6,352	6,352	6,352	12,705
Site 7	-	-	-	-
Site 8	17,079	17,079	17,079	34,158
Site 9	5,624	5,624	5,624	11,249
TOTAL	56,820	56,820	56,820	113,640

3.4 Redevelopment Grant Program

In discussions with Town Staff and Macaulay Shiomi Howson, a redevelopment model was proposed to quantify the potential property tax assessment and taxation growth attributable to the redevelopment of the study site. To estimate the potential property tax assessment of the redeveloped sites, samples of existing properties exhibiting the desired characteristics were reviewed. The average assessed value per residential unit and per square foot of gross floor area for non-residential development was calculated. These assessment estimates were subsequently applied to each redevelopment site, based on maximum lot coverage assumptions, to derive the potential assessment of the redeveloped property. Table 3-2 summarizes the nine sites identified in the CIP Background Study, the existing site use and assessed value, the proposed site redevelopment use and associated property tax assessment assumption.

Table 3-2

Comparison of Existing and Redeveloped Site Property Tax Assessment

Proposed Redevelopment Site	Size	Existing Site Use	Existing Site Assessment	Redeveloped Site Use	Redeveloped Site Assessment
Site 1	1.52 ha	Industrial	$712,000 (CT) $556,000 (IT)	Light Industrial plus Light Commercial	$259,734 (CT) $1,237,463 (IT)
Site 2	0.23 ha	Industrial	$119,000 (CT)	Light Industrial plus Light Commercial	$39,302 (CT) $187,248 (IT)
Site 3	2.42 ha	Vacant	$86,000 (IX) $78,000 (E)	High-Density Residential	$56,839,083 (RT)
Site 4	0.81 ha	Industrial	$159,000 (IT)	Light Industrial plus Light Commercial	$138,411 (CT) $659,438 (IT)
Site 5	2.35 ha	Former Tannery Site	$116,000 (IX)	High-Density Residential	$55,194,977 (RT)
Site 6	1.12 ha	Industrial	$337,000 (CT) $85,000 (CJ) $59,000 (CT)	Light Industrial plus Light Commercial	$191,815 (CT) $911,815 (IT)
Site 7	0.29 ha	Medium Density Residential	$1,452,000 (RT)	No redevelopment proposed.	
Site 8	1.39 ha	Commercial	$320,000 (CT) $925,000 (CT)	District Commercial plus High-Density Residential	$8,007,173 (CT) $16,323,621 (RT)
Site 9	0.38 ha	Industrial	$410,000 (CT)	District Commercial plus High-Density Residential	$2,189,011 (CT) $4,462,573 (RT)

Under the redevelopment grant/loan programs identified in the previous chapter, a portion of the incremental taxes would be provided to the property owner for a defined period of time. In consulting these examples, the following plan is presented for further consideration:

- The redevelopment site would receive a share of the incremental Town-portion of municipal property taxes in the form of a grant on a declining rate basis. In Year 1, after reassessment has occurred and taxes remitted, the applicant would receive a grant equal to 80% of the incremental property taxes for the redeveloped property. For Years

2-4 the grant would be maintained at 80%, with a decline in subsequent years as follows: 60% in Years 5-6, 40% in Years 7-8, and 20% in Years 9-10;

- The residual incremental taxes (i.e. taxes not provided by grant to the redeveloped sites) would be retained by the Town to be used, in part, for other financial incentive programs within the Community Improvement Plan Area; and
- After the 10-year period following redevelopment/reassessment all taxes for the redeveloped property would be remitted to the Town.

For the purposes of this analysis, the incremental taxes have been calculated based on the product of the assumed assessment increase for the subject properties and the tax rates projected over the forecast period[1]. As summarized in Table 3-3, assuming the full redevelopment of all sites in Year 1, the redevelopment of the study site would produce $1.4 million in taxation revenues annually over the 10-year forecast period ($13.6 million in total). Under the redevelopment grant program, the amount assumed to be transferred directly to the redeveloping properties over the 10-year period would average approximately $762,600 annually ($7.6 million in total). The residual taxes of approximately $599,200 annually ($6.0 million in total) would be available, in part, to be fund other CIP programs (both pre and post redevelopment programs). It should be noted however that the majority of the incremental tax revenues are premised on the residential redevelopment proposals for the study site. If these developments were not to proceed, that incremental taxes received would be considerably lower. The detailed calculation sheets for each of the site redevelopment options are included in Appendix B to this report.

In measuring the fiscal impact of the proposed redevelopment grant program, it is assumed that net general levy increases will be funded by assessment growth, as witnessed in recent years. As such the redevelopment of the site would produce approximately $1.4 million in additional annual net general levy requirements at full buildout. Based on the program described above, average annual reinvestment levels would be approximately $762,600 over the 10-year period. Accounting for the residual tax revenues not employed within the incentive program, this would represent an annual fiscal impact of approximately 4.3% on the net general levy. This impact represents a conservative estimate of the one-time revenue foregone through the investment program, premised on concurrent full redevelopment of the study site. If the proposed

[1] In reviewing FIR data from previous years, annual growth in general levy net expenditures and property tax assessment have kept pace. As such for the purposes of this analysis, no tax rate increases have been assumed for the 10-year forecast period.

developments did not occur simultaneously over the period (a more likely scenario), the annual fiscal impact of this financial incentive program would be less, and realized over a longer duration. Moreover at the end of the 10-year period the full taxation revenue of the site redevelopments would be remitted to the Town thereby removing any funding obligation.

To quantify the impact of other sensitivity options that could be considered under the redevelopment grant program, the impact would be further reduced if the Town elected to implement a no-interest loan program instead of a grant program, although the desired redevelopment activity may be tempered by a loan versus grant program. Also, if the Town elected to more aggressively decline the grant rate, similar to levels present in Welland and Oshawa, or wished to impose a maximum grant amount for any redevelopment site, the fiscal impact would be reduced.

