

PREPARED FOR



The City of  
**Welland**

# Brownfield Strategy



April 2007

prepared by



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# Welland Brownfield Strategy/Community Improvement Plan

## General Brownfield Strategy

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### 1.0 INTRODUCTION

#### 1.1 Purpose

The purpose of this Brownfield Strategy (“the Strategy”) is to outline a series of general actions and programs to promote brownfield redevelopment in the City of Welland. This Strategy was developed based on a thorough review of background and policy information, best practices used in other municipalities, and input obtained from interviews with local stakeholders and two public meetings. The background policy review and best practices review is contained in an Interim Report published in August of 2006.

Based on a critical needs analysis, this Strategy outlines the key impediments to, and opportunities for, brownfield redevelopment in Welland. Then based on best practices in other municipalities, experience, the stakeholder interviews, and input from the liaison committee, a series of strategic municipal actions and programs was designed to help overcome the impediments to brownfield redevelopment in Welland. This Brownfield Strategy forms the basis for the City’s Brownfield Community Improvement Plan (CIP).

#### 1.2 Report Outline

Section 2.0 of this Strategy discusses the need for brownfield redevelopment in Welland. Section 3.0 presents the Critical Needs Analysis leading to the key impediments and opportunities for brownfield redevelopment in Welland. Section 4.0 outlines the goals of the Strategy. Section 5.0 presents the recommended community improvement project area. Section 6.0 outlines the strategic actions, incentive programs and municipal leadership strategy to be implemented by the City of Welland to promote brownfield redevelopment. Section 7.0 contains a Monitoring Program to monitor the results of the incentive programs and municipal leadership strategy.

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### 2.0 NEED FOR BROWNFIELD REDEVELOPMENT IN WELLAND

#### 2.1 What are Brownfields?

For purposes of this Strategy, a “brownfield” is defined as abandoned, vacant, derelict, idled or underutilized property in the urban area with an active potential for redevelopment, where redevelopment is complicated by environmental contamination. The problem of environmental contamination may be further exacerbated by building deterioration/obsolescence, and/or inadequate infrastructure. The terms “brownfield redevelopment” and “brownfield development” are used interchangeably in this document to mean the environmental remediation, rehabilitation and development of brownfields.

#### 2.2 Brownfield Issues

Brownfield sites represent an environmental, economic and social concern for Welland. From an economic perspective, brownfields can reduce local employment opportunities and property tax revenues, as well as limiting opportunity and economic development. Brownfields can also lower surrounding property values. From the environmental perspective, contamination of soil and groundwater may be a concern for human health and safety, as well as environmental quality. Underused brownfield sites in the serviced urban area represent a lost opportunity to limit development onto greenfield sites at the urban fringe which is likely to have significant economic and environmental costs and jeopardize agricultural lands. From a social perspective, brownfield sites can attract vandals, open dumping and other illegal activity that can lead to urban blight, contributing to neighbourhood and employment area deterioration and negatively impacting the quality of life in a community.

#### 2.3 Benefits of Brownfield Redevelopment

Numerous Canadian and U.S. studies have highlighted the benefits of brownfield development at all geographic levels (national, regional, local). However, most of the benefits of brownfield development tend to accrue at the local level because all development, be it brownfield or greenfield, is inherently local. Therefore, the rationale for addressing the brownfield issue in Welland can be found in the significant economic, environmental and social benefits that would accrue in the City of Welland.

##### 2.3.1 Economic Benefits

A study of brownfield development in Canada found that every \$1 spent in the Canadian economy on brownfield development generates approximately \$3.80 in total economic output in all industries in the Canadian economy<sup>1</sup>. Numerous other U.S. and Canadian studies have found that brownfield development can increase neighbourhood property values<sup>2</sup>. Experience in Hamilton and other

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<sup>1</sup> Regional Analytics. 2002.

<sup>2</sup> See for example, Environment Canada. 1998.

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municipalities that have had brownfield development programs in place for some time suggests that brownfield development projects can result in a significant increase in property tax revenues to local and provincial governments.

### 2.3.2 Environmental Benefits

The environmental restoration and development of brownfield sites will serve to improve the environmental quality of soil and groundwater in Welland. The positive impact of brownfield development on the environment is not limited to individual sites. Environmental restoration of individual sites can have a cumulative positive impact on the environment, including the protection of groundwater resources, wetlands and wildlife habitat<sup>3</sup>.

A study of brownfield versus greenfield development examined 48 brownfield projects in six cities across the United States. This study found that every acre of brownfield land developed would have required 4.5 acres of greenfield land<sup>4</sup>. This demonstrates the potential of brownfield development to reduce the amount of greenfield land consumed, thereby reducing sprawl and its associated negative environmental impacts, including air and water pollution and the loss of prime agricultural land. By using existing infrastructure, brownfield development can also reduce the costs of urban sprawl, including the costs of providing hard and soft services to greenfield areas.

Brownfield projects, be they employment or residential uses, can also reduce the distance between the location of employment areas and residential areas, and therefore transportation costs. For example, a recent study found that every hectare of brownfield land redeveloped for residential purposes can save as much as \$66,000 a year in transportation costs relative to equivalent greenfield development<sup>5</sup>. Therefore, brownfield development can have the effect of reducing commuting needs, thereby reducing traffic congestion and air pollution.

### 2.3.3 Social Benefits

While the economic and environmental benefits of brownfield development are more obvious, brownfield development can also generate significant social benefits at the local level. Based on an analysis of a dozen brownfield projects across Canada, the NRTEE concluded that brownfield development can be an engine for urban renewal<sup>6</sup>. Case studies reviewed by the NRTEE showed that this renewal can take the form of:

- neighbourhood, employment area and downtown revitalization;
- improved aesthetic quality of the urban environment;
- provision of affordable housing opportunities;
- creation of recreational and public open spaces;
- improved safety and security; and,

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<sup>3</sup> Regional Analytics. 2002.

<sup>4</sup> Deason et.al. 2001.

<sup>5</sup> Hara Associates. 2003.

<sup>6</sup> National Roundtable on the Environment and the Economy, 2003.

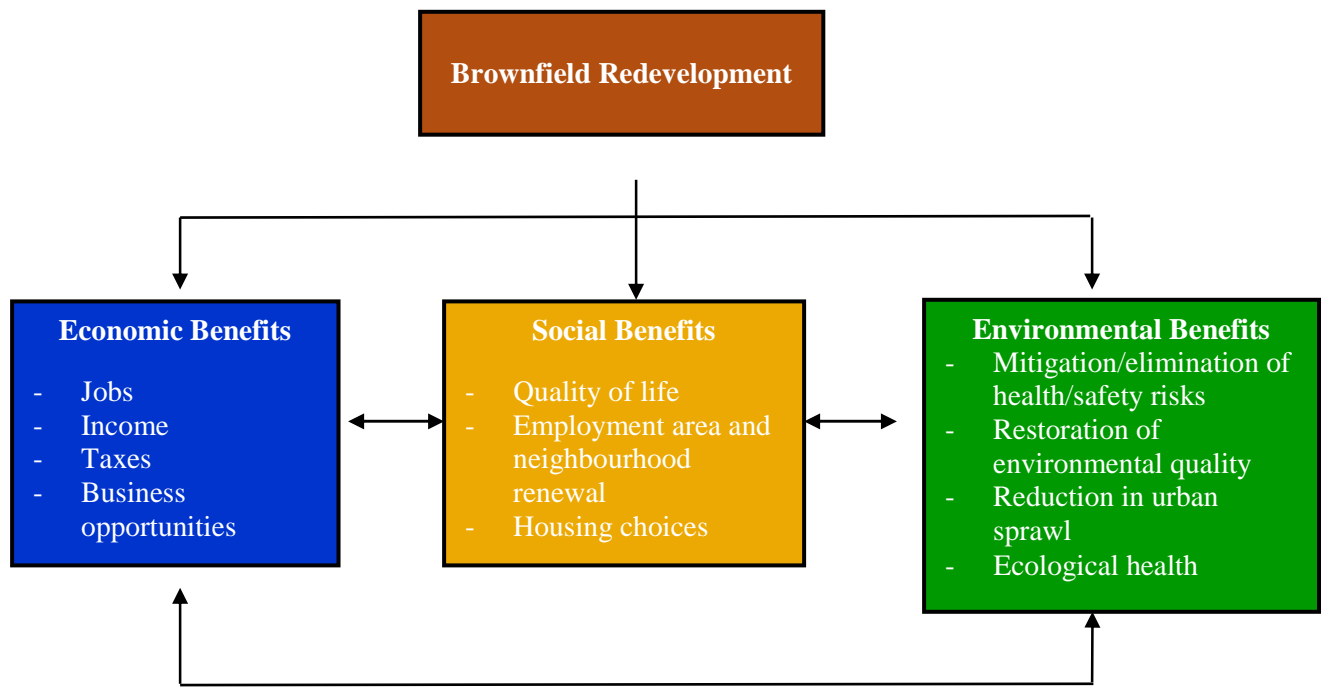
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- an increased sense of community participation and civic pride.

