

June 2017



Red Lake

Community Improvement Plan



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1 Introduction



1.1 The Red Lake Community Improvement Plan

The *Municipality* of Red Lake has done a great deal of work over the past several years to plan for its future. Through the completion of a wide range of planning initiatives, strategies, and studies, several common themes and ‘action items’ have been identified by the community with respect to improving the physical, social, and business environment, including:

- Stimulate business development;
- Revitalize and beautify the downtown and waterfront;
- Promote infill, intensification, and adaptive reuse;
- Provide for a range of housing types; and
- Enhance the quality of life in Red Lake.

In response to the above, this CIP has been prepared to demonstrate that Red Lake is serious about its future and committed to improving Red Lake, investing in the community, and providing support to private landowners.

1.2 What is a Community Improvement Plan?

A CIP is a municipal planning and financial tool, legislated under the Ontario Planning Act, that sets out programs and strategies for improving the built, economic, and social environment in designated areas of a *Municipality*. A CIP establishes a framework for future capital improvements, municipal initiatives, and private sector investment.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting local businesses by giving or lending money. However, having a CIP in place allows

municipalities to assist financially with physical improvements to privately owned land and buildings.

Many municipalities across Ontario have prepared CIPs to achieve important community goals, such as:

- Facilitating change;
- Stimulating economic growth;
- Assisting property owners with repair, rehabilitation, and redevelopment projects; and
- Raising awareness of local needs and priorities.

1.3 Contents

The *Municipality* of Red Lake’s CIP includes the following:

- A discussion of the basis and background to the CIP (Section 2);
- Community Improvement Goal and Objectives (Section 3);
- The identification of Community Improvement Project Areas (Section 4);
- Information about Municipal Programs (Section 5) and Financial Incentive Programs (Section 6);
- Design Guidelines that apply to improvement projects (Section 7);
- Details about how the CIP will be implemented, marketed, and monitored (Sections 8, 9, and 10); and
- A glossary of related terms and definitions to assist the reader in the interpretation of this CIP.



Figure 1: Key Elements of the Red Lake CIP
(Sections 3.0 to 10.0)



2 Basis of the CIP

2.1 Legislation and Provincial Policy

2.1.1 Planning Act

The Planning Act is the primary piece of legislation that provides the basis for the preparation of CIPs. The Planning Act sets out:

1. Types of projects/activities/works that are considered 'community improvement';
2. A process by which a *Municipality* can identify a 'community improvement project area' and prepare a 'community improvement plan';
3. Tools that can be implemented once a 'community improvement plan' is prepared; and
4. *Eligible costs* for which incentives can be provided.

This is discussed in greater detail below.

2.1.1.1 Community Improvement

Section 28(1) of the Planning Act defines 'community improvement' as "the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a Community Improvement Project Area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary".

Section 28(2) states that where there is an official plan in effect in a local *Municipality* or in a prescribed upper-tier *Municipality* that contains provisions relating to 'community improvement', the Council may, by By-law, designate the whole or any part of an area covered by such an official plan as a 'community improvement project area'.

2.1.1.2 Community Improvement Project Areas

Section 28(1) of the Planning Act defines the term 'community improvement project area' as "a *Municipality* or an area within a *Municipality*, the Community Improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason".

2.1.1.3 Community Improvement Plan

Section 28(4) of the Planning Act states that once a 'community improvement project area' has been designated by By-law, "the Council may provide for the preparation of a plan suitable for adoption as a Community Improvement Plan for the Community Improvement Project Area".

2.1.1.4 Tools

The *Municipality* may then prepare and use a 'community improvement plan' to:

- Acquire, hold, clear, grade or otherwise prepare land (Section 28(3));
- Construct, repair, rehabilitate or improve buildings on land acquired/held by the *Municipality* (Section 28(6));
- Sell, lease or dispose of any land and buildings acquired or held by the *Municipality* (Section 28(6)); and
- Make grants or loans to *eligible applicants* within the community improvement project area to pay for the whole or any part of '*eligible costs*' related to community improvement (Section 28(7)).

2.1.1.5 Eligible costs

'Eligible costs' are defined in Section 28 (7.1) of the Planning Act, and include costs related to "environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings **for rehabilitation purposes** or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities".

The word rehabilitation is emphasized above because it is important in understanding the definition of *eligible costs*. While the term 'rehabilitation' is not defined in the Planning Act, it is generally understood to mean the restoration of something back to its former capacity. By this definition, 'rehabilitation' would not apply to lands that have not previously been developed, or greenfield areas (i.e. lands located outside of the built-up area, as identified by the Province in 2006). Consequently, this section of the Planning Act does not allow for CIP tools to be applied to greenfield areas, unless for the provision of energy efficient uses, buildings, structures, etc.

Finally, Section 28 (7.3) states that the total of the grants and loans that is provided in respect of the lands and buildings shall not exceed the eligible cost of the community improvement project with respect to those lands and buildings.

2.1.1.6 Planning and Building Fees

Outside of Section 28, municipalities also use provisions from Section 69 of the Planning Act (related to establishing tariffs of fees in respect to planning and building) as part of community improvement plans. Under Section 69(2), Municipalities are permitted to reduce the amount of, or waive entirely, the requirement for the payment of a fee in respect of an application where the Council, planning board or committee is satisfied that it would be unreasonable to require payment; however, it is noted that a CIP is not required as a basis for implementing this tool. Alternatively, a *Municipality* can collect

fees and then provide a partial or total rebate of fees in the form of a grant, but this must be done through a CIP.

2.1.2 Municipal Act

Section 365.1 of the Municipal Act also provides the basis for a key Financial Incentive Program included in CIPs. This legislation enables Municipalities to implement the *Brownfield* Financial Tax Assistance Program, which is intended to bring *brownfields* back into productive use. Under this program, municipalities may pass by-laws providing for the cancellation of all or a portion of the taxes for municipal purposes levied on eligible properties for which a phase II environmental site assessment has been conducted. The Province shares in the cost of the program by funding the education portion of the tax relief.

2.1.3 The Provincial Policy Statement

The Provincial Policy Statement (PPS) provides direction on matters of provincial interest related to land use planning and development. It provides a vision for land use planning in Ontario and sets the foundation for regulating current and future development within the Province.

There are several key PPS policies that provide direction and support for the Red Lake CIP including the following:

1.1.3.1 Settlement areas shall be the focus of growth and development, and their vitality and regeneration shall be promoted;

1.1.3.3 Planning authorities shall identify appropriate locations 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;

1.7.1.c) Long-term economic development should be supported by maintaining and, where possible, enhancing the vitality and viability of downtowns and mainstreets;

1.7.1.d) Long-term economic development should be supported by encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes;

1.7.1.e) Long-term economic development should be supported by promoting the redevelopment of brownfield sites;

2.6.1 Significant built heritage resources and significant cultural heritage landscapes shall be conserved.

2.1.4 The Growth Plan for Northern Ontario

The Growth Plan for Northern Ontario was issued in 2011 and sets out a 25-year plan that guides provincial decision-making and investment in Northern Ontario now and in the future. It aims to strengthen the economy of Northern Ontario by:

- Diversifying traditional resource-based industries within the Region;
- Stimulating new investment and entrepreneurship; and
- Nurturing new and emerging sectors with high growth potential.

There are several key policies in the Growth Plan that can be supported by Red Lake's CIP, including the following:

2.2.3.b) Economic development strategies for existing and emerging priority economic sectors will examine opportunities to attract investment;

2.3.1.10.a) investing in strategic public infrastructure and the provincial parks system to improve the competitiveness of the tourism industry and enhance the visitor experience;

4.1 Well-planned and thoughtfully designed communities will attract investment and support economic development, attract, and retain skilled workers, strengthen cultural identity and heritage, and maintain a clean and healthy environment;

4.3.3 Economic and service hubs shall maintain updated official plans and develop other supporting documents which include strategies for:

- a) developing a diverse mix of land uses, an appropriate range of housing types, and high quality public spaces; and providing easy access to stores, services, and recreational opportunities; and
- b) encouraging a significant portion of future residential and employment development to locate in existing downtown areas, intensification corridors, brownfield sites, and strategic core areas.

2.2 Relevant Official Plan Policies

The current Official Plan for the Municipality of Red Lake was approved in late 2015, as part of a 5-year update in accordance with the Planning Act.

The Official Plan identifies Red Lake's five serviced 'townsites' as Settlement Areas for future growth, and states in Section 1.3 that Red Lake, Balmertown, Cochenour, McKenzie Island, and Madsen will serve as "focal points for development, including residential, commercial, institutional, open space, and industrial uses."

More specifically, Section 3.1.1:

- Encourages the revitalization of the existing townsites, wherever appropriate and feasible;
- Directs all future major commercial and industrial development to Balmertown, Red Lake, and Cochenour; and

- Discourages further commercial development in Madsen and McKenzie Island, except for retail convenience stores.

In addition to the above policies, the Official Plan establishes enabling policies for community improvement planning, as required in Section 28 of the Planning Act. Through these policies, the *Municipality* can prepare and implement a Community Improvement Plan and provide grants and loans to private landowners. Key policies include the following:

- Section 8.5 states that Community Improvement Project Areas may be established within the townsites of Red Lake, Madsen, Balmertown, Cochenour, and McKenzie Island.
- Section 8.5.1 identifies the following goals for community improvement:
 1. *Maintain the Municipality as a desirable place to live;*
 2. *Encourage additional employment and business opportunities creating a positive investment climate; and*
 3. *Upgrade the Municipality's existing physical development.*

Finally, Section 8.5.3 states that Community Improvement Plans may include phasing and that “the *improvement which will most substantially increase the safety, stability and aesthetic quality of the community shall be undertaken first*”.

2.3 Local Plans and Strategies

As mentioned in Section 1.1, the *Municipality* of Red Lake has, in recent years, completed a wide range of planning initiatives, strategies, and studies in an effort to establish a vision for the future, as well as goals, actions, directions, and programs for achieving the vision.

Recently Completed Plans, Studies, Strategies, Municipality of Red Lake

- Asset Management Plan (2016)
- Strategic Plan 2016-2020 (2016)
- Community Profile (2016)
- Trails Engineering Study (2016)
- Official Plan (2015)
- Zoning By-law (2015)
- Alternative Infrastructure Study (2013)
- Multi-Year Accessibility Plan (2013)
- Sustainable Community Plan (2011)
- Municipal Cultural Plan (2011)
- Comprehensive Review (Vacant Land -Growth Analysis) (2011)
- Financial Plan for the Water and Sewage Program (2011)
- Recreation and Parks Master Plan (2010)

For example, the following Vision is set out in the *Municipality's* Strategic Plan (2016 to 2020):

“The *Municipality* of Red Lake will be a vibrant, attractive, sustainable community.”

To achieve this Vision, the Strategic Plan also identifies several directives, which are to be implemented over the life of the Plan. Based on a review of these directives, as well as the goals, actions, etc., identified in other plans, strategies, and initiatives, the following list summarizes some of the key themes from these documents that are important to the community and form the basis of many of the programs included in this CIP:

- Revitalizing the Downtown Area and encouraging businesses to capitalize on their waterfront location;
- Stimulating business development and attracting new business to targeted sectors by addressing current development gaps;
- Promoting a wide variety of housing options for a range of people, regardless of income;
- Introducing façade design guidelines to ensure a coherent look throughout the *Municipality*;
- Identifying recreation facilities, parks, open spaces and trails of the *Municipality* with new signs to build spirit and recognition of one *Municipality*;
- Targeting investment in infrastructure;
- Securing partnerships for redeveloping *brownfield* sites, and creating an inventory of *brownfield* sites; and
- Developing a Marketing Strategy to attract new business and outside investment in the community through private, provincial, federal, and first nation partnerships.

Readers are encouraged to consult the documents identified on page 8 for more information on the above.

2.4 Community Consultation

Finally, this CIP is also based on input obtained from the community, key stakeholders, and members of Council who participated in consultation events and initiatives, as listed below.

Phase One:

Phase One consultation events were aimed at identifying needs and opportunities for community improvement. They included:

- A project website and press release informing the community of the project (September 2016);
- Additional project communications including a newsletter and facebook posts (October 2016).
- An online questionnaire to gather input about issues, needs and priorities for improvement (October 2016);
- A presentation to Council regarding the purpose, best practices, case studies, and administrative details about community improvement planning (November 2016); and
- A Stakeholder Workshop and Public Information Session to provide information about community improvement planning and discuss local issues and needs that could be addressed by a CIP (November 2016).

A Phase One Options Memo was prepared which documented the input obtained from the community and stakeholders. Based on the input received, the memo also identified a set of options for the development of a CIP, which were discussed with Municipal staff.

Phase Two:

Phase Two consultation events were aimed at obtaining feedback on proposed community improvement programs, and included:

- A Council Presentation to obtain input on the draft version of the CIP, and to discuss the recommended CIP programs (April 2017);
- A second Stakeholder Workshop and Public Open House to present the draft version of the CIP, and to discuss the recommended CIP programs (April 2017);
- Based on input from Council, Stakeholders and the Public, a final version of the CIP was provided to the Ministry of Municipal Affairs and Ministry of Housing for information and review (May 2017); and
- The Draft CIP was then made available for public review followed by a Statutory Public Meeting to hear feedback on the CIP (June 2017).

The second set of consultation events enabled the community to provide input on the CIP prior to adoption by Municipal Council.



Figure 2: Stakeholders at the first consultation workshop are gathered at a table to discuss and identify opportunities to improve key areas of the *Municipality*.



3 Community Improvement Goal and Objectives

3.1 Overview

A goal statement has been developed based on the findings of the background work and consultation activities described in Section 2. The goal statement articulates how the Red Lake CIP will provide an overall public benefit to the *Municipality* and represents the overall intended result of this Plan.