Table 3-3
Summary of Redevelopment Grant Program

Site	Tax Increment Collected										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
Site 1	10,022	10,022	10,022	10,022	10,022	10,022	10,022	10,022	10,022	10,022	100,220
Site 2	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	3,365	33,652
Site 3	513,262	513,262	513,262	513,262	513,262	513,262	513,262	513,262	513,262	513,262	5,132,616
Site 4	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	13,814	138,145
Site 5	497,912	497,912	497,912	497,912	497,912	497,912	497,912	497,912	497,912	497,912	4,979,124
Site 6	17,984	17,984	17,984	17,984	17,984	17,984	17,984	17,984	17,984	17,984	179,840
Site 7	-	-	-	-	-	-	-	-	-	-	-
Site 8	240,549	240,549	240,549	240,549	240,549	240,549	240,549	240,549	240,549	240,549	2,405,487
Site 9	64,806	64,806	64,806	64,806	64,806	64,806	64,806	64,806	64,806	64,806	648,062
TOTAL	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	1,361,715	13,617,146

Site	Redevelopment Grant Issued										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
Site 1	8,018	8,018	8,018	8,018	6,013	6,013	4,009	4,009	2,004	2,004	56,123
Site 2	2,692	2,692	2,692	2,692	2,019	2,019	1,346	1,346	673	673	18,845
Site 3	410,609	410,609	410,609	410,609	307,957	307,957	205,305	205,305	102,652	102,652	2,874,265
Site 4	11,052	11,052	11,052	11,052	8,289	8,289	5,526	5,526	2,763	2,763	77,361
Site 5	398,330	398,330	398,330	398,330	298,747	298,747	199,165	199,165	99,582	99,582	2,788,309
Site 6	14,387	14,387	14,387	14,387	10,790	10,790	7,194	7,194	3,597	3,597	100,711
Site 7	-	-	-	-	-	-	-	-	-	-	-
Site 8	192,439	192,439	192,439	192,439	144,329	144,329	96,219	96,219	48,110	48,110	1,347,073
Site 9	51,845	51,845	51,845	51,845	38,884	38,884	25,922	25,922	12,961	12,961	362,915
TOTAL	1,089,372	1,089,372	1,089,372	1,089,372	817,029	817,029	544,686	544,686	272,343	272,343	7,625,602

Site	Remaining Funds for use Elsewhere										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
Site 1	2,004	2,004	2,004	2,004	4,009	4,009	6,013	6,013	8,018	8,018	44,097
Site 2	673	673	673	673	1,346	1,346	2,019	2,019	2,692	2,692	14,807
Site 3	102,652	102,652	102,652	102,652	205,305	205,305	307,957	307,957	410,609	410,609	2,258,351
Site 4	2,763	2,763	2,763	2,763	5,526	5,526	8,289	8,289	11,052	11,052	60,784
Site 5	99,582	99,582	99,582	99,582	199,165	199,165	298,747	298,747	398,330	398,330	2,190,815
Site 6	3,597	3,597	3,597	3,597	7,194	7,194	10,790	10,790	14,387	14,387	79,130
Site 7	-	-	-	-	-	-	-	-	-	-	-
Site 8	48,110	48,110	48,110	48,110	96,219	96,219	144,329	144,329	192,439	192,439	1,058,414
Site 9	12,961	12,961	12,961	12,961	25,922	25,922	38,884	38,884	51,845	51,845	285,147
TOTAL	272,343	272,343	272,343	272,343	544,686	544,686	817,029	817,029	1,089,372	1,089,372	5,991,544

3.5 Funding for Building Improvements

The Background Study identified the option of providing a source of funding through the CIP to improve existing buildings, signage and facades. To this end, in discussion with Macaulay Shiomi Howson a façade program for the designated CIP area has been designed. In total there are 49 sites that could potentially apply for a façade improvement program. Recognizing that some of the sites may not participate in the program given their present use, 41% of the potential sites have been included in the fiscal impact evaluation (i.e. 20 sites).

The façade programs surveyed exhibit a number of commonalities that should be considered in developing such a program for the Town. The characteristics of the program include:

- Provide funds through a no-interest loan program for a 10-year term, on an application basis;
- Establish a maximum loan of $15,000 per building or 100% of the improvement, whichever is lower; and
- Allow for the loan to be repaid at anytime during the 10-year term, with 25% loan forgiveness if repaid within 3 years.

Based on these program characteristics the maximum amount of the loan outstanding would be $300,000 (20 sites x $15,000/site). As the program would be administered on an application basis, the Town could provide for a maximum annual amount for the program thereby controlling the overall financial commitment. Assuming the program was administered over 10 years, the maximum amount of funds that would have to be available in Year 1 would be $30,000 (2 sites x $15,000/site). As identified in Table 3-4, beyond Year 1, fewer funds would be required to manage the program because loan repayments would be used to fund subsequent façade improvements. Beyond Year 10 no additional funds would be required as all of the façade improvements would be complete and loan repayments would occur during Years 11-20. Under this scenario the Year 1 fiscal impact would be approximately 0.2% of the net general levy (decreasing thereafter as noted above). This would be a one-time adjustment to the tax rate forecast as no additional assessment is anticipated to be realized through these site improvements and program costs would be in addition to those previously forecast.

If the Town elected to confine the loan term to 5 years, the loan fund would be self sufficient after Year 5 of the program, with the same initial fiscal impact. Alternatively the Town could utilize the residual tax increment funds from redevelopment within the CIP area to fund the program, and based on our previous analysis, complete redevelopment of the 9 sites would provide sufficient funds within the first year to fund the entire 10-year obligation.