Figure 1 below summarizes the benefits of brownfield development and the interrelationship between these benefits. For example, the economic benefits resulting from brownfield development, such as increased incomes and property tax revenues can contribute to social benefits such as neighbourhood stability and quality of life. Therefore, financial incentive programs that result in an increase in brownfield development will translate into economic, environmental and social benefits.

**Figure 1 Benefits of Brownfield Redevelopment**



Source: Regional Analytics, 2002, Figure 2, p. 7.



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### 2.4 Smart Growth

The rationale for promoting the redevelopment of brownfields in Welland is further supported by the Region of Niagara's Smart Growth initiative. As part of its Smarter Niagara Incentive Programs, in April of 2003, the Region approved a series of brownfield financial incentive programs including:

- i) An Environmental Assessment Grant Program to assist with the costs of conducting environmental studies;
- ii) A tax-increment based grant program to provide grants to help offset the costs of environmental remediation; and,
- iii) A Municipal Brownfield Leadership Program to help fund public-private partnerships to clean up brownfield sites, as well as marketing and educational programs.

Municipalities in the Region of Niagara wishing to take advantage of this Regional funding must prepare and adopt community improvement plans.

In April of 2003, the Region also finalized its Development Charge Waiver/Exemption Program, which includes a minimum 75% waiver of development charges on brownfield sites, with up to a 100% waiver for projects that incorporate smart growth principles. The Region has been working with local municipalities in Niagara to promote brownfield development. By adopting a Brownfield Redevelopment CIP, the City of Welland will be able to promote brownfield redevelopment while doing its part to promote Smart Growth in the Region of Niagara.

Many of the prime vacant and underutilized brownfield sites in Welland are in close proximity to the Welland Recreational Waterway. Redevelopment of these sites for residential, commercial and other uses represents an excellent economic opportunity for the City of Welland to significantly increase the property tax revenues generated by these properties without incurring the significant public infrastructure costs typically associated with greenfield development. Furthermore, redevelopment of these brownfield sites will remove brownfield "eyesores" from a number of neighbourhoods and help to promote neighbourhood stability and further neighbourhood revitalization.

The incentive programs designed to promote brownfield redevelopment should also, where possible and practical, be designed to promote Smart Growth. This includes the inclusion of Leadership in Energy and Environmental Design (LEED) principles and Smart Growth design principles into brownfield redevelopment development projects taking advantage of incentive programs offered by the City of Welland.

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### 3.0 KEY IMPEDIMENTS AND OPPORTUNITIES

#### 3.1 Methodology

In order to develop an effective Brownfield Strategy and CIP for the City of Welland, the first step was to conduct a thorough review of background information. This included a review of:

- i) municipal (City and Regional) policies relating to brownfield redevelopment and growth management;
- ii) provincial and federal policies relating to brownfield redevelopment;
- iii) the implications of brownfield related legislation and regulations for the City of Welland; and,
- iv) best practices in eight Ontario municipalities and a few leading U.S. municipalities;

This review of background information helped to establish the parameters of possible program policy responses to local impediments to brownfield redevelopment.

A public meeting was held at the beginning of the preparation of the Brownfield Strategy/CIP. The purpose of the meeting was to inform the public and key stakeholders of the study process. An update meeting was held in December of 2005 with staff, the Liaison Committee and key stakeholders. This meeting was followed up by face-to-face and telephone interviews with nine (9) key stakeholders on December 14, 15 and 21, 2005. The key stakeholders included representatives from across the brownfield redevelopment industry, including property owners, developers, contractors, legal and real estate professionals.

The stakeholder interviews were guided by a questionnaire that asked questions about the key impediments to brownfield redevelopment in Welland and the required improvements that could be made and incentives offered to spur brownfield redevelopment in Welland. This questionnaire is included as Appendix A. The input obtained from the interview respondents was augmented through experience and best practices in other municipalities, and the key impediments identified by the National Roundtable on the Environment and Economy (NRTEE) in their 2003 National Brownfield Redevelopment Strategy for Canada to develop the key impediments and opportunities below. The interview responses were also utilized to develop custom designed incentive programs and municipal actions designed to overcome the impediments to brownfield redevelopment in Welland.

#### 3.2 Impediments

Based on the Critical Needs Analysis, the following key impediments to brownfield redevelopment in Welland were identified. Based on the interviews conducted, this list is presented in order from most significant to least significant:

- Welland's overall negative image;
- The cost of environmental remediation;
- The cost of environmental site assessments;
- Time required for municipal planning approvals;
- Lack of public education and awareness;

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- Lack of developer awareness of opportunities;
- Market conditions (low land values and lack of demand);
- Lack of four lane road access to Welland;
- Lack of alternative remediation technologies;
- Inability to use risk assessment;
- Inadequate infrastructure.

### 3.3 Opportunities

Several opportunities for brownfield redevelopment were identified by the key stakeholders, including several of the priority redevelopment sites profiled in the Development Opportunities Summary Report (September 2006). Several of the key stakeholders also suggested that the City market its recent downtown investments, including the new City Hall. The Welland Recreational Waterway was seen as a key recreational resource to be marketed to attract residential development. In addition to financial incentive programs, the key stakeholders also had suggestions for improvements in other areas:

- Some room for improvement in timelines of City approvals (planning, building, other) although timelines are much improved;
- Expedite planning and building approvals on brownfield sites;
- Need more participation from councilors and staff at brownfield and other Smart Growth seminars and workshops;
- Conduct information seminars in plain language on local brownfield sites for developers, real estate community and the public;
- City should have a brownfield coordinator leading a staff brownfields action team and working with a brownfields advisory group;
- LEED should be introduced into brownfield incentives;
- Provide familiarization tours to real estate agents;
- City should become more aggressive with respect to tax delinquent properties – conduct tax sales, waive back taxes after a failed tax sale where required;
- Investigate possibility of assistance to not-for-profit corporations building affordable housing on brownfield sites;
- Provide developers with a risk analysis model on how to approach brownfield sites.

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### 4.0 GOALS OF THE BROWNFIELD STRATEGY

The main goal of this Strategy is to promote the remediation, rehabilitation, adaptive re-use, redevelopment and overall improvement of brownfield sites throughout the City of Welland.

Other goals of this Strategy for the City of Welland include:

- a) Improve the physical and visual quality of brownfield sites;
- b) Improve environmental health and public safety;
- c) Provide opportunities for housing and other uses in close proximity to Downtown Welland and the Welland Recreational Waterway;
- d) Promote Smart Growth, including the reduction of urban sprawl and its related costs, and energy efficiency through the construction of buildings that meet Leadership in Energy and Environmental Design (LEED) standards;
- e) Retain and increase employment opportunities;
- f) Increase tax assessment and property tax revenues for the City of Welland and the Province of Ontario;
- g) Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment; and,
- h) Utilize public sector investment to leverage significant private sector investment in brownfield remediation, rehabilitation, adaptive re-use, and redevelopment.

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### 5.0 RECOMMENDED COMMUNITY IMPROVEMENT PROJECT AREA

An inventory of 23 potential brownfield properties was identified by the City of Welland. These properties are shown on the map in Appendix B. Most of these properties include operating and non-operating heavy industrial uses. There are also a number of commercial uses, institutional uses and vacant lands. In total, the 23 properties comprise 212 ha (523 acres) with properties ranging in size from 0.3 ha to 72.5 ha.

Based on existing and previous uses of these properties, most of them have a moderate to high potential for contamination. Most of the 23 properties have good redevelopment potential and are in close proximity to the Welland Recreational Waterway. Fourteen of the 23 properties are within 500 metres of the Waterway and all but one of these properties is located within 1 km. of the Waterway. The properties are located as far north as Quaker Road and as far south as Humberstone Road.