Objectives have also been identified, which represent the tangible actions and outcomes that the *Municipality* aims to achieve through the implementation of the Red Lake CIP. For each of the objectives, a set of measures has also been established for the purpose of monitoring the effectiveness of this CIP. The measures are presented as part of a monitoring strategy in Section 10 of this Plan.

Importantly, as set out in Section 6.2, in order to be eligible for any of the Financial Incentive Programs offered through the Red Lake CIP, a proposed project must directly support the goal statement and one or more of the objectives in Section 3.1.2.

3.1.1 Goal Statement

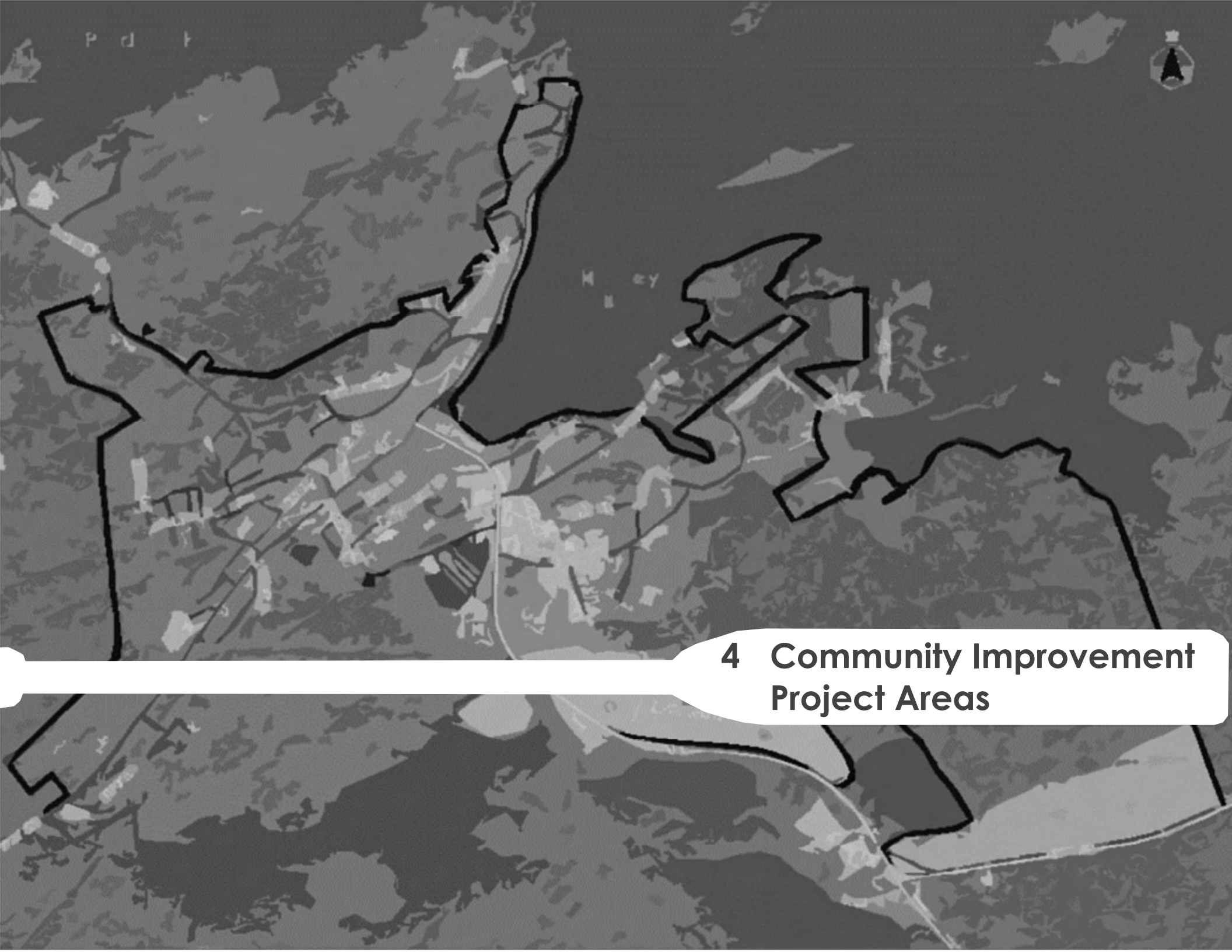
The following is the goal statement for the Red Lake CIP:

To advance the beautification, revitalization, and economic development of Red Lake's serviced townsites and encourage a more attractive, prosperous, and complete community.

3.1.2 Objectives

The following objectives for the CIP have also been identified:

1. Renew and restore private buildings and properties;
2. Invest in public property, streetscapes and infrastructure;
3. Expand local business activity;
4. Attract new investment, partnerships, and funding;
5. Increase the non-residential municipal tax base;
6. Promote Red Lake's heritage and character;
7. Reduce vacant commercial buildings and properties; and
8. Increase the availability of *affordable* housing options.



4 Community Improvement Project Areas

4.1 Overview

In accordance with the Planning Act, the Red Lake CIP designates certain areas of the *Municipality* as Community Improvement Project Areas (CIPAs), for:

- Implementing Municipal Programs (as described in Section 5), subject to the availability of municipal resources; and
- Providing Financial Incentive Programs (as described in Section 6) to *eligible applicants*.

As previously noted, Section 8.5 of the *Municipality's* Official Plan states that Community Improvement Project Areas may be established within the serviced townsites of Red Lake, Madsen, Balmertown, Cochenour, and McKenzie Island.

Section 8.5.3 also states that Community Improvement Plans may include phasing and that *"improvement which will most substantially increase the safety, stability and aesthetic quality of the community shall be undertaken first"*.

Therefore, two CIPAs have been identified based on community improvement needs and opportunities present within each of the serviced townsites. By identifying the two CIPAs, the *Municipality* intends to phase in improvements based on priority. This is discussed in the following sections.

4.2 Primary Community Improvement Project Areas

The *Municipality's* Primary CIPAs include the downtown or core business areas of Red Lake and Balmertown. The Primary CIPAs have been identified based on the following:

- They are identified by the Official Plan as the focus for future major commercial and industrial development;
- The Official Plan encourages revitalization of these areas;
- They are the largest settlement areas in Red Lake, with the most significant concentration of commercial uses that would benefit from improvement programs;
- They provide a significant social, cultural, and economic function to the broader *Municipality*; and
- Investment within these areas will substantially increase the aesthetic quality of the *Municipality*.

As primary CIPAs, Red Lake and Balmertown will be prioritized in terms of the implementation of Municipal Programs and the availability of Financial Incentives.

Primary CIPAs are identified in Appendix A of this CIP.

Primary CIPAs include the downtown or core business areas of Red Lake and Balmertown.

4.3 Secondary Community Improvement Project Areas

The *Municipality's* Secondary CIPAs include the remaining serviced communities of Madsen, Cochenour, and McKenzie Island, as identified on Schedules A2 and A4 of the Official Plan.

Secondary CIPAs have been identified based on the following:

- The Official Plan encourages revitalization of these areas;
- There are a small number of existing commercial properties in Cochenour and McKenzie Island that could benefit from improvement programs;
- They provide a social, cultural, and economic function to the broader *Municipality*; and
- Although major commercial development is discouraged, retail convenience stores can be accommodated in both Madsen and McKenzie Island.

As Secondary CIPAs, Madsen, Cochenour, and McKenzie Island will not be prioritized in terms of the availability of Municipal Programs or Financial Incentives until significant improvements have been realized in the Primary CIPAs.

Secondary CIPAs include Madsen,
Cochenour, and McKenzie Island.



5 Municipal Programs

5.1 Overview

A set of Municipal Programs has been identified as a means for the *Municipality* to participate in community improvement and to provide proactive and visible leadership in achieving the objectives of the Red Lake CIP.

While the Financial Incentive Programs in Section 6 are dependent upon private sector participation for results, Municipal Programs use public resources, such as staff time and municipal funds, to implement improvement projects and initiatives. They can also act as stimulus to leverage private sector investment into the designated CIPAs.

The *Municipality* may engage in any of the initiatives outlined in this Section as part of implementation of the CIP, subject to the *Municipality's* capital budget and the availability of resources. An indication of anticipated timing is also provided as a target.

However, by identifying the programs and anticipated timing in this Section, the *Municipality* is not committed to implementing these programs during the life of this CIP.

1	Downtown Streetscape Improvements	
2	Lobbying for Partnerships	
3	Designation of a Business Improvement Area	
4	Marketing Programs	
5	Municipal Parking Improvements	
6	Heritage Planning and Funding	

5.2 Community Improvement Concepts

Potential Community Improvement Concept Plans have been prepared for Primary CIPAs and are shown in Appendix B.

These Concept Plans provide a visual rendering of where and how some of the following Municipal Programs could be implemented. They are based on ideas, observations, and comments collected through document review, site analysis, stakeholder, and public consultation. They are meant to complement the description of Municipal Programs below, and serve as a starting point for improvements that may be implemented by the *Municipality*.

5.3 Downtown Streetscape Improvements

The impression visitors take away from a community can be shaped by their experience driving or walking through it. As they drive or walk, visitors experience views and form a series of visual images in their mind—either positive or negative—which in turn influence their overall impression of the place. This impression can influence whether they decide to return in the future.

We can shape the outcome of these visitor impressions through streetscape design techniques that affect how visitors (and locals) see and experience the built community. Views to significant features can be emphasized, while less desirable views can be screened or minimized through visual distractions.

By giving a community a more structured form, we also influence how its inhabitants experience it. A more aesthetically pleasing community fosters local pride and encourages further beautification and improvement efforts. This in return can promote the cultural economy by improving local shopping experiences and promoting tourism by making Red Lake a destination.

Downtown streetscape improvements should be viewed as an investment in the community, and not necessarily just a cost. This investment is intended to leverage private sector investment to achieve the vision for stronger, more comfortable, and healthier main streets in the CIPAs.

On this basis, the *Municipality* could invest in a range of downtown streetscape improvements in Red Lake and Balmertown, such as the following:

- Gateway features to enhance views into the core business areas;
- Traffic calming measures and key intersection improvements;
- Attractive paving to communicate pedestrian traffic and desired pedestrian crossings;
- Street furnishings (i.e., lampposts, street signage, benches, planters, garbage bins);
- Outdoor railings/fencing both permanent and temporary for outdoor eating/café areas;
- Public art installations; and
- Tree planting.

Many of these improvements are identified in the Community Improvement Concepts provided in Appendix B, which may be used to guide implementation by the *Municipality*. The *Municipality* will also consider the design guidelines listed in Section 7.2 when making improvement based decisions.

This is a high-priority Municipal Program and implementation should begin as soon as possible. However, it should be noted that a long-term phased strategy will be required. Change will not happen overnight, but rather small, short-term improvements are desirable and necessary in addition to larger, long-term improvements to meet the overall objectives of this CIP.

The implementation of its recommended actions will require a coordinated effort among many participants, and can only be achieved through a combination of public and private sector efforts. Both the public and private sectors have important and interconnected roles to play, and therefore must communicate and coordinate their efforts and actions.

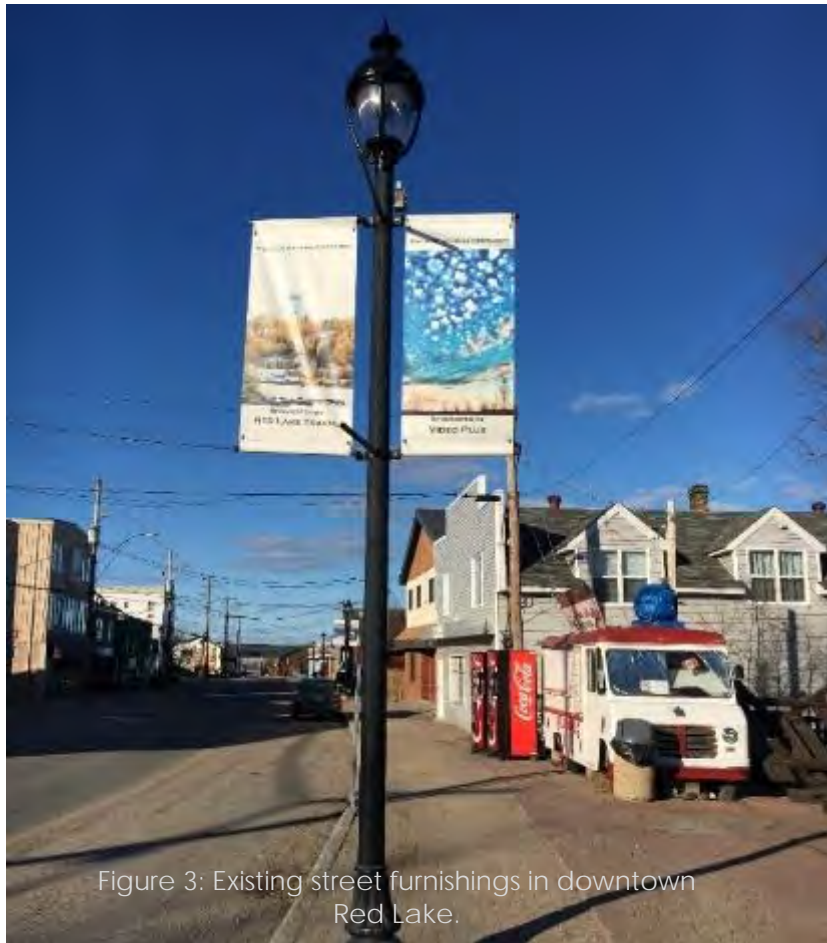


Figure 3: Existing street furnishings in downtown Red Lake.