Table 3-4
Summary of Façade Loan Program

10-Year Loan Term

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Year 1	30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)									
Year 2		30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)								
Year 3			30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)							
Year 4				30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)						
Year 5					30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)					
Year 6						30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)				
Year 7							30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)			
Year 8								30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)		
Year 9									30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	
Year 10										30,000	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Total	30,000	27,000	24,000	21,000	18,000	15,000	12,000	9,000	6,000	3,000	(30,000)	(27,000)	(24,000)	(21,000)	(18,000)	(15,000)	(12,000)	(9,000)	(6,000)	(3,000)

5-Year Loan Term

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Year 1	30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)														
Year 2		30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)													
Year 3			30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)												
Year 4				30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)											
Year 5					30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)										
Year 6						30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)									
Year 7							30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)								
Year 8								30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)							
Year 9									30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)						
Year 10										30,000	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)					
	30,000	24,000	18,000	12,000	6,000	-	-	-	-	-	(30,000)	(24,000)	(18,000)	(12,000)	(6,000)	-	-	-	-	-

3.6 Development User Fee Reductions

As described in the municipal survey section, municipalities do not have the power to grant exemptions for development application fees outside of the powers of the charging bylaw, but under the authority of the *Planning Act* and *Municipal Act* municipalities have the authority to offer grants equivalent to the charges imposed. With the option provided for consideration to design a development user fee reduction policy to encourage redevelopment within the CIP area, this segment of the analysis reviews the fiscal impacts associated with offering grants equivalent to the development charges, building permit fees, planning application fees and cash in lieu of parkland fees for the redevelopment sites.

With respect to development charges, the Town's DC Bylaw has provision for credits related to redevelopment. Under these provisions the applicant would receive DC credits equal to the existing dwelling units or eligible gross floor area being redeveloped. However any incremental residential or eligible non-residential development would be charged the applicable DC at the time of building permit issuance. Based on the assumptions of the redevelopment sites, 566 incremental residential apartment units and 97,404 square feet of light industrial and commercial gross floor area would be constructed. In total this would equate to approximately $4 million in DC revenues ($3.4 million residential and $612,300 non-residential). Assuming the $4 million DC exemption (i.e. foregone capital funding) was debentured over 10 years at 6% interest, the annual debt carrying cost would equate to approximately $543,500. This equates to a fiscal impact of approximately 3% of the current net levy for the Town.

If the Town elected to provide a grant equivalent to the building permit fees associated with the redevelopment applications, the total grant would be approximately $1.4 million. The anticipated building permit fee reduction program would have the impact of reducing the anticipated annual revenues to cover the costs of administration and enforcement under the *Building Code Act*. While this program does not have a net levy impact on the Town, as any funding shortfall would be drawn from the building permit reserve funds[2], the implication would be potentially higher building permit fees on applicants outside of the CIP area.

In contrast to building permit fees, any reduction in planning fees applicable on the redevelopment sites would have a direct net levy impact for the municipality. Based on the

[2] Based on the requirements of the *Building Code Statute Law Amendment Act*.

redevelopment assumptions and assuming development approvals processes of site plan, zoning by-law amendment, draft plan review and final approval of plan of condominium, the anticipated planning application fees would total approximately $68,200. If the Town were to provide a grant equivalent to this amount the net levy impact would be approximately 0.4% based on current levels.

Lastly, the Town does impose cash-in-lieu of parkland on lots created through subdivision or consent/severance applications. The current cash-in-lieu policy for the Town imposes fees of 2% of the land value for commercial and industrial applications and 5% of the land value for all other lots created through subdivision or consent/severance. As it is assumed that the proposed applications would only require Site Plan approval there appears to be no cash-in-lieu of parkland requirements for these proposed developments. Therefore no fiscal impact has been identified for this financial incentive program.

Table 3-5
Summary of Development User Fee Reduction Program

Development Charges Applicable To Redevelopment Sites

	Incremental Residential Units	Incremental Non-Res Sq. Ft.	Residential Development Charges ($)	Commercial Development Charges ($)	Total Development Charges ($)
Site 1	-	(3,682)	-	(11,230)	(11,230)
Site 2	-	4,445	-	13,559	13,559
Site 3	242	-	1,449,822	-	1,449,822
Site 4	-	-	-	-	-
Site 5	235	(22,284)	1,407,885	(67,967)	1,339,918
Site 6	-	39,127	-	119,337	119,337
Site 7	-	-	-	-	-
Site 8	70	64,804	416,375	453,628	870,003
Site 9	19	14,994	113,829	104,959	218,788
TOTAL	566	97,404	3,387,911	612,286	4,000,196

Building Permit Fees Applicable To Redevelopment Sites

	Residential Sq.ft.	Commercial Sq. Ft.	Residential Building Permits ($)	Commercial Building Permits ($)	Demolition Permits ($)	Total Building Permits ($)
Site 1	-	(3,682)	-	(4,602)	34,563	29,961
Site 2	-	4,445	-	5,557	2,729	8,285
Site 3	418,211	-	522,764	-	-	522,764
Site 4	-	-	-	-	22,739	22,739
Site 5	406,114	(22,284)	507,643	(27,855)	11,142	490,930
Site 6	-	39,127	-	48,908	4,548	53,456
Site 7	-	-	-	-	-	-
Site 8	120,106	64,804	150,133	81,005	5,003	236,140
Site 9	32,835	14,994	41,043	18,743	2,729	62,515
TOTAL	977,266	97,404	1,221,583	121,755	83,452	1,426,790

Planning Fees Applicable To Redevelopment Sites

	Site Plan Fees ($)	Zoning By-law Amendment ($)	Draft Plan Review of a Plan of Sub/Condo ($)	Condo Exemption and Final Approval ($)	Total Planning Fees ($)
Site 1	750	-			750
Site 2	750	-			750
Site 3	8,760	3,500	7,500	2,000	21,760
Site 4	750	-			750
Site 5	8,550	3,500	7,500	2,000	21,550
Site 6	750	-			750
Site 7	-	-			-
Site 8	3,585	3,500	2,585	2,000	11,670
Site 9	2,070	3,500	3,570	1,070	10,210
TOTAL	25,965	14,000	21,155	7,070	68,190

4. CONCLUSIONS

4. CONCLUSIONS

4.1 Conclusions

Watson & Associates Economists Ltd. was retained to measure the fiscal impact of the proposed CIP incentive-based program options. Generally five options have been provided for consideration herein arising from the CIP Background Report. These include the design of pre and post redevelopment programs, including:

- Study Grant Program (pre-redevelopment);
- Brownfields Tax Cancellation Program (pre-redevelopment);
- Redevelopment Grant Program (post redevelopment);
- Funding Program for Building Improvements (post redevelopment); and
- Development User Fee Reduction Program (post redevelopment).