While these most easily identifiable brownfield properties in Welland are concentrated in the older areas of the city, near the Welland Recreational Waterway, there is no doubt properties in other parts of the City of Welland are also brownfields. These will include lands with current and former uses such as gasoline stations, dry cleaners, printers, manufacturers, blacksmiths, textile mills, asphalt plants, petroleum storage and automobile wrecking yards. Some of these uses, such as gasoline stations, will be spread across the urban area of the City.

The prevailing trend in municipalities now preparing comprehensive Brownfield Strategies and CIPs is to designate the entire municipality, or at least the entire urban area, as the community improvement project area to which their Brownfield Strategy/CIP will apply. Based on the location of identified and potential brownfield sites in the City of Welland, it is recommended that the entire urban area of the City of Welland, as amended from time to time, as well as those lands included in the Northwest Planning and Servicing Study, be designated as the community improvement project area for the Brownfield CIP. A map identifying lands within the community improvement project area may be included in the CIP for illustrative purposes only and should not form part of the CIP.

Based on the background policy review, key stakeholder input and input from City staff, it is recommended that the same incentive programs be made available to all brownfield sites regardless of location within the Community Improvement Project Area. However, in terms of the City's efforts to market development opportunities to developers and available incentive program funding, priority should be given to the 23 candidate development opportunities in the Development Opportunities Summary Report, and especially the top ten sites for which marketing reports have been prepared.

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### 6.0 INCENTIVE PROGRAMS AND MUNICIPAL ACTIONS

#### 6.1 Revised Planning Policies and Procedures

Based on a review of the existing policies on community improvement and the lack of environmental due diligence policies in the City of Welland Official Plan, this Strategy recommends revised Community Improvement policies and a new policy section for Potentially Contaminated Properties be included in the City of Welland Official Plan. The full details of the recommended policy changes to the Official Plan are contained in Section 7.0 of the Interim Report (August 2006). In addition, it is recommended that the City of Welland adopt an Environmental Due Diligence Procedure to guide its review of planning applications so that the City may limit its liability associated with this activity. Full details of this procedure are contained in Section 8.0 of the Interim Report. These revised planning policies and procedures will provide a solid policy foundation for implementation of the Brownfield CIP.

#### 6.2 Incentive Programs

In order to achieve the brownfield redevelopment goals of this Strategy, the impediments to brownfield redevelopment in Welland must be overcome. The incentive programs contained in this Strategy represent a comprehensive framework containing a tool kit of programs that taken together, are designed to help overcome the impediments to brownfield redevelopment in Welland and achieve the goals outlined in Section 4.0 of this Strategy.

The incentive programs contained in this Strategy can be used individually or together by an applicant, but the total of all grants, loans and tax assistance provided in respect of the particular lands and buildings of an applicant under the programs contained in this Strategy shall not exceed the cost of rehabilitating said lands and buildings. The financial incentive programs in this Strategy are primarily directed at the private sector and are designed to encourage private sector remediation and rehabilitation, adaptive reuse and construction activity on brownfield sites.

This Strategy contains the following incentive programs:

- a) Environmental Site Assessment Grant Program;
- b) Brownfields Tax Assistance Program;
- c) Brownfields Rehabilitation Grant Program;
- d) Brownfields Planning and Building Fees Refund Program<sup>7</sup>; and,
- e) Brownfields Development Charge Exemption Program<sup>7</sup>.

A summary of the recommended incentive programs is shown in Figure 2. Figure 3 displays a typical development scenario on a brownfield site and when the various incentive programs could be utilized.

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<sup>7</sup> This program does not form part of the CIP.

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A basic description of each incentive program including the purpose is provided below. The incentive programs will be augmented and complemented by a proactive Municipal Leadership Strategy, including a Marketing Strategy. A Monitoring Program will monitor implementation progress and program results.

**Figure 2 Summary of Incentive Programs**

<b>Program Name</b>	<b>Program Description</b>
<b>Environmental Site Assessment Grant Program</b>	<ul style="list-style-type: none"> <li>- Grant equivalent to 50% of the cost of an eligible environmental site assessment, remedial action plan or risk assessment.</li> <li>- Maximum grant of \$15,000 per environmental study.</li> <li>- Maximum of 2 studies per property/project.</li> <li>- Maximum total grant of \$25,000 per property/project.</li> </ul>
<b>Brownfields Tax Assistance Program</b>	<ul style="list-style-type: none"> <li>- Cancellation of the municipal property tax increase for up to 5 years.</li> <li>- Cancellation of the education property tax increase for up to 3 years<sup>8</sup>.</li> </ul>
<b>Brownfields Rehabilitation Grant Program</b>	<ul style="list-style-type: none"> <li>- Grant equivalent to up to 90% of the municipal property tax increase created by the project for up to 10 years after project completion.</li> <li>- Grant level is dependant on Leadership in Energy and Environmental Design (LEED) standard achieved (No Certification, Certified, Silver, Gold, or Platinum).</li> </ul>
<b>Brownfields Planning and Building Fees Refund Program<sup>9</sup></b>	<ul style="list-style-type: none"> <li>- Refund of 100% of:               <ul style="list-style-type: none"> <li>a) all planning applications fees;</li> <li>b) demolition permit fee.</li> </ul> </li> <li>- Refund of up to 100% of building permit fee dependant on LEED standard achieved.</li> </ul>
<b>Brownfields Development Charge Exemption Program<sup>9</sup></b>	<ul style="list-style-type: none"> <li>- Up to 100% reduction of development charge payable dependant on cost of environmental remediation, incorporation of Smart Growth principles and LEED standard achieved.</li> </ul>

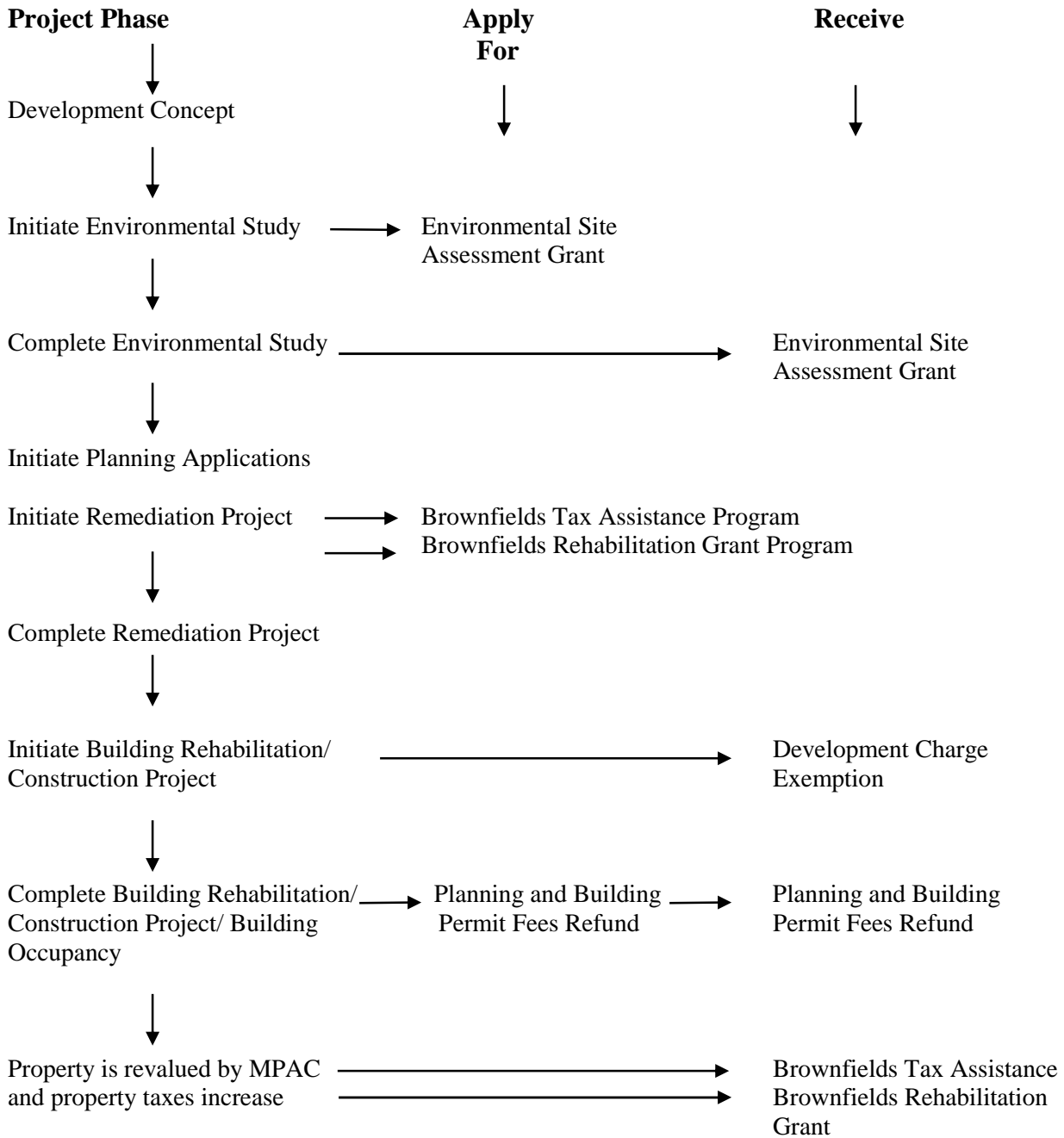
<sup>8</sup> Generally, matching education property tax assistance will last for a maximum of three years. Extensions are subject to the approval of the Minister of Finance.

