

CITY OF DRYDEN

COMMUNITY IMPROVEMENT PLAN

FINAL



DECEMBER 2019



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**PREPARED FOR:
CITY OF DRYDEN**

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The development of the City of Dryden Community Improvement Plan would not have been possible without the contributions of FedNor, the Northern Ontario Heritage Fund Corporation (NOHFC), and Patricia Area Community Endeavours (PACE).



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1 INTRODUCTION

1.1 WHAT IS A CIP?



The City of Dryden has undertaken the process to modernize its existing Community Improvement Plan (CIP), which was originally prepared in 2007. A CIP is a planning and economic development tool for municipalities to promote community revitalization and often serves as a catalyst for achieving economic, community planning and urban development goals. Municipalities use CIPs to enable a wide range of policies and financial incentive programs that encourage private investment, and to support strategic municipal initiatives, aimed at the revitalization of targeted areas. A CIP identifies the local needs, priorities, and circumstances for designated Community Improvement Project Areas (from large areas to specific streets and properties), which are usually in transition and in need of maintenance, rehabilitation, development, and redevelopment. They can provide several benefits for a community, including:

- Stimulating private sector investment in targeted areas through grants and loans provided by the City;
- Promoting revitalization and place-making to attract tourism, business investment, and economic development opportunities;
- Developing affordable housing;
- Promoting the cleanup and redevelopment of brownfield sites;
- Enhancing streetscapes, landscaping, building façades, signage, and accessibility;
- Improving energy efficiency; and
- Encouraging the effective use of community infrastructure.

In general, CIPs are not intended to support greenfield development, but rather to improve conditions in existing urban areas.

Under Section 106 of the Municipal Act, municipalities are prohibited from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from these restrictions if they are exercising their authority under Section 28 of the Planning Act, to promote community improvement initiatives. Section 28 of the Planning Act enables municipalities to:

- Designate by by-law a specific property, area, or entire community covered by an Official Plan as a community improvement project area;
- Acquire, hold, clear, grade, or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate, or improve buildings on municipal land;
- Sell, lease or otherwise dispose of municipal land;
- Provide grants or loans to owners, tenants and their assignees within the community improvement area to pay the whole or any part of identified eligible costs; and

- Provide property tax assistance for environmental remediation purposes.

A municipality's Official Plan must contain policies to enable the preparation of a CIP, and the municipality also requires a by-law designating a Community Improvement Project Area.

Under Section 28 of the Planning Act, once an area has been designated a community improvement area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help cover the costs of improvements to eligible properties. The most common use of a CIP is to enable grants to assist private property owners in improving their properties, including undertaking improvements to façades, signage, and landscaping, and to assist with the costs of improving historic properties. CIPs may also be used to promote the remediation and redevelopment of brownfield sites, as well as the revitalization of commercial, industrial, institutional, and even rural areas. Under a CIP, a municipality may issue grants and loans to help support redevelopment and infill development projects by providing incentives to increase the assessed value of a property (tax increment equivalent grants), offering rebates on planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

A key component of a CIP is the eligibility criteria that are tailored to the municipality and establish the conditions by which an application for a financial incentive will be evaluated. By applying these eligibility criteria to applications for financial incentive programs, the CIP can advance a wide range of planning, urban design, and economic development objectives.

Municipalities may also incorporate a "municipal leadership strategy" into a CIP to identify other actions, programs, capital projects, and policies that may assist in revitalizing target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g. changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

The success of a CIP will require a strong marketing strategy, a monitoring program, and periodic reviews of the financial incentive programs to determine their continued relevancy and any required adjustments to better meet current and anticipated economic conditions and trends.

1.2 PURPOSE OF THIS DOCUMENT

The purpose of this document is to outline the framework for the City of Dryden CIP, establish the Plan's vision and goals, identify the recommended financial incentive programs to meet the Plan's goals, and set out an implementation strategy which includes administration and marketing of the CIP, and monitoring of results.