In designing these programs, a municipal survey of Community Improvement Plans was undertaken to consider general industry practices in this regard. In general these programs are provided within the surveyed municipalities. Each of the incentive-based program options have been reviewed independently within Chapter 3 of this report to estimate the municipal costs of the financial incentive programs and the associated net levy impact (i.e. fiscal impact). As these programs are typically offered in conjunction, the overall impact of the programs is provided below.

Based on our assessment of the CIP financial incentive programs above:

Pre-Development Programs

- Study Grant Program - The grant provided will be based on 50% of the study cost to a maximum of $10,000 per study and two studies per site. Assuming participation of 7 of the 9 redevelopment sites, the maximum outlay to the Town would total $140,000 or approximately 0.8% of the general net levy.
- Brownfields Tax Cancellation Program - Provide grants funds to landowners to be used towards the costs of site remediation. Under this program, all or a portion of the annual municipal property taxes assessed on the site may be cancelled during the rehabilitation and redevelopment period, up to a maximum equal to the remediation costs. Based on

current municipal property tax rates and property tax assessments for each of the subject properties, the maximum program costs would be approximately $56,800 annually ($113,640 in aggregate) representing forgone general levy revenues of 0.3% (based on a 2009 general levy of $17,193,217).

Post Development Programs

- Redevelopment Grant Program – Provides grant funds based on a declining rate of a portion of the incremental tax revenues of the redeveloped site. Based on the program described in Chapter 3, average annual reinvestment levels would be approximately $762,600 over the 10-year period. Accounting for the residual tax revenues not employed within the incentive program, this would represent an annual fiscal impact of approximately 4.3% on the net general levy. Once the 10-year grant program is complete all incremental taxes would be remitted to the Town, thereby removing the levy impact. In addition, alternative fiscal impact mitigation measures could be considered including changes to the grant program (e.g. reducing the grant share, declining grant rate, etc.) and offering assistance through a loan program as opposed to a grant program.
- Building Improvement Plan - Provide funds through a no-interest loan program for a 10-year term, on an application basis; establishes a maximum loan of $15,000 per building or 100% of the improvement, whichever is lower; and allows for the loan to be repaid at anytime during the 10-year term, with 25% loan forgiveness if repaid within 3 years. The cost impact associated with developing a façade improvement program for approximately 20 sites would be approximately $300,000. As the program is designed as a loan program, initial funds would be required to initiate the program, assuming 10-year repayment of no-interest loans and completion of the project over a 10-year period, the Year 1 fiscal impact would be approximately 0.2% on the net levy which would decrease thereafter. Alternatively the Town could use the residual incremental tax funds to administer this program.
- Development User Fee Reduction Program - includes the issuance of grant equivalent to the development charges, building permit and planning application user fees payable on the redevelopment sites. The net levy impact of each of these charging mechanisms is as follows: development charges 3%, building permit fees 0% (impact would be on the building reserve fund), and planning application fees 0.4%.

The combined impact of the above summarized financial incentive programs suggests that the initial cash outlay to the Town for the pre-redevelopment programs would be approximately $250,000. On an annualized basis over the three-year predevelopment period, this would equate to approximately $83,300 or 0.4% impact on the general net levy.

The post redevelopment period programs largely represent cashflow programs to stimulate redevelopment of sites that otherwise may not occur. Both the redevelopment grant program and the building improvement loan program represent funds that could be derived from site redevelopment and are therefore self funding. The fiscal impact of foregoing these funds is approximately 4.5% of the general net levy, but no initial cash outlay would be required. Moreover, the redevelopment of the study site would provide for additional tax revenues of $1.4 million (or 8% increase) upon full buildout.

The post development programs that would require additional funding commitments include the development fee reduction programs. Under this program, the capital funding obligation for the development charge exemption and operating fund impact of the planning fee exemption would have a 3.4% net levy impact.

APPENDIX A

MUNICIPAL COMMUNITY IMPROVEMENT PLAN SURVEY

1. Study Grant Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
▪ Directed at private sector ▪ Intended to promote Phase II environmental studies on brownfield properties (Phase I is not eligible however must form part of application as evidence that site contamination is likely) ▪ Up to 50% of the cost of the study capped at $15,000/study, 2 studies/property, and $20,000 per property – paid on the lesser of a cost estimate or the actual cost of project ▪ Transferable from owner to non-owner ▪ Applicable to owners/assignees within CIP area	• Grant to pay for concept plans, feasibility studies, structural analysis, urban design studies, and Phase II risk assessments	Not Offered	(Brownfield CIP): • Intended to promote undertaking of environmental studies so that more and better information is available with respect to contamination and potential remediation costs • Primarily Phase II EAs, remedial work plans, and risk assessments – Phase I is not eligible • Up to 50% of the cost of the study capped at $12,500/study, 2 studies/property, and $20,000 per property – paid on the lesser of a cost estimate or the actual cost of project • Only offered on eligible properties where there is potential for rehab/redevelopment • Application based program – first come, first serve	(Brownfield CIP): • Intended to promote undertaking of environmental studies so that more and better information is available with respect to contamination and potential remediation costs • Primarily Phase II EAs, remedial work plans, and risk assessments – Phase I is not eligible • Up to 50% of the cost of the study capped at $15,000/study, 2 studies/property, and $25,000 per property – paid on the lesser of a cost estimate or the actual cost of project • Only offered on eligible properties where there is potential for rehab/redevelopment • Application based program – first come, first serve

2. Municipal Acquisition/Partnership Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
• A Municipal program of brownfield acquisition and involvement in projects with the private sector • Funded from 20% of tax increment retained by the municipality as a result of the redevelopment grant program and/or tax assistance program • Allows municipality to access federal funding sources	• Municipality participates in development as active partner: - Construction of civic uses - Direct municipal purchase acquisition - Develop or RFP for development of key properties - Pilot projects	Not offered	• General program of municipal property acquisition, investment and involvement in public-private partnerships • Focused on larger scale improvement projects including brownfield sites • Will be funded from an initial capital investment and the portion of tax increment retained under the redevelopment grant program described above	(Brownfield) • Designed to act as catalysts to leverage private sector investment on brownfield sites • General program of municipal property acquisition, investment and involvement in public-private partnerships • Funded from part or all of the tax increment retained as a result of the redevelopment grant program above • Will also provide funding to allow the municipality to access brownfield feasibility study/remediation funding from Federation of Canadian Municipalities and Green Municipal Funds • Municipality to establish a single point of contact (brownfield coordinator/planner role) for information and administration of financial incentives on brownfield sites