<sup>9</sup> Note that this program does not form part of the CIP.

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**Figure 3 Incentive Program Utilization on a Brownfield Redevelopment Project**





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### 6.2.1 Environmental Site Assessment (ESA) Grant Program

#### 6.2.1.1 Purpose

The purpose of the Environmental Site Assessment (ESA) Grant Program is to promote the undertaking of environmental studies so that more and better information is available with respect to the type of contamination and potential remediation costs on brownfield properties.

#### 6.2.1.2 Description

A Phase I Environmental Site Assessment (ESA) has become a standard requirement of most financial institutions. A Phase I ESA does not provide detailed information with respect to the type of contamination and cost of remediation. Therefore, Phase I ESA's are not eligible for funding under this program. To be eligible to apply for the Environmental Site Assessment Grant Program, a Phase I ESA must have been completed on the property and must show that the property is suspected of environmental contamination.

The ESA Grant Program will provide a matching grant of 50% of the cost of an eligible environmental study to a maximum grant of:

- a) \$15,000 per study;
- b) two studies per property/project; and,
- c) \$25,000 per property/project.

Eligible environmental studies include a Phase II ESA, Remedial Work Plan, and a Risk Assessment. Environmental site assessment grants will only be offered on eligible properties where there is potential for rehabilitation and/or redevelopment of the property.

Review and evaluation of an application and supporting materials against program eligibility requirements will be done by City staff and a decision on the grant application will be made by City staff. Applications will be processed and approved on a first come, first serve basis, subject to availability of funding as approved by Council, with a higher priority being placed on applications for sites where planning approvals are not required or sites where planning applications have been submitted.

Grants approved under this program would be provided to applicants following submission to the City for review of the final completed study with the original invoice, indicating that the study consultants have been paid in full. The grant will be paid on the lesser of a cost estimate provided by the qualified person (consultant) conducting the study or the actual cost of the study. The grant may be reduced or cancelled if the study is not completed, not completed as approved, or if the consultant(s) that conducted the study are not paid. The applicant will agree to provide the City with permission to notify any other subsequent project proponents of the existence of an environmental study or studies.

It is recommended that this program be offered for an initial period of approximately five (5) years, after which the program be evaluated, with the option to extend the program for up to another five (5) years, subject to the availability of funding as approved by Council.

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### 6.2.2 Brownfields Tax Assistance Program

#### 6.2.2.1 Purpose

The purpose of the Brownfields Tax Assistance Program (TAP) is to encourage the remediation and rehabilitation of brownfield sites by providing a cancellation of part or all of the property tax increase on a property that is undergoing or has undergone remediation and development to assist with payments of the cost of environmental remediation. This program applies only to properties requiring environmental remediation and/or risk assessment/management.

#### 6.2.2.2 Description

The legislative authority for the Brownfields TAP is established under Sections 365.1 (2) and (3) of the *Municipal Act, 2001* which allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of cancellation of all or part of the taxes levied on that property for municipal (City and Region) and education purposes during the “rehabilitation period” (maximum 18 months from the date tax assistance begins) and the “development period” of the property, as defined in Section 365.1 of the *Municipal Act, 2001*.

Matching education property tax assistance for eligible properties under the provincial Brownfields Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Ministry of Finance, is subject to approval of the Minister of Finance on a case by case basis.

An “eligible property” for the Brownfields TAP is a property within the community improvement project area where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) to be filed in the Environmental Site Registry.

“Eligible costs” for the Brownfields TAP are the costs of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) to be filed in the Environmental Site Registry under Section 168.4 of the *Environmental Protection Act*. This includes the cost of:

- i) a Phase II ESA, Remedial Work Plan, and Risk Assessment not covered by the ESA Grant Program;
- ii) environmental remediation, including the cost of preparing a RSC;
- iii) placing clean fill and grading;
- iv) installing environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment;
- v) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment;
- vi) environmental insurance premiums.

In no case will the total amount of tax assistance provided under the Brownfields TAP exceed the total of these eligible costs.

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The municipal property tax assistance provided will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,
- b) after five (5) years, whichever comes first.

The matching education property tax assistance will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,
- b) after such time period as is approved by the Minister of Finance<sup>10</sup>, whichever comes first.

As part of the tax assistance provided to the applicant, the City of Welland may also seek participation from the Regional Municipality of Niagara (Region) in order to provide for a cancellation of part or all of the municipal (City and Region) property tax increase. The matching Regional portion of the property tax increase to be cancelled is subject to approval by Regional Council. The tax assistance provided by the Region may be delivered differently than the tax assistance provided by the City and may be subject to additional conditions. The matching education portion of the property tax increase to be cancelled is subject to approval by the Minister of Finance, may be provided on a different schedule from the tax assistance provided by the City and the Region, and may be subject to additional conditions.

Any property approved for tax assistance will be subject to passing of a by-law by the City that authorizes the provision of the tax assistance. This by-law will contain conditions required by the City as well as conditions required by the Region and the Minister of Finance. In order for the by-law to apply to Regional taxes, before it is passed by the City, the City must supply a copy of the proposed by-law to Regional Council. Regional Council must by resolution agree that the by-law will also provide for a matching equivalent cancellation of the Regional property tax increase for up to 5 years. In order for the by-law to apply to education property taxes, before it is passed by the City, the by-law must be approved in writing by the Minister of Finance.

Applications will be processed on a first come, first serve basis, subject to a higher priority being placed on sites where planning applications have already been approved. Review and evaluation of an application and supporting materials against program requirements will be completed by City staff who will then make a recommendation to City Council or Council's designate. The application is subject to approval by City Council or Council's designate. As a condition of approval of an application for Brownfields Tax Assistance, the property owner must enter into an agreement with the City. This Agreement will specify the terms, duration and default provisions of the tax assistance. This Agreement is also subject to approval by City Council or Council's designate.

It is recommended that this program be offered for an initial period of approximately five (5) years, after which the program be evaluated, with the option to extend the program for up to another five (5) years, subject to the availability of funding as approved by Council and the Minister of Finance.

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<sup>10</sup> Generally, matching education property tax assistance will last for a maximum of three (3) years. Extensions are subject to the approval of the Minister of Finance.

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### 6.2.3 Brownfields Rehabilitation Grant Program

#### 6.2.3.1 Purpose

The purpose of the Brownfields Rehabilitation Grant Program is to encourage the remediation, rehabilitation and adaptive re-use of brownfield sites by providing grants to help pay for additional rehabilitation costs normally associated with brownfield sites.

#### 6.2.3.2 Description

The Rehabilitation Grant Program will provide a financial incentive in the form of an annual grant for up to ten (10) years to help offset the cost of remediating and rehabilitating eligible brownfield properties only where that rehabilitation results in an increase in assessment value and property taxes on these properties. An application can be made for the Rehabilitation Grant Program or the Property Tax Assistance Program, or both programs together. The annual grant available under the Rehabilitation Grant Program can be paid only once final building inspection has taken place, reassessment of the property has taken place, and the property owner has paid the property taxes in full for the year in which the grant is to be provided. If an application for both the Rehabilitation Grant Program and the Property Tax Assistance Program has been approved, the annual grant available under the Rehabilitation Grant Program will begin when the benefits of the Property Tax Assistance Program end.