5.4 Lobbying for Partnerships

To help drive economic growth and address critical local, infrastructure needs, the *Municipality* may explore options for funding from the Federal and Provincial governments, other agencies, or the private sector, including public/private partnerships, which will assist the *Municipality* in sustaining and advancing a strong and diversified economy.

At a minimum of once a year, the *Municipality* could review available information concerning Federal and Provincial grants, loans, and other funding opportunities that will assist in the achievement of the Goal Statement and the Objectives of the CIP. Where such funding is identified, the matter will be presented to Council for consideration and direction. Council will assess and consider financial participation in the program if it is a requirement for eligibility. If the initiative is supported by Council, the necessary application will be submitted as required.

To encourage investment in designated CIPAs from private landowners, the *Municipality* will review and identify funding that may be available to the private sector for specific projects or as part of a general program. The *Municipality* will also:

- Establish procedures for advising potential eligible parties of project funding; and
- Will assist in the completion of funding applications and/or provide other related administrative assistance to the eligible parties.
- Consider the design guidelines listed in Section 7.2 when making community improvement based decisions.

Lobbying for partnerships is a high-priority Municipal program that should be undertaken on an on-going basis during the life of this CIP.

5.5 Establishment of a Business Improvement Area

A Business Improvement Area (BIA) is a municipal tool that allows commercial property owners and tenants to join and, with the support of the *Municipality*, to organize, finance, and carry out physical improvements and promote economic development in a defined area.

Specifically, the BIA is an area established by the *Municipality* (by by-law) using the business improvement area provisions in the Municipal Act, 2001. Once approved by Municipal Council, businesses within the BIA boundaries become members and pay a BIA tax along with their property taxes. This tax becomes a secure source of funding for BIA activities. In addition, many BIAs undertake public and private fundraising for special events or activities.

The general functions of a BIA in Red Lake would be to:

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings, and structures in the area beyond that provided at the expense of the *Municipality* generally; and
- Promote the area as a business or shopping area.

All businesses in the BIA would benefit from aesthetic and functional improvements as well as the spin off effect of retaining more local customers and attracting more visitors.

The establishment of a BIA is a medium-priority Municipal program that should be implemented within 5 years of adoption of this CIP by Council.

5.6 Signage and Marketing Initiative

The *Municipality* could undertake a Signage and Marketing Initiative, which would help promote Red Lake's brand and image, improve wayfinding, and highlight destinations, including:

- Significant cultural resources, landmarks, and heritage features;
- Entertainment options;
- Opportunities for buying local; and
- Tourist activities/locations for fishing or hunting.

Coordinated Municipal signage and wayfinding, local mapping, and web-based resources could be developed as part of this initiative. Additional initiatives may include preparing brochures, inserts, and advertisements for local and regional newspapers.

This is a medium priority Municipal Program that should be implemented within 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.

5.7 Red Lake Parking Improvements

The happy medium between too much parking and too little parking is an on-going discussion in planning for parking in core business areas. Too little parking can be frustrating to retail customers, making it more attractive to shop outside of the downtown or core area. However, too much parking can result in underutilized parking areas, poor urban aesthetic, and can decrease the land available for public spaces.

Another common struggle with respect to parking in core business areas is determining whether complaints about the availability of parking are a 'perceived' lack of parking, or an 'actual' lack of parking. Parking in some cases may be only a perception because of several causes, including:

- Distance of parking areas from core shopping areas; and/or
- Poor parking signage and markings.

To improve the availability of parking in the CIPAs, the *Municipality* could optimize existing on and off-street parking by improving signage and wayfinding to help ensure spaces are used at a more constant rate. The *Municipality* will also consider the design guidelines listed in Section 7.2 when making improvement based decisions.

This is a high-priority Municipal Program that should be implemented as soon as possible, subject to the availability of funding and other resources.

Following these short-term improvements, if the availability of parking is still a concern, the *Municipality* could decide to proceed with a more detailed parking study, involving public and stakeholder consultations, a review of the existing Municipal parking standards and industry standards, as well as site-specific parking utilization surveys at peak/off-peak times, to better understand the issue of parking in Red Lake.

5.8 Heritage Planning and Funding

Heritage resources contribute to a community's identity and are often important features that become part of Community Improvement Project Areas. Heritage resources may be properties that are protected under Municipal By-law and the Ontario Heritage Act or listed on a municipal registry. Cultural heritage resources may be built heritage resources or cultural heritage landscapes. Communities also often have potential cultural heritage resources, which have yet to be identified through a municipal inventory or designation, but may still have cultural heritage value.

The *Municipality* of Red Lake has previously identified a need to undertake heritage planning initiatives, based on its local cultural heritage resources and significance to the community. In fact, the following has been taken from the Municipal Cultural Plan:

"The development of spaces and facilities should be in keeping with the Municipality's land use plan, should identify and preserve heritage buildings and sites of significance, and should be a reflection of local cultural expression."

The following is a discussion of planning initiatives that could be undertaken by the *Municipality*.

5.8.1 Municipal Heritage Plan

To address the protection of heritage features within Red Lake, the *Municipality* could undertake a Municipal Heritage Plan or a Heritage Conservation Study to research and identify tangible and intangible heritage resources. Either of these plans would help determine an 'action plan' of future potential heritage activities that would benefit the conservation of heritage resources in the community and expand the cultural economy.

Specifically, this could include the:

- Establishment of a municipal heritage committee;
- Identification of prominent heritage design throughout the *Municipality* to encourage consistent façade design;
- Identification of built heritage resources to study for listing; or
- Designation of potential heritage buildings under Part IV of the Ontario Heritage Act.

5.8.2 Heritage Commemoration

The *Municipality* could consider an overall program for new heritage commemoration pieces (such as murals, public art, and information boards) through the two CIPAs and, where warranted, encourage *eligible applicants* to consider and include in their improvement projects heritage conservation strategies such as: heritage preservation, rehabilitation, and restoration.

Commemoration pieces are intended to tell the “story” of the communities in creative and interesting ways and should complement existing heritage elements throughout the CIPAs, such as Ontario Heritage Trust commemorative plaques or existing interpretative signage in public spaces. These commemoration pieces could take a wide variety of forms and styles, and could cover a broad range of topics, including special community residents, historical events, historical properties, businesses, or other facts and information related to the identity of the *Municipality*.

Such a heritage commemoration program should be guided by a design exercise that establishes the form, style, and content of heritage commemoration pieces so that they read as a coordinated package across the *Municipality*. The general intent of this initiative is to provide visual interest along the streets and within the spaces of the two areas, while tying such

improvements to the local context to enhance the visible community identity to visitors.

Heritage initiatives are a medium priority Municipal Program that should be implemented within 5 years upon adoption of this CIP by Council, subject to the availability of funding and other resources.



Figure 4: Existing Industrial Heritage Commemorative Display, Balmertown, 2016



6 Financial Incentives Programs



6.1 Overview

The Red Lake CIP sets out eight Financial Incentive Programs that may be available to *eligible applicants*. The purpose of the Financial Incentive Programs is to provide support for physical improvements to privately owned land and buildings, where such improvements will result in or contribute to the goal statement and objectives in Section 3.0.

The *Municipality* of Red Lake may provide funding for any of the incentive programs in this Section during the term of this CIP, subject to the availability of resources.

Detailed information about how each of the incentive programs works is provided following the General Eligibility Criteria in Section 6.2.

1	Design and Study Grant	
2	Application and Building Permit Fees Grant	
3	Façade, Signage, & Property Improvement	
4	Parking Optimization Grant	
5	Building and Accessibility Improvement Grant	
6	Commercial/Rental Housing Conversion & Expansion Grant	
7	Tax Increment Equivalent Grant	
8	Brownfield Tax Assistance Grant	

6.2 General Eligibility Criteria

To be eligible for any of the Financial Incentive Programs that may be offered by the *Municipality*, the following General Eligibility Criteria must be met:

- a) The lands and buildings subject to an application must be located within a CIPA designated by by-law for this CIP. Applicants should refer to Section 4.0, Appendix A, and the Official Plan to determine the CIPA in which a property is located.
- b) Only certain types of existing or proposed uses in each of the CIPAs will be eligible for Financial Incentives (in accordance with the uses permitted by the Municipal Official Plan and Zoning By-law). Unless otherwise stated in the Program Specific Eligibility Criteria (Sections 6.4-6.10), Table 1 below will be used as a guide for determining the eligible uses within each CIPA:

Table 1: Eligible Uses

CIPA	Eligible Uses (Existing or Proposed)
Primary	<ul style="list-style-type: none"> Commercial Industrial Mixed-use Housing that is designed and marketed to be <i>affordable</i>
Secondary	<ul style="list-style-type: none"> Existing commercial uses New commercial uses (Cochenour) New retail convenience commercial uses (McKenzie Island and Madsen)

- c) All projects must contribute to achieving one or more community improvement objectives (as identified in Section 3).
- d) All projects should generally comply with the applicable design guidelines (as discussed in Section 7).
- e) All proposed projects must result in some level of improvement or rehabilitation over the existing conditions and will not simply represent a life cycle replacement.
- f) Unless otherwise specified, registered owners, assessed owners, and tenants (with written consent of the owner) of private land or buildings may be eligible for Financial Incentives.
- g) The total value of all grants provided to an owner/tenant shall in no case exceed the total value of *Eligible costs* associated with the community improvement project.
- h) Unless otherwise specified in the Program Specific Eligibility Criteria (Sections 6.4-6.10), an applicant may be eligible for multiple grants during the term of this CIP; however, the total combined value of grants provided by the *Municipality* in any 24-month period shall not exceed \$7,500 per project and/or property (or the total value of *eligible costs*, whichever is less).
- i) Financial incentives will not be applied retroactively to works started prior to approval of applications and any application for costs incurred prior to the adoption of this CIP will not be considered eligible.
- j) The property owner must have no outstanding property tax arrears or any other outstanding Municipal obligation on the subject property at the time of application or during the term of the grant.
- k) Applicants will be required to disclose all other funding sources, including governmental, private, or not-for-profit

funding to support the project. These shall be taken into consideration in the review of applications and the value of incentives provided by the *Municipality* may be reduced, at the sole discretion of Council.

- I) The proposed works will conform with all applicable policies, standards, and procedures, including (but not limited to) the Official Plan and Zoning By-law, in addition to being subject to a review and the issuance of necessary planning and development approvals and building permits pursuant to the Ontario Building Code.

In addition to these General Eligibility Criteria, a set of Program Specific Eligibility Criteria must also be met, which are outlined in the description of Financial Incentives.

6.3 Availability

As discussed in Section 4.0, two CIPAs have been identified for the Red Lake CIP. The purpose of the two CIPAs is to respond to unique needs, issues, and opportunities in certain areas of the *Municipality*. As such, not all CIPAs identified will be eligible for the various Financial Incentive Programs.

Table 2 will generally be used as a guide for determining how each of the incentives will be made available in each CIPA. However, at the sole discretion of Municipal Council, some flexibility may be applied to support the broader goals and objectives of the CIP.

Table 2: Incentive Program Availability

Incentive Program	Primary CIPA	Secondary CIPA
Design and Study Grant	•	•
Planning Application and Building Permit Fees Grant	•	•
Façade, Signage, and property Improvement Grant	•	•
Parking Optimization Grant	•	
Building and Accessibility Improvement Grant	•	•
Commercial and Rental Housing Conversion and Expansion Grant	•	
Tax Increment Equivalent Grant	•	
Brownfield Tax Assistance Grant	•	

6.4 Design and Study Grant

6.4.1 Purpose and Anticipated Benefits

- a) The Design and Study Grant may be available to *eligible applicants* for the completion of studies, plans, or designs that will investigate the site-specific potential of an improvement project.
- b) This grant is intended to aid with initial background planning and design in support of improvement projects on eligible properties.

6.4.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Design and Study Grant may be provided for up to 50% of the total cost to complete eligible studies, plans, or designs (identified in 6.4.4).
- b) The *Municipality* will provide a maximum of \$1,500 per project and/or property as part of a Design and Study Grant.

6.4.3 Eligibility Criteria

- a) Properties will be eligible for the Design and Study Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 6.2 (Table 1).
- b) All other general eligibility criteria set out in Section 6.2 of this CIP must be met.
- c) The studies, plans, or designs must provide new site-specific information in support of a potential improvement project.

6.4.4 Eligible costs

- a) The cost to complete any of the following types of studies, plans, or designs may be eligible for the Design and Study Grant:
 - i. Concept plans;
 - ii. Site plan drawings;
 - iii. Environmental studies;
 - iv. Structural analysis;
 - v. Evaluation of existing and proposed mechanical, electrical, and other building systems;
 - vi. Traffic Impact Assessments;
 - vii. Other site-specific studies or plans which may be required by the *Municipality* at the time of pre-consultation or site plan approval and as approved by the *CIP Implementation Committee*; and
 - viii. Any combination of the above.
- b) Eligible studies, plans, or designs must be completed by licensed and/or qualified professionals as deemed by the *Municipality*.
- c) The applicant must provide at least two quotes for the completion of the eligible studies, plans, or designs at the time of a financial incentive application, or the applicant must provide an explanation as to why two quotes is not possible.

6.4.5 Payment

- a) All completed studies, plans, or designs must comply with the description as provided in the grant application form.

- b) The grant will be provided upon successful completion of the approved study, plan, or design. The grant will be paid in a lump sum as a reimbursement of costs incurred.
- c) One electronic and one hard copy of the completed studies, plans, or designs shall be submitted to the *Municipality* for its review and retention.
- d) All completed studies will become the shared property of the *Municipality* and the successful applicant.

6.5 Planning Application and Building Permit Fee Grant

6.5.1 Purpose and Anticipated Benefits

- a) The Planning Application and Building Permit Fee Grant may be available to *eligible applicants* to offset the planning and building fees required by the *Municipality*.