3. Redevelopment/Rehabilitation Grant Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
• Directed at private sector • Intended to encourage environmental remediation, rehab, redevelopment and re-use of brownfield sites • Grants to property owners • "Pay-as-you-go" = 80% of increase in municipal portion of property taxes to offset cost of remediation and rehabilitation where redevelopment results in tax increase • Remaining 20% will go to Municipal Acquisition and Partnership Program • Taxes are paid in full first and then grant is received • Grant will not exceed total cost of rehabilitation and will cease at that point or after 10 years whichever comes first	• Tax Increment Based – use tax increase from redevelopment project to pay grant equal to all or part of tax increase	Central Business CIP: • Intended to encourage rehab and redevelopment of properties in designated area by providing a grant to pay, over a 10-year period, a portion of the resulting increase in City taxes • Applications based program – first come, first serve • Grant provided following payment of all property tax instalments for the year • Annual grant will not exceed the City portion of property tax collected in any year on the increased assessed value • Amount of grants over the life of the program will not exceed cost of the completed works • Based on increase resulting from construction/improvement not occupancy • If property is sold before grant period lapses, new owner is not entitled to future grant payments • Year 1 is defined as the first full calendar year in which taxes are paid after completion of the project • Does not affect eligibility for other grant and loan programs offered und the Central Business District Renaissance CIP • Total of all loans and grants under the CBDCIP will not exceed $50,000 • Not retroactively applied to developments where building permits	• Intended to provide "major economic catalyst" for developing, redeveloping and rehabilitating commercial, residential and mixed use buildings in the designated area • As long as development results in an increase in tax assessment, grant will be provided as follows: - Years 1-5 = 80% of increase in tax assessment - Years 6-7 = 60% of increase in tax assessment - Year 8 = 40% of increase in tax assessment - Years 9-10 = 20% of increase in tax assessment • Grant paid annually once project is complete, property reassessed, and new property taxes have been paid • Grant will be recalculated every year based on post-project taxes in that year • Grant will cease when equal to cost of the project or after 10 annual grant payments whichever comes first • Application based program • In order to avoid double dipping	• Promote redevelopment and rehabilitation of Downtown Area by removing financial disincentive of increased property taxes • Grant will be equivalent to a portion of the tax increase over a period of time not exceeding 10 years and provided only on completed projects: - Years 1-2 = 80% of increase in tax assessment - Years 3-4 = 70% of increase in tax assessment - Year 5 = 60% of increase in tax assessment - Year 6 = 50% of increase in tax assessment - Year 7 = 40% of increase in tax assessment - Year 8 = 30% of increase in tax assessment - Year 9 = 20% of increase in tax assessment - Year 10 = 10% of increase in tax assessment • Development must result in increase in property taxes • Grant <= value/cost of work done • Year one of grant commences after project has been completed (Brownfield CIP): • Intended to encourage remediation/rehabilitation and adaptive re-use of brownfield sites by providing grants to pay for additional costs normally associated with brownfield sites

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
• Application based program – first come, first serve • Phase II ESA along with detailed work plan required with application		were issued prior to start of program • Process: Application at time of building permit app -> current assessment determined -> increased assessment value determined -> grant provided as follows: - Year 1 = 90% of year 1 increase in tax assessment - Year 2 = 80% of year 1 increase in tax assessment - Year 3 = 70% of year 1 increase in tax assessment - Year 4 = 60% of year 1 increase in tax assessment - Year 5 = 50% of year 1 increase in tax assessment - Year 6 = 40% of year 1 increase in tax assessment - Year 7 = 30% of year 1 increase in tax assessment - Year 8 = 20% of year 1 increase in tax assessment - Year 9 = 10% of year 1 increase in tax assessment - Year 10 = 0% of year 1 increase in tax assessment	with brownfield redevelopment grant program noted below, only one app can be made for one grant program per property per site (Brownfield CIP): • Intended to encourage remediation, rehabilitation, and adaptive re-use of brownfield sites • Annual grant for up to 10 years where rehab/redevelop ment. results in increase in assessment value • Offered as a tax increment based grant on “pay-as-you-go” basis • Annual Grant of up to 80% of the increase in tax assessment for up to 10 years or up to time when grant = cost whichever comes first • Amount of grant and duration will be dependent on predefined criteria for location and whether remediation is required • Application based program – first come, first serve • In order to avoid double dipping with redevelopment grant program noted above, only one app can be made for one grant program per property per site	• Annual grant for up to 10 years on properties that result in increase in assessment value • Grant to be paid once final building inspection has taken place and taxes have been paid • Application can be made for this program and the tax incentive program below – if app for both programs is made, annual grant under redevelopment program will commence once tax assistance program ends • Phase II ESA, remedial work plan, and risk assessment required with application • Application based program – first come, first serve on pay-as-you-go basis • Amount of grant level dependant on LEED certification • Grant will be recalculated every year based on post-project taxes in that year • In order to avoid double dipping with redevelopment grant program noted above and brownfield tax grant program below, only one app can be made for one grant program per property per site