“Eligible costs” for the Rehabilitation Grant Program include the costs of:

- a) a Phase II ESA, Remedial Work Plan, and Risk Assessment not covered by the Environmental Site Assessment Grant Program or the Brownfields TAP;
- b) environmental remediation, including the costs of preparing a RSC, not covered by the Brownfields TAP;
- c) placing clean fill and grading not covered by the Brownfields TAP;
- d) installing environmental and/or engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment, not covered by the Brownfields TAP;
- e) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment, not covered by the Brownfields TAP;
- f) environmental insurance premiums not covered by the Brownfields TAP;
- g) the following Leadership in Energy and Environmental Design (LEED) Program Components:
  - i) base plan review by a certified LEED consultant;
  - ii) preparing new working drawings to the LEED standard;
  - iii) submitting and administering the constructed element testing and certification used to determine the LEED designation;
  - iv) increase in material/construction cost of LEED components over standard building code requirements;
- h) demolishing buildings;
- i) building rehabilitation and retrofit works;
- j) upgrading on-site infrastructure including water services, sanitary sewers and stormwater management facilities;

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- k) constructing/upgrading off-site infrastructure including roads, water services, sanitary sewers, stormwater management facilities, electrical and gas utilities, where this is required to permit remediation, rehabilitation and/or adaptive reuse of the property that is subject of the application.

In no case will the total amount of the grant provided under the Brownfields Rehabilitation Grant Program exceed the total of these eligible costs.

The annual grant available under the Brownfields Rehabilitation Grant Program will be offered as a tax-increment based grant on a “pay-as-you go” basis. The applicant will initially pay for the entire costs of remediation and rehabilitation. When the City receives the incremental property taxes that result from the rehabilitation project, the City will reimburse the applicant in the form of an annual grant equivalent to a percentage of the increase in municipal taxes that results from the project for a period of up to ten years, or up to the time when total grant payments equal total eligible costs, whichever comes first.

In order to incorporate the principles of Smart Growth into the Rehabilitation Grant Program, the percentage of the municipal tax increase that will be used to calculate the grant varies by year and level of LEED certification according to Figure 4 below.

**Figure 4 Brownfields Rehabilitation Grant Level**

Year	No LEED Certification	LEED Certification	LEED Silver	LEED Gold	LEED Platinum
1	70%	80%	80%	80%	90%
2	60%	80%	80%	80%	90%
3	60%	70%	70%	80%	90%
4	50%	70%	70%	80%	90%
5	50%	60%	70%	80%	90%
6	50%	60%	70%	80%	90%
7	40%	50%	60%	80%	90%
8	30%	50%	60%	80%	90%
9	20%	40%	60%	80%	90%
10	20%	30%	60%	80%	90%
<b>TOTAL</b>	<b>450</b>	<b>590</b>	<b>680</b>	<b>800</b>	<b>900</b>

In order to avoid double dipping between the Property Rehabilitation and Redevelopment Tax-Increment Grant Program available under the Downtown Welland CIP and the Brownfields Rehabilitation Grant Program available under this CIP, application can be made for only one of these grant programs, per property, site or project.

Applications will be processed and approved on a first come, first serve basis, subject to availability of funding as approved by Council. Review and evaluation of an application and supporting materials against program eligibility requirements will be done by City staff whom will then make a recommendation to City Council or Council’s designate. The application is subject to approval by City Council or Council’s designate. As a condition of approval of an application for a Brownfields Rehabilitation Grant, the applicant must enter into an agreement with the City. This Agreement will

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specify the terms, duration and default provisions of the grant. This Agreement is also subject to approval by City Council or Council's designate.

The amount of municipal (City and Region) taxes ("base rate") will be determined before commencement of the project. The increase in the municipal portion of real property taxes (or "municipal tax increment") will be calculated as the difference between the base rate and the amount of municipal (City and Region) taxes levied as a result of re-valuation by the Municipal Property Assessment Corporation (MPAC) following project completion. The amount of the grant will be recalculated every year based on the municipal tax increment every year. It is recommended that this program be offered for a period of ten (10) years, subject to the availability of funding as approved by City Council.

### 6.2.4 Brownfields Planning and Building Fees Refund Program

#### 6.2.4.1 Purpose

The purpose of the Brownfields Planning and Building Fees Refund Program is to provide an additional incentive to augment the other brownfield redevelopment programs in Welland and to facilitate and spur adaptive re-use and new construction activity.

#### 6.2.4.2 Description

The Brownfields Planning and Building Fees Refund Program can be implemented outside the Brownfields CIP via Section 69 of the *Planning Act* for planning application fees and via a City by-law relating to fees and charges as provided for under the *Municipal Act, 2001* for the demolition and building permit fees. Alternatively the Brownfields Planning and Building Fees Refund Program could be implemented within the Brownfields CIP as a Grant program.

The City of Welland currently offers a Refund of Local Planning and Building Fees Program in its Downtown CIP. Therefore, this Strategy assumes that the City of Welland has already made or will make the necessary amendments to its fees schedules and by-law in order to permit implementation of the Brownfields Planning and Building Fees Refund Program outside of the Brownfields CIP. Therefore, the Brownfields Planning and Building Fees Refund Program will not form part of the CIP.

An "eligible property" for the Brownfields Planning and Building Fees Refund Program is a property within the community improvement project area:

- a) where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) to be filed in the Environmental Site Registry;
- b) that has been approved for the Brownfields TAP and/or has been approved for the Brownfields Rehabilitation Grant Program including one or more of the eligible costs under 6.2.3.2 b), d)-g).

The Brownfields Planning and Building Fees Refund Program will provide a refund of planning and building permit application fees for eligible properties according to the following schedule:

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- a) 100% of fees for all planning applications;
- b) 100% of the demolition permit fee;
- c)
  - i) 50% of the building permit fee if no LEED Certification;
  - ii) 65% of the building permit fee if LEED Certified;
  - iii) 75% of the building permit fee if LEED Silver;
  - iv) 90% of the building permit fee if LEED Gold;
  - v) 100% of the building permit fee if LEED Platinum.

Council may revise this schedule at any time to reduce any of the fee refund rates or eligible application types without amendment to the Brownfields CIP.

The City will require payment of all applicable planning and building fees at the application stage. Upon final inspection of the completed and substantially occupied project any current or previous owner of an eligible property may apply for a refund of planning and building permit fees that they have paid to the City. In order to receive a refund of fees paid, the applicant must provide copies of receipts for fees paid.

This program does not apply to required professional studies, performance securities, or costs incurred by the applicant in relation to an appeal to the Ontario Municipal Board.

It is recommended that this program be offered for an initial period of approximately five (5) years, after which the program be evaluated, with the option to extend the program for up to another five (5) years, subject to the availability of funding as approved by Council.

### **6.2.5 Brownfields Development Charge Exemption Program**

#### **6.2.5.1 Purpose**

The purpose of the Brownfields Development Charge Exemption Program is to promote brownfield redevelopment and Smart Growth on brownfield sites by providing a major economic catalyst in the form of an upfront reduction of the often large development charges that must be paid when a brownfield property is redeveloped.

#### **6.2.5.2 Description**

Most of the potential brownfield properties in the Community Improvement Project Area are already serviced with adequate water and sewer services and roads. Large scale redevelopment of brownfield sites may result in incremental increases in demand for both hard and soft services. However, it is recognized that the costs to provide these incremental services will be substantially lower than to provide new infrastructure and other services to greenfield areas. Therefore, there is a financial rationale for a lower development charge for brownfield redevelopment in the Community Improvement Project Area.

The exemption of development charges has been shown to be a major incentive to promote brownfield redevelopment in other municipalities. The City of Welland currently only charges development charges for residential development. In an effort to promote new residential and commercial

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development in downtowns, built-up urban areas, and brownfield areas, the Region passed a development charge waiver/exemption program in 2002 (Regional Report CSD 151-2002/DPD 131-2002). This was followed in 2003 with a report that outlined the administrative procedures for implementation of the development charge waiver/exemption program (Regional Report CSD 39-2003/DPD 48-2003).