This CIP is organized as follows:

- **Section 2** outlines the legislative, policy, and regulatory framework for the preparation of the CIP;
- **Section 3** summarizes the community engagement undertaken to inform the development of the CIP;

- **Section 4** presents the vision for the City's CIP and its goals, developed based on the results of a Visioning Workshop and Community and Business Survey conducted at the outset of the project;
 - **Section 5** describes municipal initiatives that are recommended to complement and support the Plan;
 - **Section 6** sets out financial incentive programs for private property owners and developers to achieve CIP goals; and
 - **Section 7** provides details on the implementation of the CIP, including administration, eligibility and application requirements, a municipal marketing strategy, and monitoring / evaluation program, and the processes required for any amendments to the CIP.
-

1.3 CONCURRENT MUNICIPAL INITIATIVES

The modernization of the City's CIP forms part of a larger master planning process being undertaken by the City of Dryden, which also includes the development of a new Strategic Plan and a Branding Strategy, both of which are anticipated to be complete by the end of 2019.

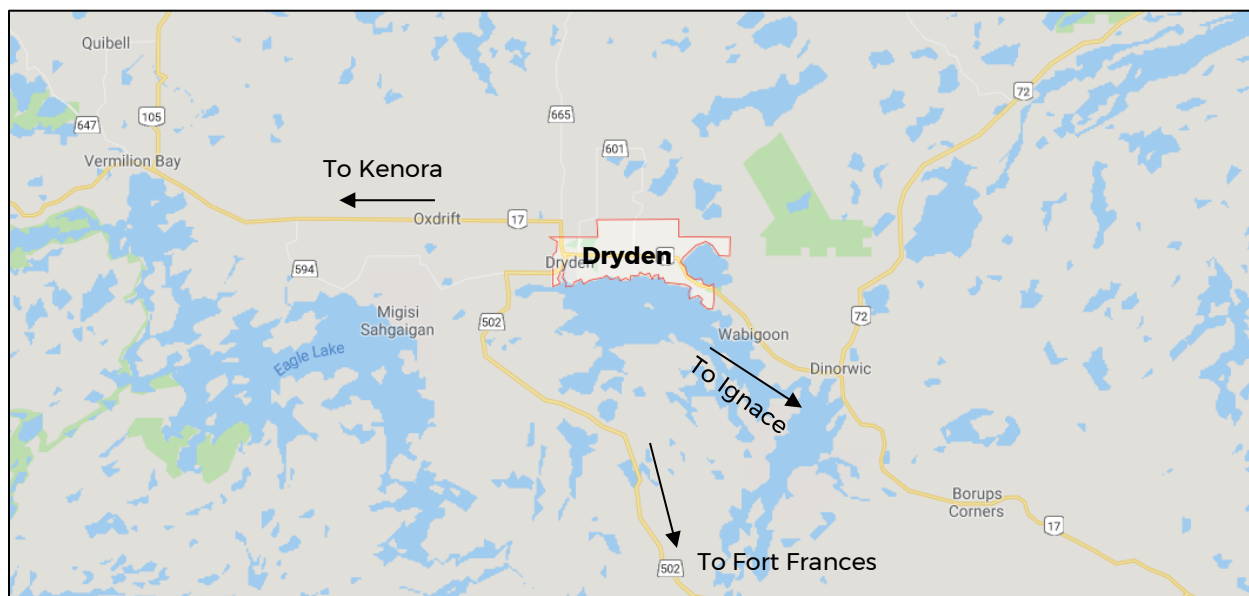
1.4 COMMUNITY PROFILE

The City of Dryden is a regional centre located along the Trans-Canada Highway (Highway 17) mid-way between Thunder Bay, Ontario and Winnipeg, Manitoba, approximately 138 km east of Kenora, Ontario, as illustrated in **Figure 1-1**. It is the second largest city in the Kenora District of Northwestern Ontario. Due to Dryden's location at the intersection of Highway 17 (which runs east-west) and Highway 502 (which runs north-south and links Dryden to Trans-Canada Highway 11 in the south), the City has developed as a centre for commercial and institutional growth (City of Dryden Official Plan, 2012). Highway 502 also links Dryden to the United States border at the Town of Fort Frances.

Geographically, the City occupies a total land area of 66.19 km² (Statistics Canada, 2016), and is comprised of the former Town of Dryden and the former Township of Barclay. The former Township of Barclay is characterized by residential and commercial development along the shorelines of Thunder Lake and Wabigoon Lake, and resource-based activities. The former Town of Dryden is characterized by urban residential, commercial, and industrial land uses with full municipal servicing (City of Dryden Official Plan, 2012).