6.5.2 Value of Rebate

- a) Where all eligibility requirements are fulfilled, a Planning Application and Building Permit Fee Grant may be provided to cover 50% of the eligible fees required by the *Municipality* in relation to a proposed project and/or property.
- b) The *Municipality* will provide a maximum of \$1,000 per project and/or property as part of a Planning Application and Building Permit Fee Grant.

6.5.3 Eligibility Criteria

- a) Properties will be eligible for the Planning Application and Building Permit Fee Grant if the proposed or existing use is

in accordance with the table of eligible uses in Section 6.2 (Table 1).

- b) All other general eligibility criteria in Section 6.2 of this CIP must be met.

6.5.4 Eligible costs

- a) Costs associated with the following may be eligible:
 - i. Planning application fees required by the *Municipality*, including minor variances, minor or major site plan approval, severances, Zoning By-Law and Official Plan amendments; and
 - ii. Building or demolition permit fees required by the *Municipality*.
- b) Costs (i.e., hourly fees) associated with the processing of planning applications will not be eligible.

6.5.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the project. The grant will be paid in a lump sum as a reimbursement of costs incurred.



Figure 5: Red Lake Inn, Red Lake, 2017

6.6 Façade, Signage, and Landscape Improvement Grant

6.6.1 Purpose and Anticipated Benefits

- a) The Façade, Signage, and Landscape Improvement Grant may be available to *eligible applicants* to assist with the financing of improvements to an existing building's façade or signage, or to assist with other eligible improvements to private property (i.e., landscaping).
- b) This grant is intended to promote aesthetic and functional improvements to buildings and properties, which otherwise may not occur due to cost premiums associated with these improvements.

6.6.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Façade, Signage, and Landscape Improvement Grant may be

provided for up to 50% of the *Eligible costs* of façade, signage, and/or property improvements, or any combination thereof.

- b) The *Municipality* will provide a maximum of \$3,000 per project and/or property as part of a Façade, Signage, and Landscape Improvement Grant.
- c) The *Municipality* may provide a maximum of \$5,000 per project and/or property when one or more of the following criteria are met:
 - i. The subject building has multiple storefronts or street addresses or is located on a corner lot, where façade improvements are proposed on both frontages;
 - ii. The subject building or property is located adjacent to or is visible from Howey Bay, or (in the opinion of the *Municipality*) has a façade with a significant public view; or
 - iii. An applicant has demonstrated to the satisfaction of the *Municipality* that the original heritage features of a building are to be restored.

6.6.3 Eligibility Criteria

- a) Properties will be eligible for the Façade, Signage, and Landscape Improvement Grant if the existing use is in accordance with the table of eligible uses in Section 6.2 (Table 1).
- b) All other general eligibility criteria set out in Section 6.2 of this CIP must be met.

6.6.4 Eligible costs

- a) For a **façade improvement project**, improvements to the main façade of buildings are eligible.

- b) Façade improvements to a side and/or rear wall may also be eligible where the subject building or property is located adjacent to or is visible from Howey Bay, or (in the opinion of the *Municipality*) has a façade with a significant public view.
- c) *Eligible costs* for a façade improvement include the following:
 - i. Restoration or replacement of exterior building treatments, such as brickwork/cladding/siding;
 - ii. Restoration or replacement of cornices, eaves, and parapets;
 - iii. Restoration or replacement of windows, doors, and awnings;
 - iv. Restoration or replacement of exterior lighting;
 - v. Exterior painting;
 - vi. Chemical or another façade cleaning;
 - vii. Redesign of storefront or entrance modifications, including provisions to improve accessibility; and
 - viii. Such other similar improvements and repairs that may be necessary to improve the appearance of a building façade exterior.
- d) Façade restoration of the existing materials is preferred over replacement of materials and/or parts for historic buildings. Where roof lines are visible from the street or public spaces, consideration for authentic materials to be used for repair or restoration of roof and chimneys of historic buildings.
- e) For a **signage improvement project**, improvements to/replacement of the main storefront sign of buildings are eligible.

- f) For a **landscape improvement project**, improvements to the front yard of properties are eligible.
- g) Landscape improvements to the rear yard and/or side yard may also be eligible where the subject building or property is located adjacent to or is visible from Howey Bay, or (in the opinion of the *Municipality*) has a façade with a significant public view.
- h) *Eligible costs* for a landscape improvement include the following:
 - i. Addition of landscaping features (plants/green space, including sod, trees, vegetation, etc.);
 - ii. Addition of permanent landscaping elements such as fencing, benches, planters, and lighting;
 - iii. Improvements to/creation of cafes and patio spaces;
 - iv. Addition of walkways; and
 - v. Such other similar improvements and repairs that may be necessary to improve a property.
- i) For façade, signage, or landscape improvements, the services of a professional engineer, architect, or planner to design and implement the project will also be considered *eligible costs*; however, the maximum amount of a grant for such services shall not exceed 15%.

6.6.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of the cost incurred.

Figure 6: On-street parking, Balmertown, 2017



6.7 Parking Optimization Grant

6.7.1 Purpose and Anticipated Benefits

- a) To assist *eligible applicants* with improvements to private property, which will optimize the amount and quality of off-street parking.
- b) To encourage the creation of new private parking spaces within the CIPAs.

6.7.2 Value of Grant

- a) Where all eligibility requirements are fulfilled, a Parking Optimization Grant may be provided for up to 50% of the *Eligible costs* of improvements.
- b) The *Municipality* will provide a maximum of \$1,000 per project and/or property as part of a Parking Optimization Grant.

6.7.3 Eligibility Criteria

- a) Properties will be eligible for the Parking and Optimization Grant if the proposed or existing use is in accordance with the table of eligible uses in Section 6.2 (Table1).
- b) All general eligibility criteria set out in Section 6.2 of this CIP must be met.

6.7.4 Eligible Projects and Costs:

- a) For a **bicycle parking improvement** project, *Eligible costs* include the installation or replacement of new outdoor bicycle parking racks which are publicly accessible and not fully enclosed.
- b) For a **motor vehicle parking improvement** project, *Eligible costs* include the following:
 - i. Improvements to rear or side yard parking areas that result in an increased supply of parking spaces, in accordance with a site plan (as may be required);
 - ii. Repairs, improvements, expansions, repainting and repaving of existing driveways and motor vehicle parking areas provided that the project results in an improvement over the existing condition (i.e., gravel to paved); and
 - iii. Proper signage and markings to clearly designate reserved parking for clients or employees.
- c) The services of a professional engineer, architect, or planner to design and implement the project will also be considered *eligible costs*; however, the maximum amount of a grant for such services shall not exceed 15% of the grant.

6.7.5 Payment:

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.



Figure 7: Recently Improved Building, Balmertown, 2016

6.8 Building and Accessibility Improvement Grant

6.8.1 Purpose and Anticipated Benefits:

- a) The Building Improvement Grant may be available to *eligible applicants* to assist with improvements to existing buildings, such as the removal of barriers to increase accessibility for people with disabilities, that may otherwise be considered cost prohibitive.

- b) This program is intended to support improvements to private property to meet the current Building Code and Ontario's accessibility laws and standards in order to provide for safe and usable eligible uses.

6.8.2 Value of Grant:

- a) Where all eligibility requirements are fulfilled, a Building and Accessibility Improvement Grant may be provided for up to 50% of the *Eligible costs* of improvements.
- b) The *Municipality* will provide a maximum of \$3,000 per project and/or property as part of a Building Improvement Grant.
- c) The *Municipality* may provide a maximum of \$5,000 per project and/or property when it is demonstrated to the *Municipality* that a building has been continuously vacant for greater than nine months.

6.8.3 Eligibility Criteria:

- a) Properties will be eligible for the Building and Accessibility Improvement Grant if the proposed or existing use is in accordance with the table of eligible uses in Section 6.2 (Table1).
- b) All general eligibility criteria set out in Section 6.2 of this CIP must be met.

6.8.4 Eligible Projects and Costs:

- a) For a **building improvement** project, improvements to the front, rear, and side of building(s) are eligible. *Eligible costs* include the following:
 - i. Structural repairs to walls, ceilings, floors, and foundations;

- ii. Interior restoration and design;
 - iii. Repair/replacement/installation of building infrastructure, such as roofing, windows, and doors;
 - iv. Repair/replacement/installation of plumbing, electrical, HVAC, and fire protection systems;
 - v. Weatherproofing; and
 - vi. Any other improvements that may bring a building up to code or address health and safety concerns, as approved by the *Municipality*.
- b) For an **accessibility improvement** project, improvements to the front, rear, and side of building(s) are eligible. *Eligible costs* include the following:
- i. Installation of ramps, elevators, lifts, and/or automatic door openers; and
 - ii. Any other improvements that may bring a building up to code, address health and safety concerns, or improve accessibility and removal of barriers, as approved by the *Municipality*.
- c) The services of a professional engineer, architect, or planner to design and implement the project will also be considered *eligible costs*; however, the maximum amount of a grant for such services shall not exceed 15% of the grant.

6.8.5 Payment:

- a) All completed projects must comply with the description as provided in the grant application form.
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.

6.9 Commercial and Rental Housing Conversion and Expansion Grant

6.9.1 Purpose and Anticipated Benefits

- a) The Commercial and Rental Housing Conversion and Expansion Grant may be available to *eligible applicants* to assist in the small-scale conversion of existing vacant space (or underused space) into new commercial, rental housing, *Mixed-use* and other eligible uses.
- b) The purpose of this program is to support growing businesses and increase the number of *affordable* housing units in Red Lake.

6.9.2 Value of Grant

- a) Where general eligibility requirements (Section 6.2) are fulfilled, a Commercial and Rental Housing Conversion and Expansion Grant may be provided for up to \$20 per square foot of converted or expanded floor space.
- b) The *Municipality* will provide a maximum of \$5,000 per project and/or property as part of a Commercial and Rental Housing Conversion and Expansion Grant.

6.9.3 Eligibility Criteria

- a) Properties will be eligible for the Commercial and Rental Housing Conversion and Expansion Grant if the proposed or potential use being investigated is in accordance with the table of eligible uses in Section 6.1 (Table 1).
- b) All general eligibility criteria set out in Section 6.2 of this CIP must be met.

6.9.4 Eligible costs

- a) The Commercial and Rental Housing Conversion and Expansion Grant may be provided for the construction and renovation costs related to the following types of projects:
 - i. Conversion of non-commercial or vacant building space into new commercial, rental housing, *Mixed-use*, secondary uses, and other eligible uses;
 - ii. Conversion of upper storey space (whether vacant, office, commercial or other non-residential use) into new *affordable* residential units;
 - iii. Conversion of existing ground floor commercial space to better suit a new commercial use (e.g., retail to restaurant); and
 - iv. Expansion of existing eligible uses to increase the gross floor area.
- b) The Grant will also apply to the adaptive re-use of derelict structures.
- c) The services of a professional engineer, architect, or planner to design and implement the project will also be considered *eligible costs*; however, the maximum amount for such services shall not exceed 15% of the grant.

6.9.5 Payment

- a) All completed projects must comply with the description as provided in the grant application form.

- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.



Figure 8: Red Lake Inn, Red Lake, 2016

6.10 Tax Increment Equivalent Grant (TIEG)

6.10.1 Purpose and Anticipated Benefits:

- a) The TIEG program will provide a grant to *eligible applicants*, which is equivalent to a percentage of the Municipal portion of a property *Tax Increment* that is incurred because of an improvement project.

- b) The purpose of the TIEG is to stimulate investment by effectively deferring part of the increase in property taxation because of adaptive reuse, building rehabilitation, and retrofit works.

6.10.2 Value of Grant:

- a) Where a proposed project satisfies the eligibility requirements, a TIEG may be provided on approved applications as follows:
 - i. Grants will be provided for a period of 5 years;
 - ii. In year one, a grant that is equivalent to 100% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
 - iii. In year two, a grant that is equivalent to 80% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
 - iv. In year three, a grant that is equivalent to 60% of the Municipal portion of the *Tax Increment* will be provided to a property owner;
 - v. In year four, a grant that is equivalent to 40% of the Municipal portion of the *Tax Increment* will be provided to a property owner; and
 - vi. In year five, a grant that is equivalent to 20% of the Municipal portion of the *Tax Increment* will be provided to a property owner.
- b) To determine the suitability of the TIEG, the *Municipality* will attempt to estimate the total potential value of the grant prior to submitting an application for the program.
- c) The estimate will consider current assessment value, total anticipated investment, and the potential reassessment

based on completing the approved community improvement works.

- d) Applicants should refer to the definition for *Tax Increment* provided in the Glossary of this CIP to further understand how grant values will be calculated.

6.10.3 Eligibility Criteria:

- a) *Eligible applicants* will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the TIEG.
- b) Only those projects that are anticipated to generate an increase in assessment will be eligible.
- c) Properties will be eligible for the TIEG if the proposed use is in accordance with the table of eligible uses in Section 6.2 (Table 1).
- d) All other general eligibility criteria set out in Section 6.2 of this CIP must be met.
- e) Applicants receiving the TIEG will not be eligible for additional incentive programs offered through this Plan.

6.10.4 Eligible Projects and Costs:

- a) For a TIEG, the following types of costs will be eligible:
 - i. Demolishing buildings;
 - ii. Adaptive reuse, building rehabilitation, and retrofit works;
 - iii. Upgrading on-site infrastructure including water services, sanitary sewers, and storm water management facilities;
 - iv. Constructing/upgrading of any off-site improvement that is required to fulfill any condition

- of a development/planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property; and
- v. Such other similar costs that may be necessary for the redevelopment, adaptive reuse or rehabilitation of the building and/or property.
- vi. Proposals for new development on vacant properties will not be eligible.