The Region's Development Charge Waiver/Exemption Program exempts a development from 75% of the Regional development charge if it is in a downtown, surrounding built-up urban area or brownfield area. Up to an additional 25% development charge exemption is provided depending on the inclusion of Smart Growth principles into the proposed development. Eligibility for the regional development charge exemption is determined by a Regional Development Charges Task Force.

While the exemption of local municipal development charges is not required by the Region as a condition of the Regional program, it is encouraged by the Region. Combined with the Regional development charge exemption, an exemption for City development charges on brownfield sites will likely prove to be a significant upfront financial incentive to brownfield developers.

The proposed Brownfields Development Charge Exemption Program outlined below will require that changes to the City's Development Charges By-law be implemented. Therefore, implementation of this Program does not fall within the parameters of Section 28 of the *Planning Act* and the Brownfields Development Charge Exemption Program will not form part of the Brownfields CIP. The Brownfields Development Charge Exemption Program will be forwarded to Council as a separate recommendation and implementing by-law.

The Brownfields Development Charge Exemption Program will provide a financial incentive in the form of a reduction of development charges payable equal to the cost of environmental remediation (Items a) – f) in Section 6.2.3.2 of this Strategy) approved under the Brownfields Rehabilitation Grant Program. This reduction of development will equal up to 75% of the City development charge payable with respect to development on a brownfield site. The applicant with an approved application and agreement for a property under the Brownfields Rehabilitation Grant Program will have the option of applying said costs of environmental remediation against the development charges payable for that property (after any demolition charge credits are applied). If the applicant chooses to exercise this option, the costs of remediation applied against the development charges payable (development charges exempted) will be deducted from the Brownfields Rehabilitation Grant to be paid.

Up to an additional 25% City development charge reduction will be provided depending on the LEED standard achieved and inclusion of Smart Growth principles into the proposed development utilizing the same eligibility requirements as the Region. An applicant may receive both the City of Welland's Development Charge Exemption and the Region's Development Charge Exemption Program.

The Development Charge Exemption Program is not an application based program. Therefore, an application for a development charge exemption at the time of building permit application will not be required. The development charge exemption will be applied at the time development charges are normally paid, i.e., building permit.



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It is recommended that this program be offered for an initial period of approximately five (5) years, after which the program be evaluated, with the option to extend the program for up to another five (5) years, subject to the availability of funding as approved by Council.

### 6.3 Municipal Leadership Strategy

#### 6.3.1 Purpose

The purpose of the Municipal Leadership Strategy is to establish a framework for the City to:

- a) provide better support and leadership on brownfield redevelopment projects;
- b) communicate to the development and business community the brownfield redevelopment opportunities in Welland and the incentive programs available under the Brownfield CIP; and,
- c) improve the image of Welland.

#### 6.3.2 Municipal Actions

The public sector actions contained in the Municipal Leadership Strategy are designed to act as catalysts to leverage private sector investment on brownfield sites.

As per Sections 28(3) and 28(6) of the *Planning Act*, once a Community Improvement Project Area has been designated and a CIP is approved, a municipality may:

- a) acquire, hold, clear, grade or otherwise prepare land for community improvement;
- b) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan; and,
- c) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan.

Therefore, the City of Welland may engage in any of these activities as part of its Brownfields Municipal Leadership Strategy in order to promote the undertaking of targeted projects that are identified and approved by the City.

The Municipal Leadership Strategy includes a general program of municipal property acquisition, investment and involvement in pilot projects with the private sector to remediate and rehabilitate brownfield sites in Welland. Pilot projects can showcase the use of innovative tools such as alternative approaches to site remediation and risk management, new environmental remediation technologies, the use of environmental insurance, and/or energy efficient building technologies. The City may also issue Requests for Proposals (RFP's) on City owned brownfield sites, failed tax sale properties, and/or participate in public/private partnerships to clean up and redevelop publicly and privately owned brownfield sites.

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It is recommended that the Municipal Leadership Strategy be funded from part or all of the tax increment that is retained by the City as a result of properties participating in the Brownfields Rehabilitation Grant Program, and any initial seed funding as allocated by Council. The City can then use these funds to:

- a) conduct environmental site assessments on municipally-owned properties that are potentially contaminated;
- b) conduct environmental site assessments on properties controlled or acquired through the tax arrears sales process and conduct requests for proposals (RFPs) on failed tax sale brownfield properties;
- c) remediate, rehabilitate, reuse and improve municipally owned brownfield properties, including undertaking or participating in pilot projects to showcase innovative remediation approaches and technologies, the use of tools such as environmental insurance, and innovative energy efficiency technologies;
- d) acquire and remediate, rehabilitate, reuse and improve key privately-owned brownfield sites;
- e) fund brownfield pilot projects (public-private partnerships) to remediate, rehabilitate, reuse and improve redevelop privately and publicly owned brownfield properties;
- f) educate and inform the public about the importance of brownfield redevelopment; and,
- g) implement a Marketing Strategy to regularly market the City's incentive programs and brownfield redevelopment opportunities available in Welland to brownfield market makers such as property owners, developers, potential end users, and support professionals in the City, Region and outside the Region of Niagara.

Any initial seed funding and part or all of the tax increment that is retained by the City as a result of properties participating in the Rehabilitation Grant Program should be placed into a Municipal Leadership Strategy Account. This account will function as a revolving fund. The allocation of the tax increment to the Municipal Leadership Strategy Account will end when the Brownfields Rehabilitation Grant Program ends, or earlier as determined by Council. At that time, the City may return funds remaining in the Municipal Leadership Strategy Account to general revenues or continue to utilize these funds for leadership activities until the Municipal Leadership Strategy Account is exhausted.

The Municipal Leadership Strategy will also provide funding to allow the City to access brownfield feasibility study and remediation funding available from the Federation of Canadian Municipalities (FCM) Green Municipal Funds (GMF). Any municipal government in Canada or its private or public sector partners can apply for funding from the GMF. The City was successful in obtaining a grant from FCM for the preparation of this Strategy and the Brownfield CIP. An appropriately funded Municipal Leadership Strategy will allow the City the financial means to leverage FCM funding to help implement this Strategy and the CIP.

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It is also recommended that the City establish a single point of contact (brownfield coordinator role) for brownfield information and financial incentives on brownfield sites. The role of this coordinator will be to administer applications for the financial incentive applications, coordinate financial incentive applications with planning applications, and provide guidance and advice to developers and their support professionals involved in brownfield redevelopment. The coordinator should also take on the role of facilitator with respect to brownfield redevelopment when there are planning and/or environmental regulatory issues. This should include acting as a facilitator with the MOE on regulatory approvals and expediting City planning and environmental approvals.

### 6.3.2.1 Guideline for Identifying Priority Brownfield Sites and Projects

When identifying and evaluating sites for acquisition, partnering or any of the other municipal leadership actions described in this Strategy, the City should be strategic in its approach. Therefore, it is recommended that the City utilize the following criteria when evaluating and selecting sites and projects for purposes of the Municipal Leadership Strategy:

- a) The site has a good or excellent location with high visibility and proximity to major transportation routes and the Welland Recreational Waterway;
- b) The site is commercially viable and marketable;
- c) The site is a “stigmatized” site, the cleanup and redevelopment of which will likely act as a catalyst for community improvement of the neighbourhood or employment area in which the site is located;
- d) The site is designated under the Ontario Heritage Act or exhibits significant heritage and architectural characteristics;
- e) The site is also in the Downtown Community Improvement Project Area;
- f) The site is surrounded in whole or in part by residential or other sensitive land uses;
- g) The site is surrounded in whole or in part by residential or other sensitive land uses;
- h) The site could be a “destination” site drawing large numbers of visitors/shoppers/diners and this would promote additional revitalization in the area where the site is located;
- i) The proposed project will result in the leveraging of significant private sector investment resulting in a significant increase in property tax revenues, employment and/or residential opportunities;
- j) The proposed project will showcase innovative remediation approaches, technologies, risk assessment approaches and/or Smart Growth design/building principles such as LEED building standards.

Note that a site or project does not need to meet all of these criteria to be considered eligible for acquisition, partnering or any of the other municipal leadership actions described in this Strategy.