According to the 2016 Census (Statistics Canada), the population of the City of Dryden was 7,749, which represents a slight increase of 1.7% from the 2011 Census. The Official Plan anticipates growth by the 2031 planning horizon year to a population of 9,000 (City of Dryden Official Plan, 2012). New residential growth is expected to be focused in three areas: 80% in Residential Development Areas; 10% in Stable Areas; and 10% in the Downtown Core (City of Dryden Official Plan, 2012).

Figure 1-1: City of Dryden Location Map (Google, 2019)



A number of industries have guided growth in the City over time. In 2017, Dryden's top ten employers included Domtar Inc., the Ministry of Natural Resources and Forestry (MNR) Fire Management Headquarters, the Keewatin-Patricia District School Board, the Dryden Regional Health Centre, Raleigh Falls Ltd., PRT Group, the Provincial Government, the City of Dryden, Walmart, and the Northwest District Catholic School Board (City of Dryden, 2017). Key industries in Dryden include the following categories: services; retail trade; other; finance, insurance, real estate; wholesale trade; construction; transportation; agriculture and natural resources; and manufacturing (City of Dryden, 2017).

The Domtar Inc. pulp and paper manufacturing mill ("Dryden Mill") has been operating in Dryden since 1913, and is the largest employer in the City (City of Dryden Official Plan, 2012). The Official Plan includes a Regional Business Centre land use designation along Highway 17 / Government Street and Grand Trunk Avenue, which serves as the primary employment centre in Dryden (second to the Dryden Mill) and has the greatest concentration of commercial and industrial uses in the City. This area includes large format retail uses, small- and mid-sized industrial uses, and tourist-oriented accommodation and services. Institutional uses are also large employers in the City, including the education (Confederation College), health and government sectors. During the winter, Dryden is a hub for supplies being delivered to northern communities utilizing the winter road network. The Dryden Regional Airport, which operates daily schedules and charter domestic flights, also represents significant economic opportunities (City of Dryden Community Profile, 2017). The Airport also contains the MNR Fire Management Headquarters related to wildfire management. A gold mine, set to open in 2021 and to be located 20 kilometres east of Dryden, will provide as many as 250 jobs. Major economic spinoff is expected for the City due to this project.

The City is renowned for its abundance of outdoor activities which significantly contribute to tourism in the area, including fishing, boating, paddling, hunting, snowmobiling, ATVing, mountain biking, and hiking. The City Dryden is also home to the annual TBaytel Walleye Masters tournament. Recreational facilities include the Dryden Recreational Complex, which

includes two arenas, a swimming pool, fitness centre, and main recreation office, as well as the Dryden Ski Club and skate park (City of Dryden, 2017; City of Dryden, 2019). As a regional hub for recreational activities, Dryden is well-positioned to support many tourism-related businesses and economic development opportunities.

1.5 COMMUNITY IMPROVEMENT PROJECT AREA



Section 8.7 Community Improvement of the City's Official Plan (2012) identifies the Dryden Urban Service Area as the Community Improvement Area, as shown on Schedule A, Map No. 1 in **Figure 1-2**.

Based on input received from the CIP Working Group during the Visioning Workshop, discussed in **Section 3.1** of this report, the City of Dryden is seeking to prepare a CIP which would apply to the entire municipal boundary for the City of Dryden, as illustrated in **Figure 1-3**. As the current Official Plan policies limit the Community Improvement Project Area to the Dryden Urban Service Area (illustrated in **Figure 1-2** and **Figure 1-3**), the City will undertake an Official Plan Amendment (OPA) to expand the Community Improvement Project Area to encompass the entire municipal boundary of the City of Dryden, which will be adopted by Council prior to the adoption of the CIP. The OPA process is being undertaken concurrently with the development of the CIP.

City staff explored the potential to include the Dryden Regional Airport within the Community Improvement Project Area. The Airport is municipally owned and operated, but is located approximately 8 km northeast of the City of Dryden, outside of the municipal boundary. Under the Planning Act, "community improvement project area" is defined 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."