6.10.5 Payment:

- a) All completed projects must comply with the description as provided in the grant application form.
- b) Grants may be provided in accordance with a Financial Assistance Agreement made between the *Municipality* and the owner(s) upon successful completion of the approved project, to the satisfaction of the *Municipality*, and payment of the full reassessed value of Municipal taxes.
- c) If a property is sold, in whole or in part, before the grant period lapses, the original owner is not entitled to receive the remaining grant payments. However, if a grant agreement is registered on the title of the subject property, the new owner may be entitled to receive the remaining grant payments.

6.11 Brownfield Financial Tax Incentive Program

6.11.1 Purpose and Anticipated Benefits:

- a) The *Brownfield* Financial Tax Incentive Program provides tax assistance to *eligible applicants* whose properties

require environmental remediation and/or risk assessment/management prior to redevelopment, in accordance with the Municipal Act, 2001.

- b) Municipal property tax incentives are provided by the *Municipality* of Red Lake through this grant. This grant also provides the opportunity for education tax assistance through the *Brownfield* Financial Tax Incentive - a program administered by the Province, which requires a separate application and is subject to approval by the Minister of Finance on a case-by-case basis.
 - c) The purpose of the program is to:
 - i. encourage the remediation and rehabilitation of *brownfield* sites (where actual contamination has been demonstrated) by providing tax assistance at the beginning of the clean-up process and also during the redevelopment stage. The program will also promote improvement of the physical and environmental condition of private property;
 - ii. increase the supply of serviced residential and commercial land by redeveloping existing *brownfield* sites for the purpose of these uses; and
- promote infill development on previously undevelopable lands.

6.11.2 Value of Grant:

- a) The *Brownfield* Financial Tax Incentive Program will provide a cancellation of all or part of the Municipal and education taxes on a *brownfield* site during the rehabilitation period and development period, as defined in the Municipal Act, 2001.

- b) The value of the Municipal portion of the tax cancellation will be determined by the *Municipality* upon approval of a financial incentive application.
- c) Through the Provincial *Brownfield* Financial Tax Incentive Program, the Minister of Finance may match property tax assistance for a maximum of three (3) years. An extension prior to the termination of tax assistance may be possible.

6.11.3 Eligibility Criteria:

- a) Properties will only be eligible for the *Brownfield* Financial Tax Incentive Program if:
 - i. the property is designated 'Hazard Lands' by Schedule A1F of the *Municipality* of Red Lake Official Plan, located within the Primary CIPA, and identified in the Community Improvement Concept in Appendix B of this CIP; **or**, the property is subject to the 'Balmertown Residential Overlay' on Schedule A3 of the Official Plan, located within the Primary CIPA and identified in the Community Improvement Concept in Appendix B of this CIP; and
 - ii. 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) for the proposed use to be filed in the Environmental Site Registry.
- b) *Eligible applicants* will only include the registered owner/assessed owner of the subject property. Tenants will not be eligible for the *Brownfield* Financial Tax Incentive Grant.
- c) All other general eligibility criteria set out in Section 6.2 of this CIP must be met.

- d) Applicants receiving the *Brownfield* Financial Tax Incentive Grant will not be eligible for additional incentive programs offered through this Plan.

6.11.4 Eligible Projects and Costs:

- a) *Eligible costs* include the following:
 - i. Environmental Site Assessments (Phase I and II ESAs and Risk Assessment);
 - ii. Environmental remediation activities;
 - iii. Costs of preparing a RSC, including subsequent subsurface characterization work required to support RSC filing;
 - iv. Placing clean fill and grading;
 - v. Installing environmental and/or engineering controls/works as specified in a Risk Assessment completed for the property;
 - vi. Monitoring, maintaining and operating environmental and engineering controls/works; and
 - vii. Environmental insurance premiums.
- b) For all eligible projects, the property shall be improved such that the amount of work undertaken is sufficient to, at minimum, result in an increase in the assessed value of the property.
- c) An application must be accompanied by, at a minimum, a Phase II ESA (but likely also a Phase III ESA, or Risk Assessment Plan) prepared by a qualified person (as defined by the Environmental Protection Act) that contains:
 - i. an estimate of the cost of actions that will be required to reduce the concentration of contaminants on, in, or under the property to permit a RSC to be filed in the

Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and

- ii. a work plan and budget for environmental remediation, and/or risk management actions.

6.11.5 Payment:

- a) All completed projects must comply with the description as provided in the grant application form..
- b) The grant will be provided upon successful completion of the approved project. The grant will be paid in a lump sum as a reimbursement of costs incurred.



7 Design Guidelines



7.1 Purpose

The *Municipality* of Red Lake prides itself on its natural beauty, recreational opportunities, entrepreneurial spirit, character, and rich local mining/industrial history. Building on this identity, the Design Guidelines for the Red Lake CIP were prepared to guide the design of improvements to existing building stock, new developments, and the built environment. Though primarily directed towards the private sector, these guidelines may also be considered and/or adopted for public realm improvements so that there can be a consistency in style, form, materials etc. with private realm initiatives and especially coordination within the public-private interface areas.

These Design Guidelines are meant to help guide architectural, landscape, and general improvements to buildings, properties, and streets within the CIPAs and aim to enhance the desired local character and aesthetics of each serviced community. The Design Guidelines are intended to complement and assist the Financial Incentive Programs enabled by this CIP as a flexible guide for design and development.

The purpose of the guidelines is to help support well designed projects that are small in scale and pedestrian orientated.

Design Guidelines are...

- A flexible tool for CIP area design and development. They are not strict “policies” or “regulations” and not mean to restrict design.
- Wide-ranging, or general, and are recommended to be a target goal for all projects.
- Suggested guidelines - not a required checklist meant to be applied in all cases.



Figure 9: An existing heritage commemoration piece, Red Lake, 2016



Figure 10: Natural beauty - Boreal Forest, Red Lake, 2016

7.1.1 Application

The Design Guidelines are intended to be used by all participants involved in the planning and design process. These participants include:

- a) property owners and developers when planning and designing their projects and developments;
- b) the *Municipality* when reviewing applications for planning and development approvals;
- c) property and business owners when preparing applications for Financial Incentive Programs available under the CIP;
- d) the *Municipality* when evaluating, applications for Financial Incentive Programs; and
- e) the *Municipality* when undertaking streetscape improvement projects and other public realm improvement projects throughout the CIPAs.

The Design Guidelines are meant to provide design guidance, with the understanding that they are to be applied on a case-by-case basis and are not meant to be a “checklist”. While their application is flexible, all new developments and all improvements to existing properties and buildings are to be consistent with all the design principles. The Design Guidelines are not meant to be read as “policies” or “regulations”, but rather are to be used as a flexible guidance tool during the planning and design process and will be applied in a flexible fashion to not restrict creativity in design.

7.1.2 Design Principles

A set of design principles form the foundation of the design guidance in Section 7.2. These design principles are meant to be the general, higher level guidance to new developments and property and building improvements, while forming the

foundation for the more specific design guidelines. The design principles for new developments and improvements to properties and buildings within the CIP are as follows:

1. **Scale:** new developments and improvements to existing buildings that reinforce and complement the existing scale of buildings in terms of building size, while maintaining historic views, such as the view of Howey Bay;
2. **Safe and Connected:** new developments and site improvements that are designed to be safely connected with the surrounding community in terms of pedestrian and vehicle linkages, main street linkages, linkages to amenities, and waterfront linkages;
3. **Green:** new developments and site improvements that enhance the “greenness” of the community through landscape additions that complement the natural environment and existing plantings;
4. **Complementary:** new developments and improvements to existing buildings that are designed to complement the existing architectural styles and natural settings within and adjacent to the CIPAs and not overshadow the existing character of the area;
5. **Character:** new developments and improvements to existing buildings that are designed to be in keeping with the intended character of the particular CIPA, whether a residential form, commercial form or *Mixed-use*;
6. **Precedent:** new buildings and improvements to existing buildings that are designed using the best built form and architecture examples within the particular CIPA; and
7. **Sustainable:** new building and site developments and improvements that are designed to incorporate sustainable practices and initiatives through the design of buildings and the layout of sites.

7.2 Guidelines

The following section provides guidelines for:

- Streetscapes;
- Built Environment;
- Façades;
- Parking Areas and Driveways;
- Directional Signage; and
- Public/Private Domain Partnership.

7.2.1 Streetscape Guidelines

Objective: to create accessible, safe, vibrant, and pedestrian friendly streets.

1. Provide barrier-free building entrances, sidewalks, and crosswalks;
2. Implement crosswalks at key intersections as outlined in the Community Improvement Concepts (Appendix B) to facilitate safe pedestrian crossing;
3. Signage and wayfinding should be similar to the overall theme of the streetscape and architectural character;
4. Streetscape elements, such as street furniture, refuse and recycling containers, newspaper boxes, should be coordinated, clustered, and not impede paths of travel;
5. Existing street trees and planting beds should be retained and maintained where possible;
6. Design all sidewalks to a minimum width of 1.5 metres, preferably 2.0 m;
7. Maintain a uniform walking surface on pedestrian sidewalks. Variations in pavement material and texture

should be complimentary to the architecture, uniform in surface to the sidewalk, and may be used to differentiate building entrances from the public right of way. Examples include coloured or stamped concrete and interlocking concrete pavers;

8. Upgrade and maintain existing light fixtures. Use decorative lighting to enhance the streetscape experience;
9. Install and maintain hanging baskets and seasonal planters;
10. Feature public art in permanent or temporary installations; and
11. Create a mural and banner program with local artists where artwork is profiled free of sponsorship logos.



Figure 11: Existing Mural, Red Lake, 2016

7.2.2 Built Environment Guidelines

Objective: to develop and enhance the built environment while encouraging pedestrian activity and respecting local character and history.

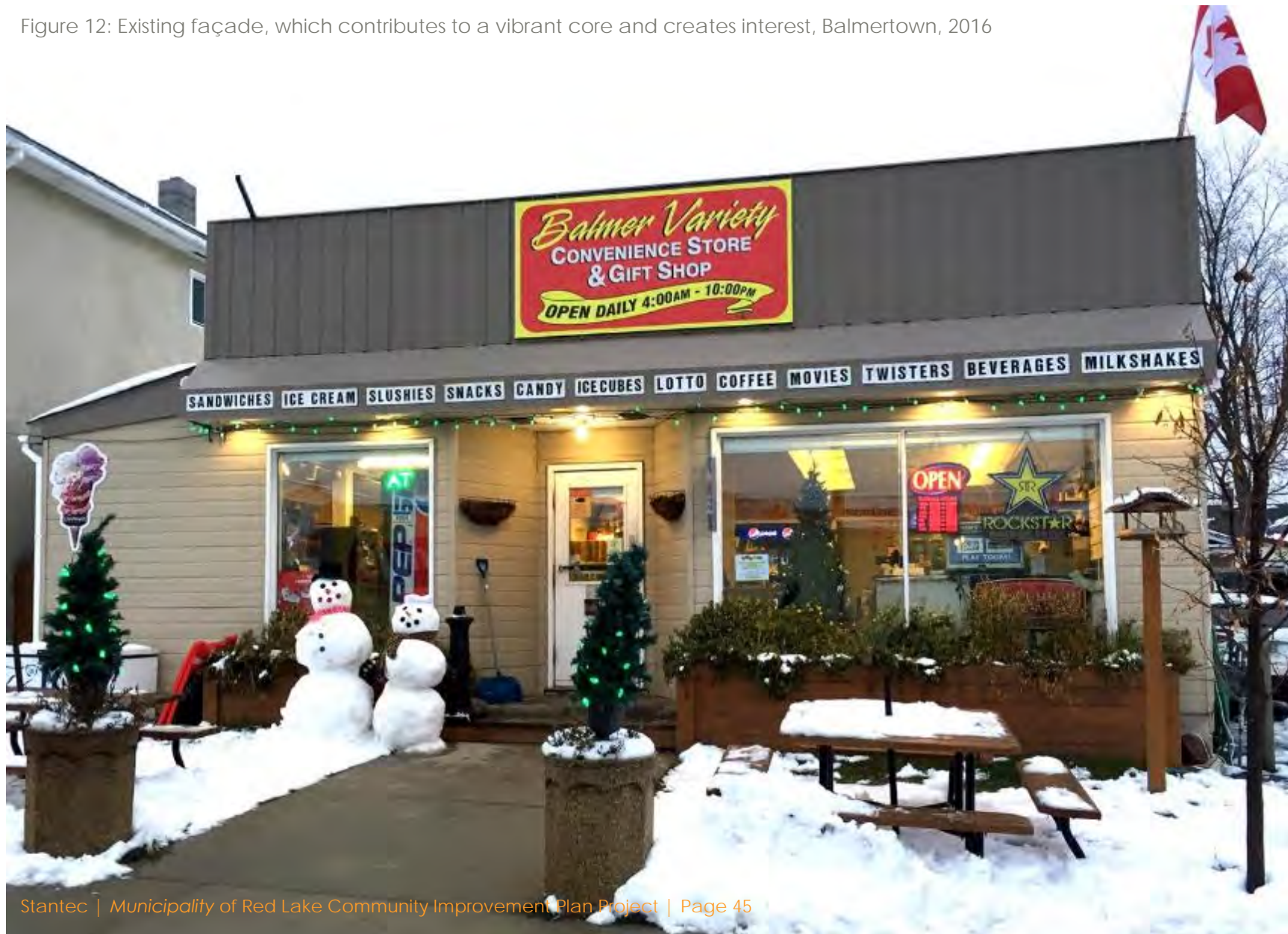
1. Building heights should be compatible with and not exceed neighboring building heights;
2. Main building entrances should face the street;
3. In the core business areas of Red Lake and Balmertown, building façades should be continuous;
4. Spaces between buildings (such as alleyways) should be well lit and the sides of buildings may be considered as signage and mural locations. The aesthetics of building sides can be improved with creative lighting techniques and as well as designed finishes and material/colour selection;
5. Front entrances of stores, offices, etc. should permit universal accessibility, including both visual and physical accessibility; and
6. Building frontages should not be visually obscured (per the principles of Crime Prevention Through Environmental Design).