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### 6.3.3 Marketing Strategy

#### 6.3.3.1 Purpose

It is important to the successful implementation of this Strategy and the CIP that the City's incentive programs and the brownfield redevelopment opportunities available in Welland be effectively communicated to property owners, developers, potential end users, and support professionals both within and outside the city. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the City's brownfield redevelopment incentive programs and publicly and privately owned brownfield redevelopment opportunities in order to help implement the Brownfields Redevelopment Strategy. The Marketing Strategy should also help overcome any negative image that some developers and investors may have of Welland. Therefore, the City should implement a comprehensive Marketing Strategy to:

- a) market its brownfield redevelopment programs and brownfield redevelopment opportunities;
- b) provide information on obtaining assistance and advice from the City;
- c) educate the public and other stakeholders on environmental site assessment and remediation processes; and,
- d) improve the image of Welland as a place to invest, do business and develop land and buildings.

#### 6.3.3.2 Target Audiences

The Marketing Strategy should be targeted to:

- a) Brownfield market makers, i.e., the key stakeholders who cause brownfield properties to be transacted, remediated and rehabilitated, including:
  - i) owners/managers of brownfield properties in Welland;
  - ii) potential developers of brownfield properties; and,
  - iii) potential end users;
- b) Support professionals, including:
  - i) lending institutions such as banks and trust companies;
  - ii) real estate professionals and organizations;
  - iii) environmental consultants and contractors;
  - iv) legal services industry;
  - v) planning consultants and architects;
- c) The general public, in order to enhance support for the Strategy and site-specific brownfield redevelopment projects;

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### 6.3.3.3 Marketing Tools

The marketing of the Brownfield Redevelopment Strategy should be a comprehensive multi-media program containing information, education and advertising components. The following key tools are recommended to implement the Marketing Strategy:

- a) Publications
  - i) A brochure containing pertinent points (as updated) from the Welland Brownfields Redevelopment Community Information Package and a description of the financial incentive programs available from the City, including general program requirements and how to apply;
  - ii) The Marketing Reports for the Top Ten Sites should be distributed to developers and investors (where the property owners agree). These Marketing Reports should be updated as required;
  - iii) The brownfield incentive programs and brownfield redevelopment success stories should be profiled in planning and economic development publications, newsletters and other publications published by the City of Welland;
  - iv) Applications for the incentive programs should be accompanied by Program Guides that provide a description of “how to apply” for the programs.
- b) Web Site Materials
  - i) The web page should be enhanced via the addition of the aforementioned brochure in pdf. format;
  - ii) The Marketing Reports for the Top Ten Sites should be added to the searchable commercial real estate listings on the web site data (where the property owners agree).
- c) Presentations to Brownfield Stakeholders and Support Professionals
  - i) Business development and planning staff should make periodic presentations on the Brownfield Strategy/CIP, available incentives programs, and brownfield success stories to industry groups such as the development community, real estate, environmental and planning consulting, finance, insurance and legal professionals. This direct face-to-face marketing tool is a very important component of the Marketing Strategy.
- d) Attendance at Brownfield Conferences

City staff should attend brownfield conferences in Canada and the United States in order to proactively market the City’s brownfield redevelopment programs and opportunities utilizing the above-noted publications and materials.

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### e) Media Releases

Press releases and profiles of successful brownfield redevelopment projects and initiatives should be sent to local and outside media.

### 6.3.3.4 Key Messages

The following are the key messages that should be integrated into the above-noted publications, web site materials, presentations and media releases:

- a) Brownfields are vacant or underutilized sites that may have real or perceived contamination problems;
- b) The impediments to brownfield redevelopment can be overcome by the use of innovative approaches to planning, remediation and the use of now available financial incentives;
- c) The cleaning up and rehabilitation of brownfields results in improvements in environmental quality, human health and economic growth;
- d) Brownfields represent a significant economic and development opportunity in Welland with most brownfield redevelopment opportunities located in close proximity to the Welland Recreational Waterway and the Downtown;
- e) Brownfield redevelopment is Smart Growth because it efficiently uses existing services and reduces urban sprawl into prime agricultural areas and its associated costs. Brownfield redevelopment will help the City of Welland and the Region of Niagara to achieve its growth management goals;
- f) Brownfield reinvestment brings economic activity to derelict and underused sites. It generates employment and increased property tax revenues for the City of Welland and the Region of Niagara;
- g) Brownfield redevelopment can revitalize blighted residential neighbourhoods and employment areas, resulting in an enhanced quality of life for the residents of Welland;
- h) The City of Welland is being proactive in encouraging reinvestment in brownfield sites by implementing brownfield supportive planning policies, offering financial incentives, implementing a municipal leadership strategy and working with developers of brownfield sites to expedite the development approvals process on these sites;
- i) The City wants to find new opportunities and partnerships to deal with brownfields and the City is looking for interest from all types of developers and entrepreneurs (big and small).

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### 7.0 MONITORING PROGRAM

#### 7.1 Purpose

The purpose of the Monitoring Program is to monitor the performance and impact of the incentive programs and the Municipal Leadership Strategy and to utilize this information to make adjustments to the incentive programs and the Municipal Leadership Strategy in order to help ensure that the goals of the Brownfields Redevelopment Strategy are successfully accomplished.

#### 7.2 Description

Figure 5 presents a list of the variables that should be monitored by the City of Welland on an individual project and aggregate basis for the incentive programs and the Municipal Leadership Strategy. As well, the feedback received from users of the financial incentive programs should also be considered. It is important that the results of the monitoring program be utilized to help ensure that the incentive programs and the Municipal Leadership Strategy be effective for both small and large brownfield projects.

From a Smart Growth perspective, the City should attempt to monitor the results of the programs in Figure 5 in terms of environmental, financial and social benefits. For example, it is important to highlight environmental and health threats that are removed through the remediation and risk management of contaminated sites. The increase in long-term property tax revenues from a brownfield redevelopment project can be compared to the total municipal financial incentive provided to the project to determine which projects are providing the highest return on investment. The cost savings associated with not having to extend public services into greenfield areas could be monitored. Increases in use of public transit and improvements in property values and social conditions in neighbourhoods where brownfield redevelopment projects are taking place should also be monitored.

Progress on implementation and the empirical results of the incentive programs and the Municipal Leadership Strategy should be reported on a regular basis (at least annually) to City Council. These monitoring results should also be used to recommend any adjustments that should be made to the terms and requirements of the financial incentive programs in order to improve these programs.

**Figure 5 Variables to be Monitored**

<b>Program</b>	<b>Variable</b>
Environmental Site Assessment Grant Program	<ul style="list-style-type: none"> <li>- Number of applications</li> <li>- Type of ESA (Phase II, Remedial Work Plan, or Risk Assessment)</li> <li>- Cost of study</li> <li>- Amount of Environmental Study Grant</li> <li>- Number of Environmental Study Grant Applications leading to Tax Assistance, Rehabilitation Grant Applications and/or actual environmental remediation and rehabilitation projects</li> </ul>
Brownfields Tax Assistance Program	<ul style="list-style-type: none"> <li>- Number of applications</li> <li>- Increase in assessed value of participating properties</li> <li>- Estimated and actual amount of municipal and education tax assistance provided</li> </ul>

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	<ul style="list-style-type: none"> <li>- Hectares/acres of land remediated and redeveloped</li> <li>- Industrial/commercial space (sq.ft.) rehabilitated or constructed</li> <li>- Residential units/sq.ft. rehabilitated or constructed</li> <li>- \$ Value of private sector investment leveraged</li> <li>- Jobs created/maintained</li> <li>- Number of program defaults</li> </ul>
Brownfields Rehabilitation Grant Program	<ul style="list-style-type: none"> <li>- Number of applications</li> <li>- Increase in assessed value of participating properties</li> <li>- Increase in municipal and education property taxes of participating properties</li> <li>- Estimated and actual amount of tax increment financing grants provided</li> <li>- Hectares/acres of land remediated and redeveloped</li> <li>- Industrial/commercial space (sq.ft.) rehabilitated or constructed</li> <li>- Residential units/sq.ft. rehabilitated or constructed</li> <li>- \$ Value of private sector investment leveraged</li> <li>- Jobs created/maintained</li> <li>- Number of program defaults</li> </ul>
Planning and Building Fees Refund Program	<ul style="list-style-type: none"> <li>- Number, type and \$ value of planning application fees refunded</li> <li>- Number and \$ value of demolition and building permit fees refunded</li> <li>- Industrial/commercial space (sq.ft.) rehabilitated or constructed</li> <li>- Residential units/sq.ft. rehabilitated or constructed</li> <li>- \$ Value of building permit fees paid</li> <li>- \$ Value of building permits issued</li> </ul>
Brownfields Development Charge Exemption Program	<ul style="list-style-type: none"> <li>- Amount of Development Charges Waived</li> <li>- Increase in assessed value of participating properties</li> <li>- Increase in municipal and education property taxes of participating properties</li> <li>- Hectares/acres of land remediated and redeveloped</li> <li>- Industrial/commercial space (sq.ft.) constructed</li> <li>- Residential units/sq.ft. constructed</li> <li>- \$ Value of private sector investment leveraged</li> <li>- Jobs created/maintained</li> </ul>
Municipal Leadership Strategy	<ul style="list-style-type: none"> <li>- Funding amount by project type and purpose</li> <li>- Amount of other government funding leveraged</li> <li>- Increase in municipal and education property taxes of participating properties</li> <li>- Estimated and actual amount of tax increment financing grants provided</li> <li>- Hectares/acres of land remediated and redeveloped</li> <li>- Industrial/commercial space (sq.ft.) rehabilitated or constructed</li> <li>- Residential units/sq.ft. rehabilitated or constructed</li> <li>- \$ Value of private sector investment leveraged</li> <li>- Jobs created/maintained</li> <li>- Number of program defaults</li> </ul>