4. Tax Assistance Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
• Directed at private sector • Intended to remove serious financial impediment to brownfield redevelopment • 2 stages: 1) tax freeze 2) Subsequent to receipt of incremental property tax, municipality will cancel a portion of the increase • Up to 80% of incremental tax can be cancelled • Remaining 20% will go to Municipal Acquisition and Partnership Program • Amount of taxes will be determined before commencement of project • Assistance will continue for up to 3 years at which time assistance can either be extended or provided via redevelopment grant program • Application based program – first come, first serve • Phase II ESA along with detailed work plan required with application • Applies only to the cost of environmental remediation	• Remediation Tax Increment – use tax increase to pay grant equal to all or part of tax increase to cover remediation costs	Not Offered.	(Brownfield CIP): • Intended to encourage remediation and rehab of brownfield sites via tax freeze/cancellation of all or part of the taxes levied on the property • Applications based program – first come, first serve • Phase II ESA, remedial work plan or risk assessment must accompany application • Total assistance will be less than or equal to the total eligible cost • Applies only to the cost of environmental remediation	(Brownfield CIP): • Intended to encourage remediation and rehab of brownfield sites via tax freeze/cancellation of all or part of the taxes levied on the property • Applications based program – first come, first serve • Phase II ESA, remedial work plan or risk assessment must accompany application • Total assistance will be less than or equal to the total eligible cost • Application can be made for this program and the redevelopment grant program above – if app for both programs is made, annual grant under redevelopment program will commence once tax assistance program ends

5. Residential Loan Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	Not offered	<u>Central Business District Renaissance CIP:</u> • Upper Storey Conversion to Res. Loan • All loans and mortgages including façade improvement loan not to exceed 75% of the post improvement value of the building and property • Application based – first come, first serve • Secured via lien against title • Interest free with max amortization of 10 years • If repaid within 3 years, 25% of loan will be forgivable • Fully open and may be repaid at any time • Covers 100% of the cost of eligible work to a max of $25,000 per building • Min loan is $2,500 • Payments deferred for first 6 months after advancement and then monthly based on 10-year amortization • Loan is transferable as long as new owner is eligible • Demolition permits not allowed unless loan repaid in full • Does not affect eligibility for other grant and loan programs offered und the Central Business District Renaissance CIP	• Intended to promote residential conversion, intensification, and infilling in the downtown area. • 0% interest loan provided on the basis of $20/sq.ft of habitable floor space to a maximum of $20,000/unit repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding funds at the end of the 5-year term • Can be used for rental or ownership units – upon sale of any unit, loan for that unit due in full. If unit is a rental apartment, loan term is 5 years. • RLP agreement with the municipality is required and loan security may be required. • Application based program	• Designed to promote conversion of existing excess commercial properties into new residential units • 0% interest loan with maximum loan amount calculated on basis of $10/sq.ft of habitable floor space • Maximum term of 10 years with equal monthly payments over 120 months • Loan security may be required

6. Development Charge (DC) Reduction Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• Loan program (no details provided) • In order to increase interest in the program, consideration is being given to converting the program to a grant program	Central Business District Renaissance CIP: • Loan program • All loans and mortgages including façade improvement loan not to exceed 75% of the post improvement value of the building and property • Application based – first come, first serve • Secured via lien against title • Interest free with max amortization of 10 years • If repaid within 3 years, 25% of loan will be forgivable • Fully open and may be repaid at any time • Covers 100% of the cost of eligible work to a max of $15,000 per address/storefront subject to overall max of $45,000/property owner • Payments deferred for first 6 months after advancement and then monthly based on 10-year amortization • Loan is transferable as long as new owner is eligible • Demolition permits not allowed unless loan repaid in full	• Intended to encourage owners of commercial and mixed use buildings to undertake maintenance, restoration, and physical improvement to their buildings via grant • Grant will match cost of eligible façade improvements to a maximum grant of $10,000/property • Can be used in combination with building loan described below as long as not for the same eligible work • Grant agreement required • Application based program	• Provides assistance to rehabilitate and improve facades of commercial buildings in the downtown CIP area via loan • Covers 50% of the eligible improvement costs, to a maximum of $15,000/address with an additional amount of up to $5,000 for flankage façade for corner lots and $5,000 for rear façade improvements • Owner must provide matching funds • First payment due 6 months after work is completed

7. Development/Building Application Fee Reduction Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• To provide waivers, rebates, or grants on fees for planning applications, building permit fees, sign permit fees, etc.	Downtown Shoulder Area Renaissance CIP: • Intended to assist property owners with financing construction of new residential units by providing a grant equal to 50% of the applicable building permit fee to a maximum of $50,000/property Central Business District Renaissance CIP: • Intended to assist property owners with the cost of the development process by providing a grant to offset applicable building permit fees in an amount equal to the lesser of 100% of the permit fees or $5,000/building permit application • Provided as a one-time grant • At time of building permit application, all building fees will be paid with grants subsequently provided • Does not affect eligibility for other grant and loan programs offered und the Central Business District Renaissance CIP • Total of all loans and grants under the CBDCIP will not exceed $50,000	Not offered	• to provide additional incentive to facilitate and spur adaptive-reuse and new construction activity by refunding most planning and building permit fees • 50% refund for projects other than those creating new residential rental units • 100% refund for new residential rental projects

8. Parkland Dedication Fee Reduction Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• Parkland CIL – reduce 50% of CIL of parkland dedication • Heritage Tax Refund – property tax rebate between 10% and 40% for owners of designated heritage properties • Heritage Grant/Loan	Central Business District Renaissance CIP (Parkland Dedication Fee Grant Program): • Intended to assist with cost of development process via grant to offset parkland dedication fee • Provided as a one-time grant • Applicable parkland dedication fee is paid in full and deposited in the Planning Act Land Purchase Reserve • Grant equal to 100% of parkland dedication fee provided upon completion of the work and final building inspection • Does not affect eligibility for other grant and loan programs offered und the Central Business District Renaissance CIP • Total of all loans and grants under the CBDCIP will not exceed $50,000 • Not retroactively applied to developments where building permits were issued prior to start of program	Not offered	• Parkland dedication or Cash-in-lieu will be waived for new developments and/or the creation of new lots