7.2.3 Façade Improvement Guidelines

Objective: to celebrate local history and respect historic character, provide visual harmony, create distinctive “districts” within the CIPAs and create a vibrant and friendly atmosphere for residents and visitors.

1. Existing facades should be repaired, restored and maintained. Original stonework and brickwork should be preserved wherever possible;
2. Diversity in storefront signage should be encouraged while being in proportion with the building and outside of the pedestrian right of way;
3. Signs hanging perpendicular to the building façade are encouraged;
4. A combination of building signage, awnings, natural shading (trees), sandwich board signage, signage painted on building windows, etc. is encouraged to create vibrancy and interest; and
5. Creative exterior lighting is encouraged to promote vibrant streetscape at night, promote pedestrian traffic and enhance the safety of the pedestrian experience.

Figure 12: Existing façade, which contributes to a vibrant core and creates interest, Balmertown, 2016



7.2.4 Parking and Driveway Guidelines

Objective: provide suitable parking and driveway options in the CIP area while reducing traffic speed and visual dominance.

1. New front street parking and driveways are discouraged;
2. Rear yard parking, or encouraging patrons to park in designated parking lots is preferred; and
3. Side yard parking may be considered where site constraints are significant but is discouraged.

7.2.5 Directional Signage

Objective: improve accessibility and wayfinding for both residents and visitors.

1. Sign colour, font colour, font size and style must be legible. Designers should consult local by-laws and provincial regulations for further information and requirements;
2. Signage clarity, visibility and creativity are encouraged;
3. Signs should not be blocked by vegetation;
4. Signage placement should anticipate snow pile up in the winter months and be located to be legible where possible on an annual basis; and
5. Signage style and design should reflect the local character of the community, including local site specific history.



Figure 13: Directional Signage Example



Figure 14: Existing Directional Signage, Municipality of Red Lake, 2016

7.2.6 The Public Private Domain Partnership

Objective: to unify the efforts between the public and private domains in key areas where a working partnership is ideal.

1. Create a choice of comfortable outdoor spaces for pedestrians for walking, sitting or outdoor eating;
2. Define seating areas day and night with design elements such as ornamental fencing, unique paving and/or lit bollards;
3. Encourage social interactions with face to face seating, and public surveillances of businesses;
4. Create relaxed and shaded outdoor dining spaces for shops and restaurants; and
5. Promote a safe pedestrian experience at all hours with appropriately scaled lighting.

Key design areas between the public and private domain typically deal with the connections between commercial properties and the streetscapes that typically include roads, sidewalks, trails and bicycle paths. In Red Lake, the waterfront and water transportation must also be considered.

Eligible applicants should be encouraged to work with the *Municipality* to coordinate efforts to improve the exterior appearance of their property with any municipal improvement plan.



Figure 15: Example of an outdoor space for pedestrians, Red Lake, 2016



8 Implementation Plan

8.1 Implementation Period

It is anticipated that the CIP will be implemented over a 10-year period ending December 2028. Council may extend or reduce the implementation period as deemed appropriate or necessary, subject to an amendment to the CIP.

8.2 Administration

8.2.1 Council Roles and Responsibilities

- a) Municipal Council will appoint a *CIP Implementation Committee* and assign a Community Improvement Administrator to assist with the implementation of the Red Lake CIP.
- b) Municipal Council will delegate its responsibility for approving or refusing applications for Financial Incentive Programs to the *CIP Implementation Committee*.
- c) In addition, Municipal Council will contribute to the overall administration of the CIP (subject to the *Municipality's* priorities and the availability of resources/funding) as follows:
 - i. Providing approval for which of the CIP Financial Incentive Programs will be put into effect in any given year during the implementation period, if any; and
 - ii. Providing approval for (as part of the annual budgeting process) a community improvement budget for Financial Incentives that have been put into effect for that year, if any, in accordance with Section 8.3 of this CIP.

8.2.2 CIP Implementation Committee

- a) The *CIP Implementation Committee* will consist of the following departments:
 - i. CAO;
 - ii. Clerk; and
 - iii. Planning.
- b) A staff person with expertise on site-specific matters may also be consulted to assist with the review and evaluation of applications. The Implementation Committee shall also be authorized to retain other qualified professionals as required.
- c) The *CIP Implementation Committee* will be responsible for:
 - i. Reviewing and evaluating applications for Financial Incentive Programs;
 - ii. Approving or refusing applications for Financial Incentive Programs (in accordance with Section 8.2.1 b);
 - iii. Marketing the CIP, in accordance with the Marketing Plan set out in Section 9;
 - iv. Monitoring the CIP, in accordance with the Monitoring Plan set out in Section 10, and providing annual reports to Council and citizens with respect to the costs and benefits of the CIP; and
 - v. Making recommendations to Council with respect to:
 - 1) Financial Incentive Programs to be put into effect in any given year; and
 - 2) Identifying an annual community improvement budget for Financial Incentives.

8.2.3 Administration of Financial Incentives

- a) The *Municipality* may put into effect any number of the Financial Incentives identified in this Plan during the implementation period, subject to the availability of Municipal funds and other resources.
- b) Annually, the *CIP Implementation Committee* may make recommendations to Council with respect to the administration of Financial Incentives.
- c) An annual/bi-annual deadline for financial incentive applications will be identified by the Implementation Committee. All applications will be received and evaluated in accordance with this deadline.
- d) The following criteria will be used to evaluate all financial incentive applications received in advance of the deadline:
 - i. General eligibility requirements, as outlined in Section 6.2;
 - ii. Program eligibility requirements, as outlined in each grant program detail (Section 6.4 to 6.10);
 - iii. Application requirements, as outlined in Section 8.4.2; and
 - iv. A Council approved budget.
- e) Following the evaluation of all financial incentive applications received at the time of the annual/bi-annual deadline, successful applicants will be selected based on the results of the evaluation and on the limit of available funding for that year.
- f) In cases where the Implementation Committee refuses an application for Financial Incentives, all applicants will have the right to appeal the decision to Council. If a decision is appealed, a staff report will be prepared for

Council detailing the Committee's decision. The applicant may appear before Council to detail their appeal.

8.3 Financial Management

- a) As part of the annual Municipal budgeting exercise, Council will approve a community improvement budget for Financial Incentives that have been put into effect for that year, if any.
- b) The provision of any incentives shall be to the limit of the available funding for that year.
- c) During the implementation period of this Plan, Council will determine if funding and incentive levels are necessary or warranted to ensure that the CIP functions properly in respect of the goal statement and the objectives (as set out in Section 3) and the *Municipality's* financial circumstances.

8.4 Applying for Incentives

8.4.1 The Application Process

The following is a summary of the process for the submission, evaluation, and approval of Financial Incentive Program applications:

- a) Applicants are encouraged to meet with one or more members of the *CIP Implementation Committee* for a pre-consultation meeting, prior to submitting an application, to confirm requirements for a complete application.
- b) Applications must be submitted in accordance with the annual/bi-annual deadline and the requirements outlined in Section 8.4.2.

- c) The *CIP Implementation Committee* will evaluate all applications and supporting materials. Applicants will be notified if their submission is incomplete.
- d) Based on the evaluation of complete applications, a decision will be made with respect to the approval or refusal of an application.
- e) For applications that are approved, a Financial Assistance Agreement will be prepared and executed.
- f) Any program commitments may be cancelled if work does not commence within six months of approval of an application, or if a project is not undertaken or completed in accordance with the Agreement.
- g) When projects are completed, a statement with supporting invoices and proof of payment shall be submitted to the *Municipality*. Following this, the work will be inspected by the *Municipality* and, if approved, notice of completion will be issued and the financial assistance will be initiated.
- h) Upon completion of a community improvement project, the *Municipality* reserves the right to audit final costs at the owner's expense.
- i) Funding approval will lapse if a notice of completion is not issued within twelve months of the date of execution of the Financial Assistance Agreement.
- j) The *CIP Implementation Committee* may grant an extension for community improvement works following receipt of a written request by the owner setting out the reasons for the extension and providing a new date of completion.
- k) Should the applicant fall into default of any of the requirements of the incentive program or other requirements established by the *Municipality*, incentives

may be delayed, reduced, or cancelled. Applicants may be required to repay benefits to the *Municipality*.

8.4.2 Application Requirements

Applications for Financial Incentives must include:

- a) One (1) copy of a completed and signed application form.
- b) One (1) copy of all supporting documentation, as determined by the *CIP Implementation Committee* at a pre-consultation meeting, which may include:
 - i. Good quality photographs of the existing condition of the building(s) and property;
 - ii. Past/historical photographs and/or drawings (where available);
 - iii. Specifications of the proposed project, including design drawings prepared by a design professional (if available) or sketches, renderings, and/or elevation drawings illustrating the proposed improvements;
 - iv. Two (2) detailed independent contractor estimates for each component of the proposed eligible work, or two estimates covering all the components of the eligible work;
 - v. A statement with respect to how the proposed project meets the overall goal and objectives of the CIP; and
 - vi. Any additional requirements as determined by the *CIP Implementation Committee*.

The *Municipality* is not responsible for any of the costs associated with the preparation of a CIP financial incentive application.



9 Marketing Plan

9.1 Overview

The following is meant to be a guide for the *Municipality* of Red Lake to market its CIP and promote the programs available during implementation. The marketing initiatives will help the *Municipality* communicate opportunities available by means of the CIP.

9.2 Target Markets

9.2.1 Primary Target Markets

The following have been identified as primary market targets of the CIP:

1. Property owners, operating businesses and tenants located within the Red Lake CIP Primary Community Improvement Area;
2. Potential community investors; and
3. Local realtors.

9.2.2 Secondary Target Markets

In addition to these primary target markets, there may be other secondary marketing considerations that will apply, including, but not limited to:

1. Business associations, which can serve as an information source about the CIP and its programs;
2. The public; and
3. Municipal Council, who will receive annual reports on program up-take and on-the-ground results.

The communications and marketing messages to be conveyed to each of these market segments are outlined in Table 3 below.

Table 3: Communications / Marketing Messages

Target Market	Communications / Marketing Messages
Property Owners, Operating Businesses and Tenants	<ul style="list-style-type: none"> • The CIP can help finance improvement projects to private properties. • The CIP can multiply the value of private investment by up to 50%. • There is an efficient CIP application and approvals process. • The CIP can help achieve strategic business development goals.
Potential Community Investors	<ul style="list-style-type: none"> • The CIP is just one way in which the <i>Municipality</i> of Red Lake is actively encouraging local investment and job growth.
Realtors	<ul style="list-style-type: none"> • The CIP enhances the attractiveness of properties in the CIPAs. • Realtors can help spread the word about the opportunities of the CIP.

Target Market	Communications / Marketing Messages
Business Associations	<ul style="list-style-type: none"> Business Associations can help spread the word about the opportunities of the CIP, which will benefit their members.
The Public	<ul style="list-style-type: none"> The <i>Municipality</i> is actively encouraging investment and job growth through the CIP. The CIP is in alignment with Red Lake's Strategic Plan and other initiatives.
Municipal Council	<ul style="list-style-type: none"> Extent to which the CIP is achieving the goal statement and objectives identified in Section 3. Need for changes/revisions to the CIP programs.

- An information package that would be sent to both property owners and tenant businesses in the CIPAs.
- Presentations could be tailor made to business associations and other groups to communicate the opportunities available through the CIP.
- Information displays could be provided at local community events, conferences, and at municipal buildings, to broadly promote the CIP.
- Annual progress reports could be prepared to outline the success of the CIP over the period of one year and to serve as case studies for future applicants.

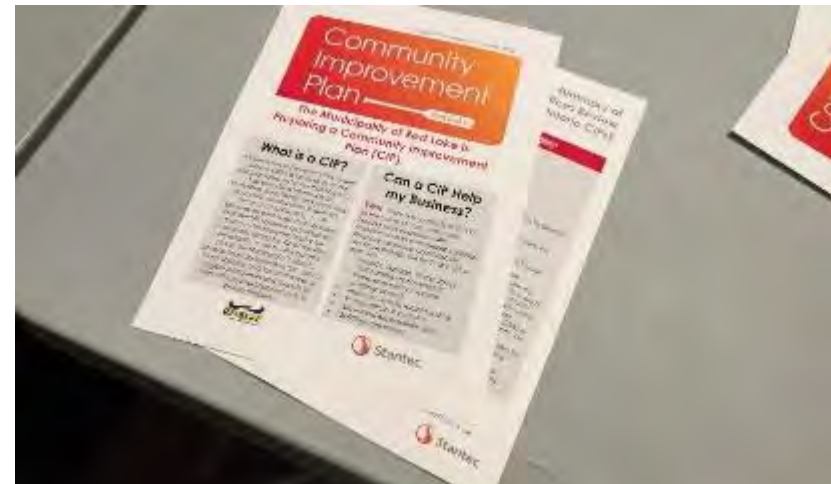
The *Municipality* may also identify target businesses and properties where improvements would be most desirable, and arrange short visits with owners/managers, to ensure awareness and encourage take-up.

These activities may be completed as part of the initial launch of the CIP program, and repeated annually or every few years as 'reminders' of the CIP opportunities.

9.3 Marketing Materials

The following are materials that the *Municipality* may develop to promote the CIP and the related opportunities:

- A section on the *Municipality's* web site devoted to the CIP, including information on Financial Incentives and the application process.