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### 8.0 REFERENCES

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**APPENDIX A**

**Key Stakeholder Questionnaire**

# Welland Brownfield Strategy/Community Improvement Plan General Brownfield Strategy

December 7<sup>th</sup>, 2005

Mr./Mrs. John Smith  
Director  
ABC Company  
150 Laurier Ave. W., Suite 500  
Welland, ON  
K1P 5J4

Dear Mr./Mrs. Smith

**RE: City of Welland Brownfield Strategy/Community Improvement Plan – Stakeholder Consultation**

This letter follows up on our letter of November 21, 2005 inviting you as a key stakeholder to participate in an interview with a member of our Consulting Team. The main goal of the interview is to give you an opportunity to provide us with your perspective on the impediments to brownfield redevelopment and the actions that are required to further promote brownfield redevelopment in Welland.

Interviews will be held on December 13<sup>th</sup> and December 15<sup>th</sup>. You have the option of being interviewed in person here at City Hall or by telephone. It is anticipated that no more than an hour of your time will be required for the interview. Your participation at this critical point in the process will be invaluable as we move forward with the completion of the Brownfield Strategy/CIP.

Attached you will find a questionnaire which will help to guide your discussions with our consultant during your interview. We would kindly ask you to review the questionnaire before your interview. You do not have to fill out this entire questionnaire, but we would ask you to complete Section C of the questionnaire. Also, please feel free to complete and bring the questionnaire with you to the interview if you feel it would be helpful.

All of the information you provide during your interview will be kept in the strictest of confidence, and no responding individual, corporation or legal entity will be mentioned in the consultant's report. All information provided during and after the interviews will be reported in aggregate. Accurate, candid and up-to-date information from you regarding your experiences will have a very positive impact on the quality of the City's Brownfield Strategy and CIP, and ultimately on the environment within which brownfield redevelopment takes place in Welland.

If you should have any questions prior to the interview, please feel free to contact Rose Di Felice, Community Planner, at (905) 735-1700 x2246, or Luciano Piccioni, President of RCI Consulting at 905-545-1899 or via e-mail at [bfguy@cogeco.ca](mailto:bfguy@cogeco.ca)

Yours truly,  
Donald B. Thorpe,  
General Manager,

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**RCI Consulting**

# Welland Brownfield Strategy/Community Improvement Plan General Brownfield Strategy

Planning & Development Services

# Welland Brownfield Strategy/Community Improvement Plan General Brownfield Strategy



## Stakeholder Consultation Questions Brownfield Redevelopment in Welland

### A. Impediments

Based on your experience in the brownfield industry, we would like to know what you feel are the impediments to the redevelopment of brownfield sites in Welland.

#### Questions

1. What do you feel are the impediments to brownfield sites being remediated and developed in Welland? (Simply list the impediments below in point form)

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2. If possible, please give one or more examples of how and when the impediments you listed above delayed or prevented the redevelopment of one or more brownfield sites in Welland OR how these impediments were overcome to permit the redevelopment of one or more brownfield sites in Welland.

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# Welland Brownfield Strategy/Community Improvement Plan General Brownfield Strategy

3. Which of the impediments to brownfield redevelopment that you listed above in 1) do you feel have been partially or completely overcome in the last several years? How have these impediments been overcome?

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4. What new impediments to the redevelopment of brownfields in Welland have emerged as particularly significant in the last several years?

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**Welland Brownfield Strategy/Community Improvement Plan  
General Brownfield Strategy**

# Welland Brownfield Strategy/Community Improvement Plan

## General Brownfield Strategy

### B. Improvements

Based on your experience with brownfields, we would like to know what improvements could be made in several areas to facilitate the redevelopment of brownfields in Welland.

5. Do you feel that improvements could be made to provincial legislation and/or federal legislation to facilitate the redevelopment of brownfields in Welland?  
 Yes       No

If you answered “Yes”, what type of improvements would be helpful?

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6. Do you feel that improvements could be made to provincial regulations/cleanup standards or the Ministry of Environment regulatory approvals process to facilitate the redevelopment of brownfields in Welland?  Yes       No

If you answered “Yes”, what type of improvements would be helpful?

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# Welland Brownfield Strategy/Community Improvement Plan General Brownfield Strategy

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7. Do you feel that improvements could be made to municipal planning policies and procedures to facilitate the redevelopment of brownfields in Welland?   [ ] Yes      [ ] No

If you answered “Yes”, what type of improvements would be helpful?

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8. Do you feel that financial incentives would help to facilitate the redevelopment of brownfields in Welland?   [ ] Yes [ ] No

If you answered “Yes”, what type(s) of incentives would be most helpful and attractive?

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# Welland Brownfield Strategy/Community Improvement Plan

## General Brownfield Strategy

9. Do you feel that activities to educate and raise awareness about redevelopment of brownfields among the various participants in brownfield redevelopment (including the public) would help to facilitate the redevelopment of brownfields in Welland?

Yes     No

If you answered “Yes”, what type(s) of activities would be helpful?

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10. What measures if any does your organization take to inform and educate your members (if applicable) about brownfield redevelopment?

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11. What other improvements do you feel (if any) would help to facilitate the redevelopment of brownfields in Welland?

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# Welland Brownfield Strategy/Community Improvement Plan

## General Brownfield Strategy

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### C. Impediments Revisited

Without reviewing your responses in the previous sections, please mark an “X” beside those items below which you believe are **significant** impediments to the redevelopment of brownfields in Welland. Then rank only the items you have marked as significant with “1” being the most significant, “2” being the next most significant, and so on. Please do not assign the same rank to any two impediments.

RANK

- |                          |  |       |
|--------------------------|--|-------|
| <input type="checkbox"/> | Environmental assessment funds needed  | _____ |
| <input type="checkbox"/> | Environmental remediation funds needed                                       | _____ |
| <input type="checkbox"/> | Community concerns, e.g., NIMBY  | _____ |
| <input type="checkbox"/> | Environmental legislation  | _____ |
| <input type="checkbox"/> | Environmental regulations/regulatory process                                 | _____ |
| <input type="checkbox"/> | Municipal planning approvals   | _____ |
| <input type="checkbox"/> | Inadequate infrastructure  | _____ |
| <input type="checkbox"/> | Demolition and other site preparation (excluding environmental funds) needed | _____ |
| <input type="checkbox"/> | Lack of alternative remediation technologies                                 | _____ |
| <input type="checkbox"/> | Inability to use risk based remediation approaches                           | _____ |
| <input type="checkbox"/> | Lack of public awareness/education on brownfields                            | _____ |
| <input type="checkbox"/> | Market conditions  | _____ |
| <input type="checkbox"/> | Other (please specify)_____  | _____ |
| <input type="checkbox"/> | Other (please specify)_____  | _____ |

### D. Respondent Information

Your Name: \_\_\_\_\_ Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Cell: \_\_\_\_\_ Fax: \_\_\_\_\_

E-Mail: \_\_\_\_\_ Web Page: www.\_\_\_\_\_

**APPENDIX B  
Brownfield Candidate Sites**

**Welland Brownfield Strategy/Community Improvement Plan  
General Brownfield Strategy**