9. Façade Improvement Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• Loan program (no details provided) • In order to increase interest in the program, consideration is being given to converting the program to a grant program	<u>Central Business District Renaissance CIP:</u> • Loan program • All loans and mortgages including façade improvement loan not to exceed 75% of the post improvement value of the building and property • Application based – first come, first serve • Secured via lien against title • Interest free with max amortization of 10 years • If repaid within 3 years, 25% of loan will be forgivable • Fully open and may be repaid at any time • Covers 100% of the cost of eligible work to a max of $15,000 per address/storefront subject to overall max of $45,000/property owner • Payments deferred for first 6 months after advancement and then monthly based on 10-year amortization • Loan is transferable as long as new owner is eligible • Demolition permits not allowed unless loan repaid in full • Does not affect eligibility for other grant and loan programs • Total of all loans and grants under the CBDCIP will not exceed $50,000	• Intended to encourage owners of commercial and mixed use buildings to undertake maintenance, restoration, and physical improvement to their buildings via grant • Grant will match cost of eligible façade improvements to a maximum grant of $10,000/property • Can be used in combination with building loan described below as long as not for the same eligible work • Grant agreement required • Application based program	• Provides assistance to rehabilitate and improve facades of commercial buildings in the downtown CIP area via loan • Covers 50% of the eligible improvement costs, to a maximum of $15,000/address with an additional amount of up to $5,000 for flankage façade for corner lots and $5,000 for rear façade improvements • Owner must provide matching funds • First payment due 6 months after work is completed

10. Building Improvement Loan Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• Intended to promote maintenance and interior/external improvement of commercial,& mixed-use buildings • Offered as no-interest or low interest loan covering 50% of cost to a maximum loan amount	Central Business District Renaissance CIP: • Intended to assist with financing of improvements to bring existing older buildings into compliance with current building code • All loans and mortgages including façade improvement loan not to exceed 75% of the post improvement value of the building and property • Application based – first come, first serve • Secured via lien against title • Interest free with max amortization of 10 years • If repaid within 3 years, 25% of loan will be forgivable • Fully open and may be repaid at any time • Covers 100% of the cost of eligible work to a max of $25,000 per building • Min loan is $2,500 • Payments deferred for first 6 months after advancement and then monthly based on 10-year amortization • Loan is transferable as long as new owner is eligible • Demolition permits not allowed unless loan repaid in full • Does not affect eligibility for other grant and loan programs • Total of all loans and grants under	• Intended to encourage owners of commercial and mixed use buildings to undertake maintenance, restoration, and physical improvement to their buildings. • 0% interest loan matching the cost of eligible interior/exterior building maintenance up to a maximum of $15,000/property. Loan can be increased by $5,000 if property designated under the Ontario Heritage Act • repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding funds at the end of the 5-year term • Can be used in combination with façade grant described above as long as not for the same eligible work • Loan agreement will be required • Loan security may be required • Application based program	Not offered

		the CBDCIP will not exceed $50,000		

11. Parking Requirement Reduction Programs

Hamilton	Brampton	Oshawa	Niagara Falls	Welland
Not offered	• Partial or complete exemption from parking requirements/CIL for conversion of existing to residential or new res./comm.	Not offered	Not offered	• Aimed to facilitate residential development in the downtown area • Assistance provided in the form of a waiving or reduction in residential parking requirements for improvements or change of use to existing buildings and additions or new building construction as set out in zoning bylaw

APPENDIX B
REDEVELOPMENT GRANT PROGRAM DETAILED CALCULATIONS

Site 1

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 1	1.52 Hectares	69,126 sq.ft.										
		Tax Revenue										
Initial Assessment	1,268,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CT	712,000	9,767	9,767	9,767	9,767	9,767	9,767	9,767	9,767	9,767	9,767	9,767
IT	556,000	13,239	13,239	13,239	13,239	13,239	13,239	13,239	13,239	13,239	13,239	13,239
Total	1,268,000	23,006	23,006	23,006	23,006	23,006	23,006	23,006	23,006	23,006	23,006	23,006

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Light Industrial (55,628 sq.ft.)	1,237,463	29,465	29,465	29,465	29,465	29,465	29,465	29,465	29,465	29,465	29,465	29,465
Light Employment/Commercial (9,817 sq.ft.)	259,734	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563	3,563
TOTAL	1,497,197	33,028	33,028	33,028	33,028	33,028	33,028	33,028	33,028	33,028	33,028	33,028

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft.)
163,611.4	40%	55,628
163,611.4	6%	9,817

REDEVELOPMENT GRANT PROGRAM

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	8,018	8,018	8,018	8,018	8,018	6,013	6,013	4,009	4,009	2,004	2,004
Taxes Retained	2,004	2,004	2,004	2,004	2,004	4,009	4,009	6,013	6,013	8,018	8,018

Site 2

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 2	0.23 Hectares	5,457 sq.ft.										
		Tax Revenue										
Initial Assessment	119,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CT	119,000	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632
Total	119,000	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632	1,632

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Light Industrial (8,417 sq.ft.)	187,248	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458
Light Employment/Commercial (1,485 sq.ft.)	39,302	539	539	539	539	539	539	539	539	539	539	539
TOTAL	226,550	4,998	4,998	4,998	4,998	4,998	4,998	4,998	4,998	4,998	4,998	4,998

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft.)
24,757.0	40%	8,417
24,757.0	6%	1,485

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	2,692	2,692	2,692	2,692	2,692	2,019	2,019	1,346	1,346	673	673
Taxes Retained	673	673	673	673	673	1,346	1,346	2,019	2,019	2,692	2,692

Site 3

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 3	2.42 Hectares	- sq.ft.										
		Tax Revenue										
Initial Assessment	164,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
IX	86,000	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331
E	78,000	-	-	-	-	-	-	-	-	-	-	-
Total	164,000	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331	1,331

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
High-Density Residential	56,839,083	514,593	514,593	514,593	514,593	514,593	514,593	514,593	514,593	514,593	514,593	514,593

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Units)
260,486.6	Units	242

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	410,609	410,609	410,609	410,609	410,609	307,957	307,957	205,305	205,305	102,652	102,652
Taxes Retained	102,652	102,652	102,652	102,652	102,652	205,305	205,305	307,957	307,957	410,609	410,609

Site 4

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 4	0.81 Hectares	45,478 sq.ft.										
		Tax Revenue										
Initial Assessment	159,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
IT	159,000	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786
Total	159,000	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786	3,786