10 Monitoring Plan

10.1 Purpose

The purpose of the Monitoring Plan is to:

- a) Track funds provided by the CIP to owners and tenants of land located within the Red Lake CIP Improvement Project Area;
- b) Evaluate whether the programs are achieving the goal statement and objectives set out by the CIP;
- c) Determine whether program adjustments are required; and
- d) Provide the basis for reporting the results of the CIP, and specifically the uptake and success of Financial Incentive Programs, to Municipal Council.

The monitoring strategy is based on the goal statement and objectives in Section 3 of this CIP. A set of measures have been identified to assist in determining whether the individual objectives of the CIP are being achieved during the implementation period. The measures are presented in Section 10.3.

10.2 On-going Data Collection

Collection of data related to financial incentive applications and proposed/completed projects should be on-going during the implementation of this Plan.

The *Municipality* of Red Lake should monitor the following on an on-going basis:

- a) Number of unsuccessful applications; and
- b) Reason(s) for the application's denial.

For each approved financial incentive application, the *Municipality* should also monitor the following on an on-going basis:

- a) Approved value of grants, in total and by program;
- b) Timing of completion of the project and payment of the grant;
- c) Property tax assessment after the completion of the project, if relevant; and
- d) Appearance of the completed project ("after" photos).

10.3 Measures

Table 4 on the following page provides several measures that may be used as the basis for evaluating whether the individual objectives of the CIP are being met. Each of the measures identified has different implications in terms of what specifically should be collected, how frequently the data should be collected, and how frequently the data should be reported. Additional measures may be identified during the implementation of the CIP.

10.4 Reporting

An annual report will be prepared to highlight the successes and achievements of the CIP. The report will be presented to Municipal Council for consideration. The report may recommend adjustments/amendments to the Plan, as discussed below.

Table 4: Measures to be Evaluated

Objectives	Measures
1. Renew and restore private buildings and properties.	<ul style="list-style-type: none"> • Number of façade, building, and property renewal and restoration projects funded. • Visualization of building and property improvements with 'before' and 'after' documentation for private properties.
2. Invest in streetscapes and the public realm.	<ul style="list-style-type: none"> • Amount of municipal funding invested in streetscape and public realm improvements. • Visualization of streetscape and public realm improvements with 'before' and 'after' documentation for public properties.
3. Expand local business activity.	<ul style="list-style-type: none"> • Number of new businesses established within the CIPAs. • Sustainability of business after 2nd year of operation. • Number of expansions to existing businesses in the CIPAs. • Number of new job positions that are associated with projects funded.
4. Attract new investment, partnerships, and funding.	<ul style="list-style-type: none"> • Value of private sector investment leveraged as a result of funding. • Value of public sector investment leveraged to fund Municipal Programs and other public improvements/related projects.
5. Increase the non-residential municipal tax base.	<ul style="list-style-type: none"> • Value of <i>Tax Increment</i> on non-residential properties as a direct result of projects funded by the CIP (i.e., not due to a general tax increase/decrease or a change in assessment for any other reason).
6. Increase the availability of <i>affordable</i> housing options.	<ul style="list-style-type: none"> • Number of previously <i>affordable</i> housing options created as a result of funding.
7. Promote Red Lake's heritage and character.	<ul style="list-style-type: none"> • Amount of streetscape and public realm improvements implemented. • Number of façade improvements funded in accordance with guidelines. • Amount of signage and wayfinding implemented. • Number of heritage planning initiatives undertaken/commemorative displays implemented.
8. Reduce vacant commercial buildings and properties.	<ul style="list-style-type: none"> • Number of previously vacant commercial buildings occupied as a result of funding. • Hectares of commercial land developed or redeveloped as a result of funding.

10.5 Plan Amendments

As a result of the monitoring and evaluation of the *Municipality* of Red Lake CIP, amendments to the Plan may be required. The following summarizes when Plan amendments are and are not required:

- a) An amendment to the CIP will not be required to:
 - i. Reduce funding levels for the Financial Incentive Programs; or
 - ii. Discontinue or cancel any of the programs identified.
- b) An amendment will be required to the CIP or implementing By-laws to:
 - i. Extend the implementation period of the CIP;
 - ii. Add any new Financial Incentive Programs;
 - iii. Modify the eligibility criteria related to Financial Incentive Programs offered; and
 - iv. Modify the geographic area (i.e., the CIPAs) to which Financial Incentive Programs apply.

Amendments to this CIP will be passed by Municipal Council under the Planning Act. The *Municipality* of Red Lake will also be required to pre-consult with the Ministry of Municipal Affairs and Ministry of Housing on any amendments to this CIP.



11 Conclusion

The CIP is a *Municipality*-wide planning document that is focused on advancing the beautification, revitalization, and economic development of Red Lake's serviced townsites and encourage a more attractive, prosperous, and complete community.

Through implementation of this Plan, the *Municipality* of Red Lake is demonstrating that it is highly committed to this overall goal and working with property owners and tenants to support community improvement.

Property owners and tenants who are interested in any of the programs identified in this CIP, or who require additional information, should contact the *Municipality* of Red Lake *CIP Implementation Committee* for more information.

The Municipality of Red Lake is committed to working with property owners and tenants to support community improvement.



12 Glossary



The interpretation of this Plan rests solely with the *Municipality of Red Lake*. To assist in interpretation, the following definitions shall apply.

Affordable means a) in the case of ownership housing, the least expensive of:

1. housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or
2. housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

Or, b) in the case of rental housing, the least expensive of:

1. a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or
2. a unit for which the rent is at or below the average market rent of a unit in the regional market area.

Brownfield means 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.

CIP Implementation Committee means the designated committee appointed by Council to review applications for Financial Incentives and make decisions on Financial Incentives in accordance with the policies of this Plan.

Eligible applicants means registered owners, assessed owners, and tenants (with written consent of the owner) of private land or buildings within the Community Improvement Projects Areas who meet all eligibility requirements of this CIP.

Eligible costs mean costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Mixed-use means any combination of commercial uses (retail, personal services, restaurants, etc.), offices, institutional uses, and/or residential uses, if there are commercial uses at grade.

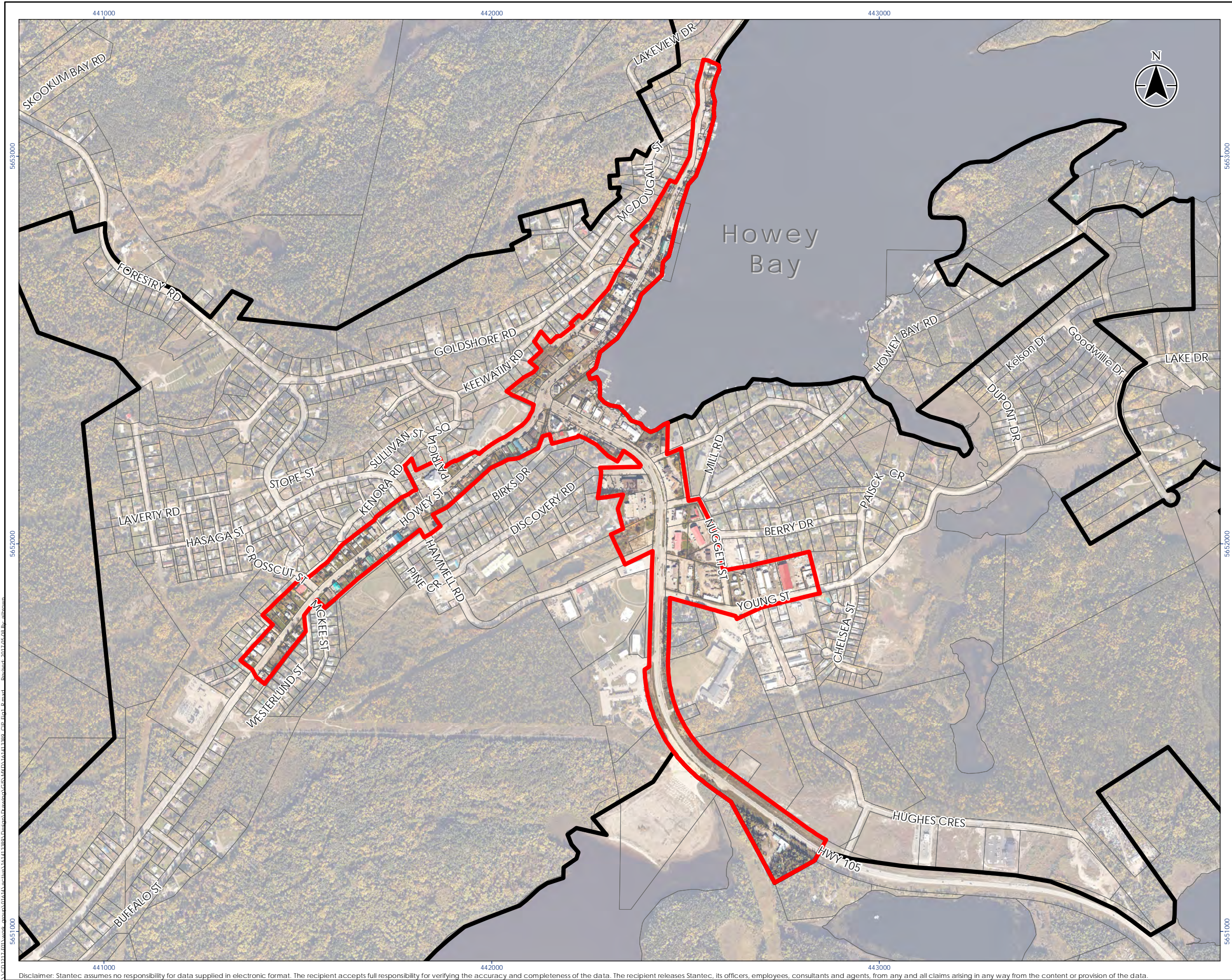
Municipality means The Corporation of the *Municipality of Red Lake*.

Tax Increment means an increase in taxes, which is calculated by subtracting the Municipal portion of property taxes before assessment from the Municipal portion of the property taxes after reassessment. The *Tax Increment* does not include any increase/decrease in Municipal taxes due to a general tax increase/decrease or a change in assessment for any other reason.



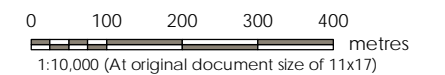
Appendix A

Primary
Community
Improvement
Project
Areas



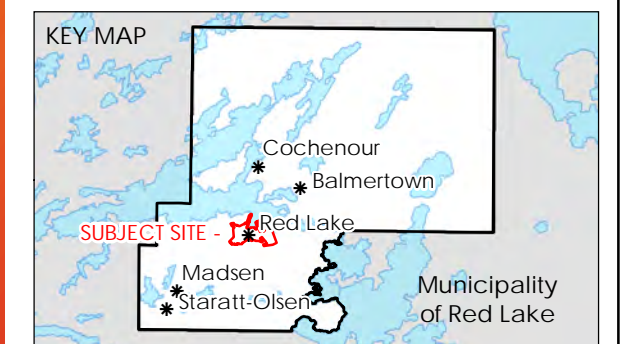
Legend

- Townsite Boundary
- Community Improvement Project Area
- Ownership Parcels



Notes

1. Coordinate System: NAD 1983 UTM Zone 15N
2. Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2016.
3. Base information used under license with the Township of Redlake © 2015



Project Location: Municipality of Redlake
161413389 REVA
Prepared by AB on 2017-05-08

Client/Project:
MUNICIPALITY OF RED LAKE
COMMUNITY IMPROVEMENT PLAN
RED LAKE, ONTARIO

Figure No.

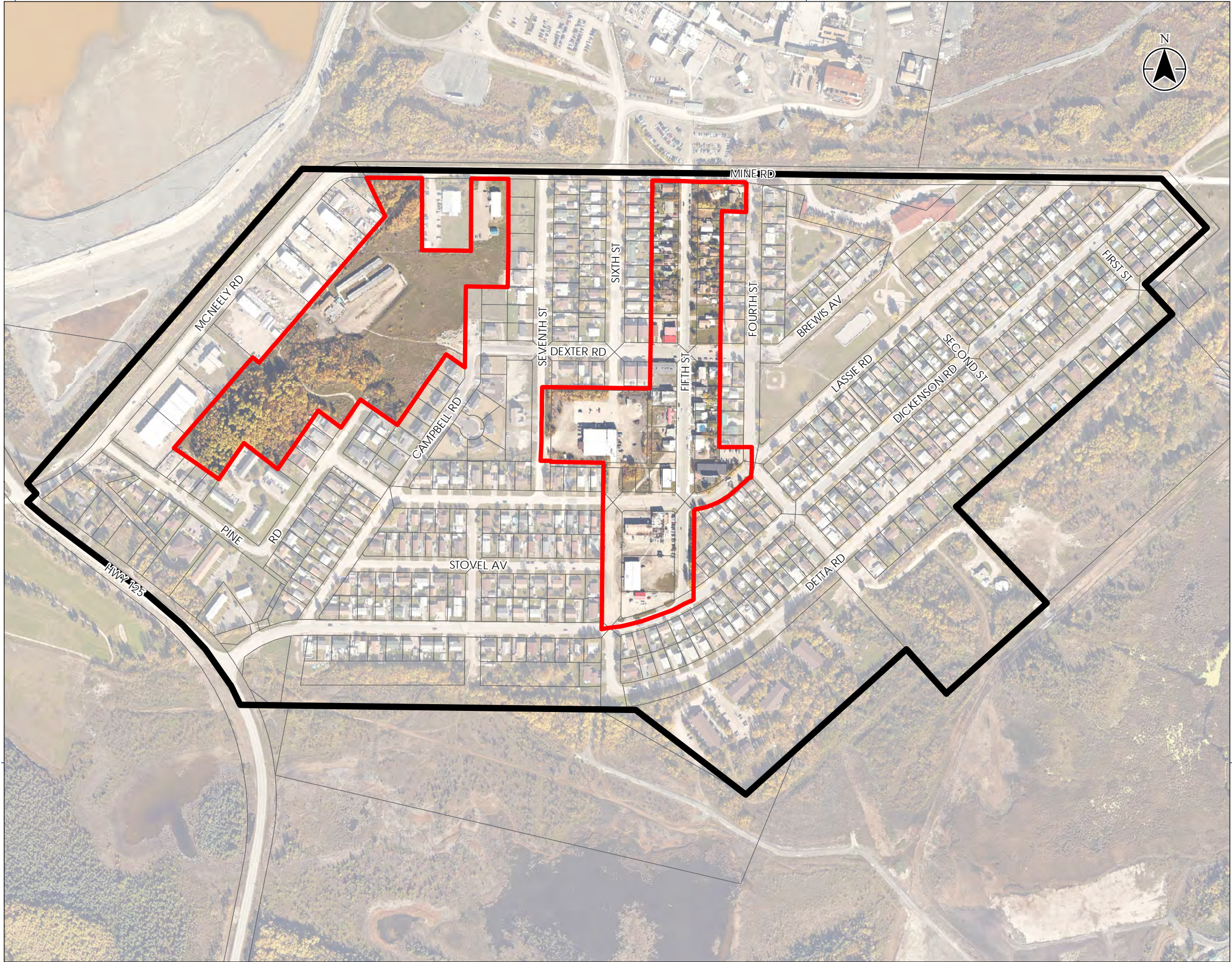
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Title