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Light Industrial (29,644 sq.ft.)	659,438	15,702	15,702	15,702	15,702	15,702	15,702	15,702	15,702	15,702	15,702	15,702
Light Employment/Commercial (5,231 sq.ft.)	138,411	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899
TOTAL	797,848	17,600	17,600	17,600	17,600	17,600	17,600	17,600	17,600	17,600	17,600	17,600

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft.)
87,187.7	40%	29,644
87,187.7	6%	5,231

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	11,052	11,052	11,052	11,052	11,052	8,289	8,289	5,526	5,526	2,763	2,763
Taxes Retained	2,763	2,763	2,763	2,763	2,763	5,526	5,526	8,289	8,289	11,052	11,052

Site 5

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 5	2.35 Hectares	22,284 sq.ft.										
		Tax Revenue										
Initial Assessment	116,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
IX	116,000	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795
Total	116,000	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795	1,795

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
High-Density Residential	55,194,977	499,708	499,708	499,708	499,708	499,708	499,708	499,708	499,708	499,708	499,708	499,708

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Units)
252,951.9	Units	235

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	398,330	398,330	398,330	398,330	398,330	298,747	298,747	199,165	199,165	99,582	99,582
Taxes Retained	99,582	99,582	99,582	99,582	99,582	199,165	199,165	298,747	298,747	398,330	398,330

Site 6

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 6	1.12 Hectares	9,096 sq.ft.										
		Tax Revenue										
Initial Assessment	481,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CT	337,000	4,623	4,623	4,623	4,623	4,623	4,623	4,623	4,623	4,623	4,623	4,623
CJ	85,000	816	816	816	816	816	816	816	816	816	816	816
CT	59,000	913	913	913	913	913	913	913	913	913	913	913
Total	481,000	6,352	6,352	6,352	6,352	6,352	6,352	6,352	6,352	6,352	6,352	6,352

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Light Industrial (40,989 sq.ft.)	911,815	21,711	21,711	21,711	21,711	21,711	21,711	21,711	21,711	21,711	21,711	21,711
Light Employment/Commercial (7,233 sq.ft.)	191,383	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625
TOTAL	1,103,198	24,336	24,336	24,336	24,336	24,336	24,336	24,336	24,336	24,336	24,336	24,336

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft.)
120,555.8	40%	40,989
120,555.8	6%	7,233

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	14,387	14,387	14,387	14,387	14,387	10,790	10,790	7,194	7,194	3,597	3,597
Taxes Retained	3,597	3,597	3,597	3,597	3,597	7,194	7,194	10,790	10,790	14,387	14,387

Site 7

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 7	0.29 Hectares	6,367 sq.ft.									
		Tax Revenue									
Initial Assessment	1,452,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
RT	1,452,000	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146
Total	1,452,000	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146	13,146

REDEVELOPMENT OPTIONS

No Redevelopment identified for this site

Site 8

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 8	1.39 Hectares	10,005 sq.ft.										
		Tax Revenue										
Initial Assessment	1,245,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CT	320,000	4,390	4,390	4,390	4,390	4,390	4,390	4,390	4,390	4,390	4,390	4,390
CT	925,000	12,689	12,689	12,689	12,689	12,689	12,689	12,689	12,689	12,689	12,689	12,689
Total	1,245,000	17,079	17,079	17,079	17,079	17,079	17,079	17,079	17,079	17,079	17,079	17,079

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
District Commercial	8,007,173	109,842	109,842	109,842	109,842	109,842	109,842	109,842	109,842	109,842	109,842	109,842
High-Density Residential	16,323,621	147,786	147,786	147,786	147,786	147,786	147,786	147,786	147,786	147,786	147,786	147,786
TOTAL	24,330,793	257,627	257,627	257,627	257,627	257,627	257,627	257,627	257,627	257,627	257,627	257,627

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft./Units)
149,618.3	100%	74,809
149,618.3	Units	70

Assumed 50/50 coverage HD Res vs. Dist Comm.

REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	192,439	192,439	192,439	192,439	192,439	144,329	144,329	96,219	96,219	48,110	48,110
Taxes Retained	48,110	48,110	48,110	48,110	48,110	96,219	96,219	144,329	144,329	192,439	192,439

Site 9

Tax Rates		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Tax Ratio	%OFR
Residential	RT	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	0.9053500%	1.0000	100%
Multi-Res	MT	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.0062600%	2.2160	100%
Commercial - Occ	CT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac	CU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Commercial - Occ - New	XT	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.3717900%	1.5152	100%
Commercial - Vac - New	XU	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	0.9602500%	1.5152	70%
Industrial - Occ	IT	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.3810700%	2.6300	100%
Industrial - Vac	IU	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	1.5477000%	2.6300	65%
Farmlands	FT	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2263400%	0.2500	100%
Pipeline	PT	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.0847000%	1.1981	100%

CURRENT USE - SITE 9	0.38 Hectares	5,457 sq.ft.										
		Tax Revenue										
Initial Assessment	410,000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CT	410,000	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624
Total	410,000	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624	5,624

REDEVELOPMENT OPTIONS

		Tax Revenue										
Potential Use	Est. Assessment	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
District Commercial	2,189,011	30,029	30,029	30,029	30,029	30,029	30,029	30,029	30,029	30,029	30,029	30,029
High-Density Residential	4,462,573	40,402	40,402	40,402	40,402	40,402	40,402	40,402	40,402	40,402	40,402	40,402
TOTAL	6,651,584	70,431	70,431	70,431	70,431	70,431	70,431	70,431	70,431	70,431	70,431	70,431

Redevelopment Characteristics		
Lot Size (sq.ft.)	Coverage	Building Size (Sq.ft./Units)
40,902.9	100%	20,451
40,902.9	Units	19

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REDEVELOPMENT GRANT PROGRAM

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
Grant Rates	80%	80%	80%	80%	80%	60%	60%	40%	40%	20%	20%
Grant Amount	51,845	51,845	51,845	51,845	51,845	38,884	38,884	25,922	25,922	12,961	12,961
Taxes Retained	12,961	12,961	12,961	12,961	12,961	25,922	25,922	38,884	38,884	51,845	51,845