Community Improvement Plan
Red Lake (Primary)

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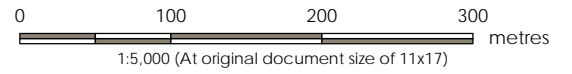
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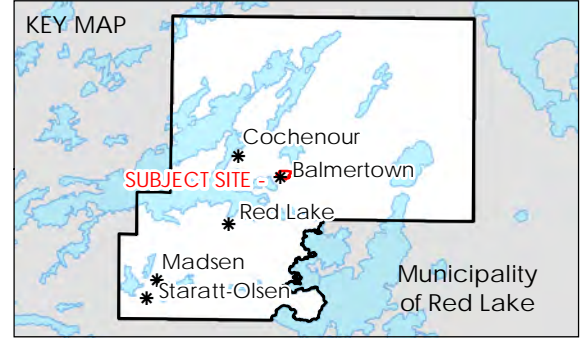


Legend

- Townsite Boundary
- Community Improvement Project Area
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- Notes
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Project Location: Municipality of Redlake
161413389 REVA
Prepared by AB on 2017-05-04

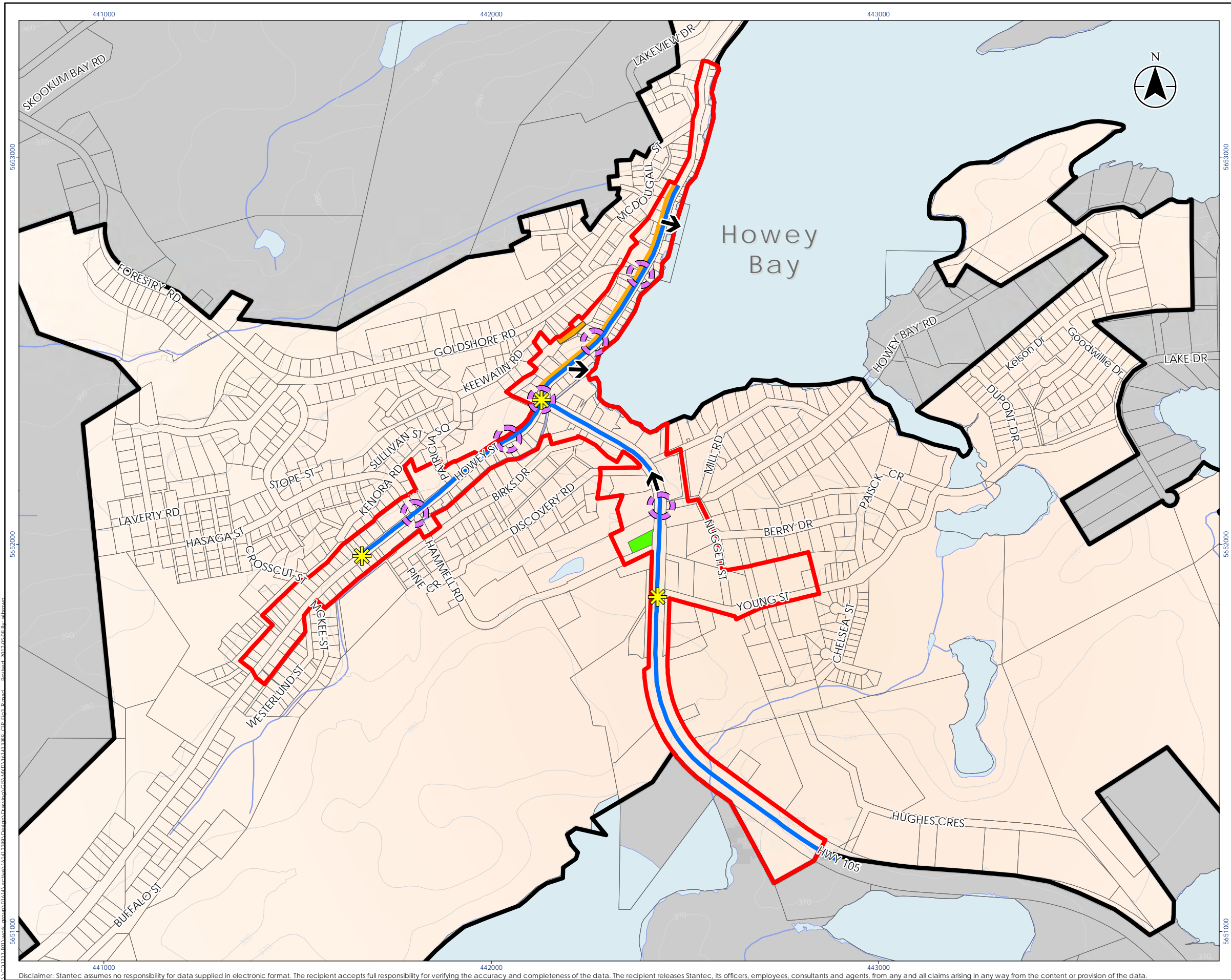
Client/Project:
MUNICIPALITY OF RED LAKE
COMMUNITY IMPROVEMENT PLAN
BALMERTOWN, ONTARIO

Figure No.
2

Title
Community Improvement Plan Area
Balmertown (Primary)

Community
Improvement
Concepts

Appendix B

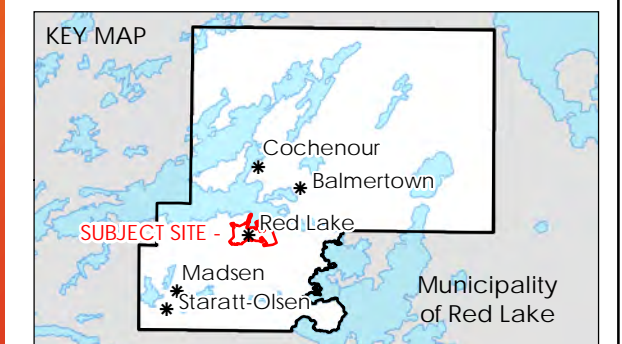


Legend

- Townsite Boundary
- Community Improvement Project Area
- Ownership Parcels
- View Corridor
- Potential Gateways
- Potential Intersection Improvements
- Streetscape Beautification & Sidewalk Improvements
- Brownfield Properties
- Potential Parking Improvements
 - Parking Signage & Marking Improvements
 - Parking Improvements - Off Street Municipal Lot

0 100 200 300 400 metres
1:10,000 (At original document size of 11x17)

- Notes
- Coordinate System: NAD 1983 UTM Zone 15N
 - Base features produced under license with the Ontario Ministry of Natural Resources and Forestry © Queen's Printer for Ontario, 2016.
 - Base information used under license with the Township of Redlake © 2015

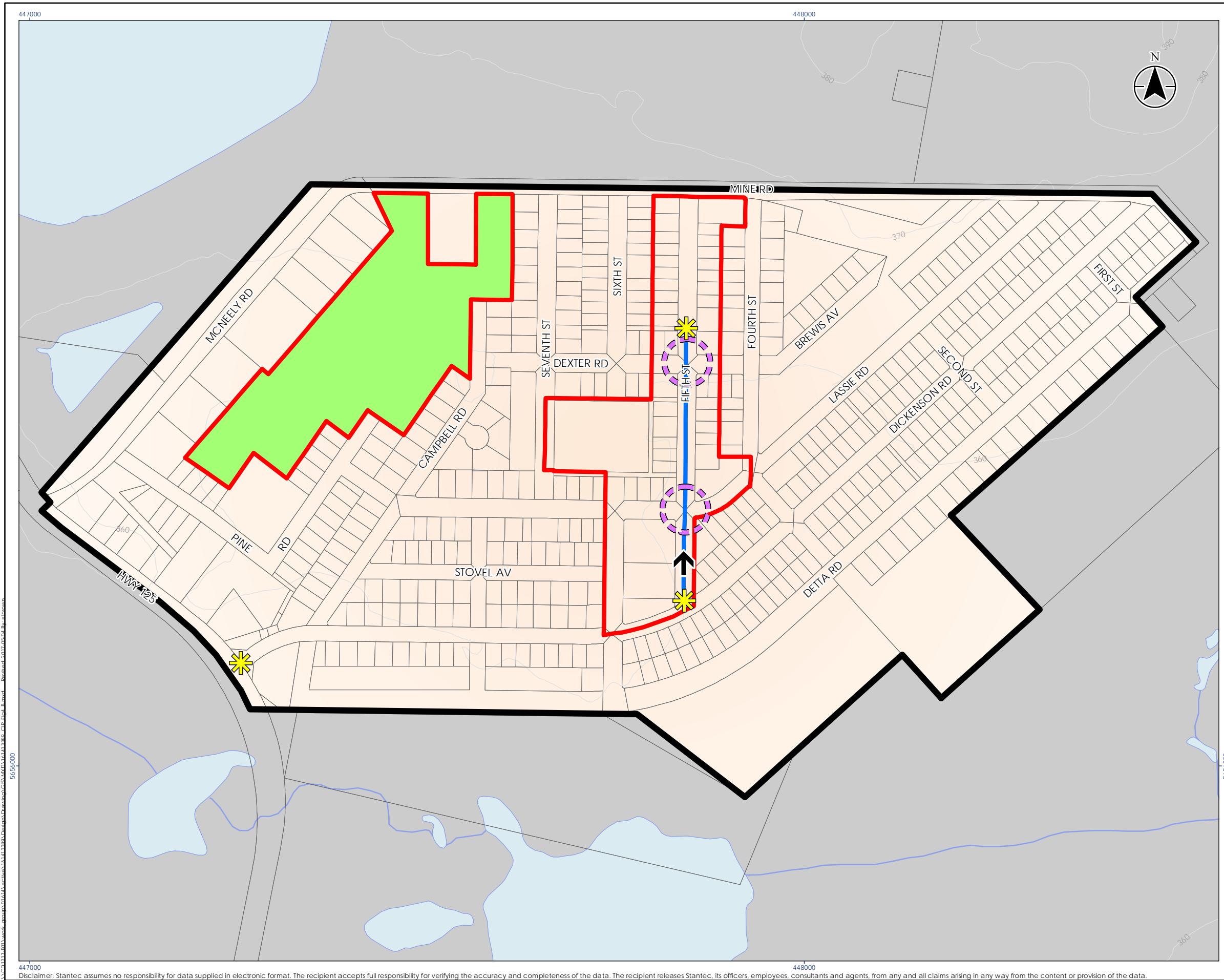


Project Location: Municipality of Redlake
161413389 REVA
Prepared by AB on 2017-05-08

Client/Project:
MUNICIPALITY OF RED LAKE
COMMUNITY IMPROVEMENT PLAN
RED LAKE, ONTARIO

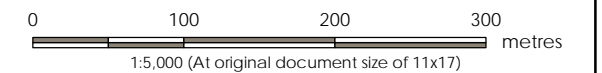
Figure No.
3

Title
Community Improvement Concept
Red Lake (Primary)



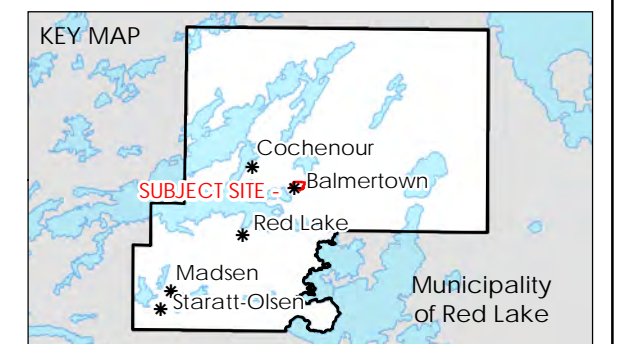
Legend

- Townsite Boundary
- Community Improvement Project Area
- Ownership Parcels
- View Corridor
- Potential Gateways
- Potential Intersection Improvements
- Streetscape Beautification & Sidewalk Improvements
- Brownfield Properties



Notes

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Project Location: Municipality of Redlake
161413389 REVA
Prepared by AB on 2017-05-04

Client/Project:
MUNICIPALITY OF RED LAKE
COMMUNITY IMPROVEMENT PLAN
BALMERTOWN, ONTARIO

Figure No.
4

Title
Community Improvement Concept
Balmertown (Primary)