The Ministry of Municipal Affairs and Housing was consulted by City staff in July 2019 on the potential to include the Airport lands in the Community Improvement Project Area, and were advised that due to the Airport's location outside of the municipal boundary and in an unincorporated area, the CIP has no jurisdiction to influence development. As such, the Airport lands do not form part of the Community Improvement Project Area.

Figure 1-2: Dryden Urban Service Area, Schedule A, Map No. 1, Official Plan for the City of Dryden (2012)

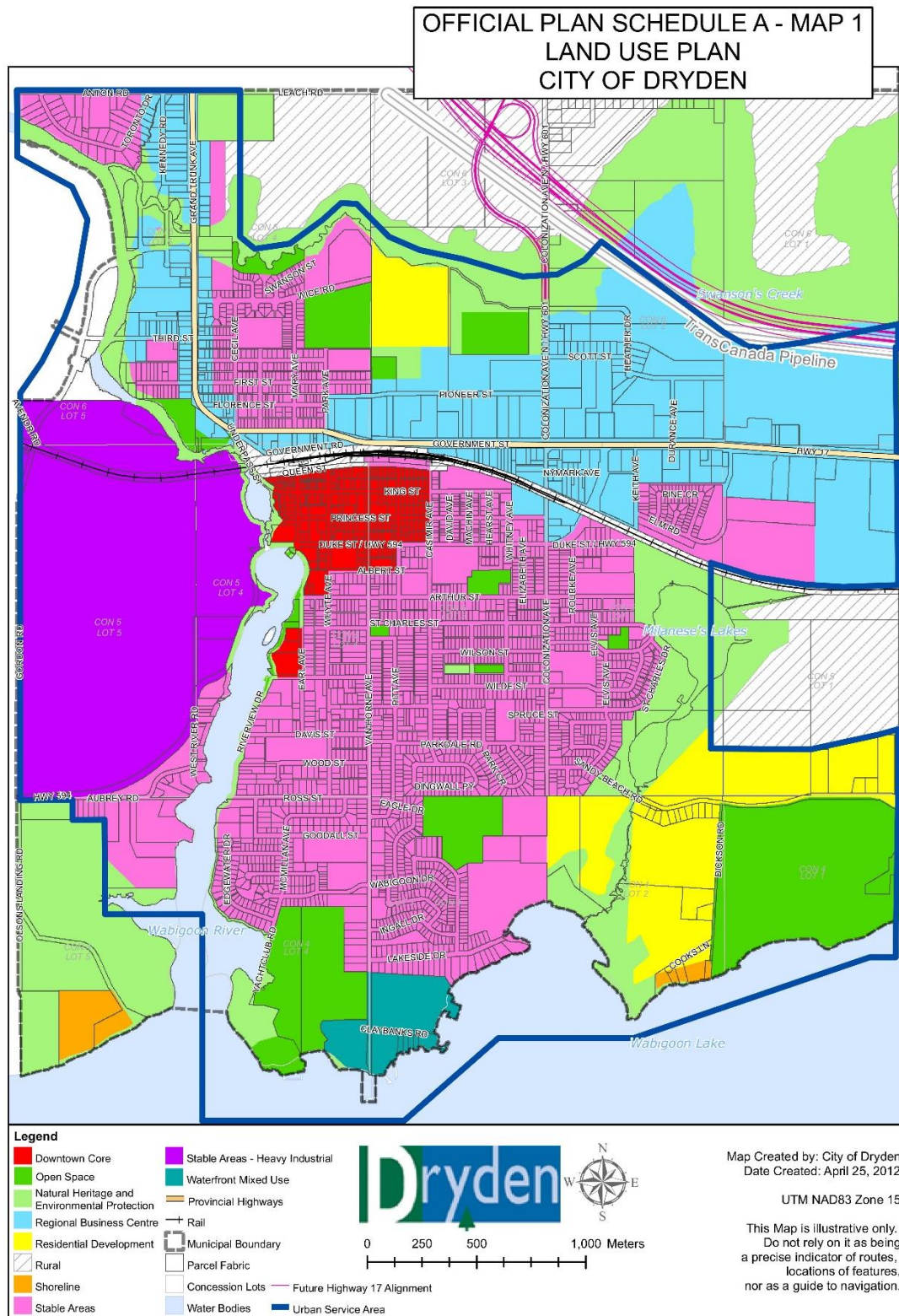
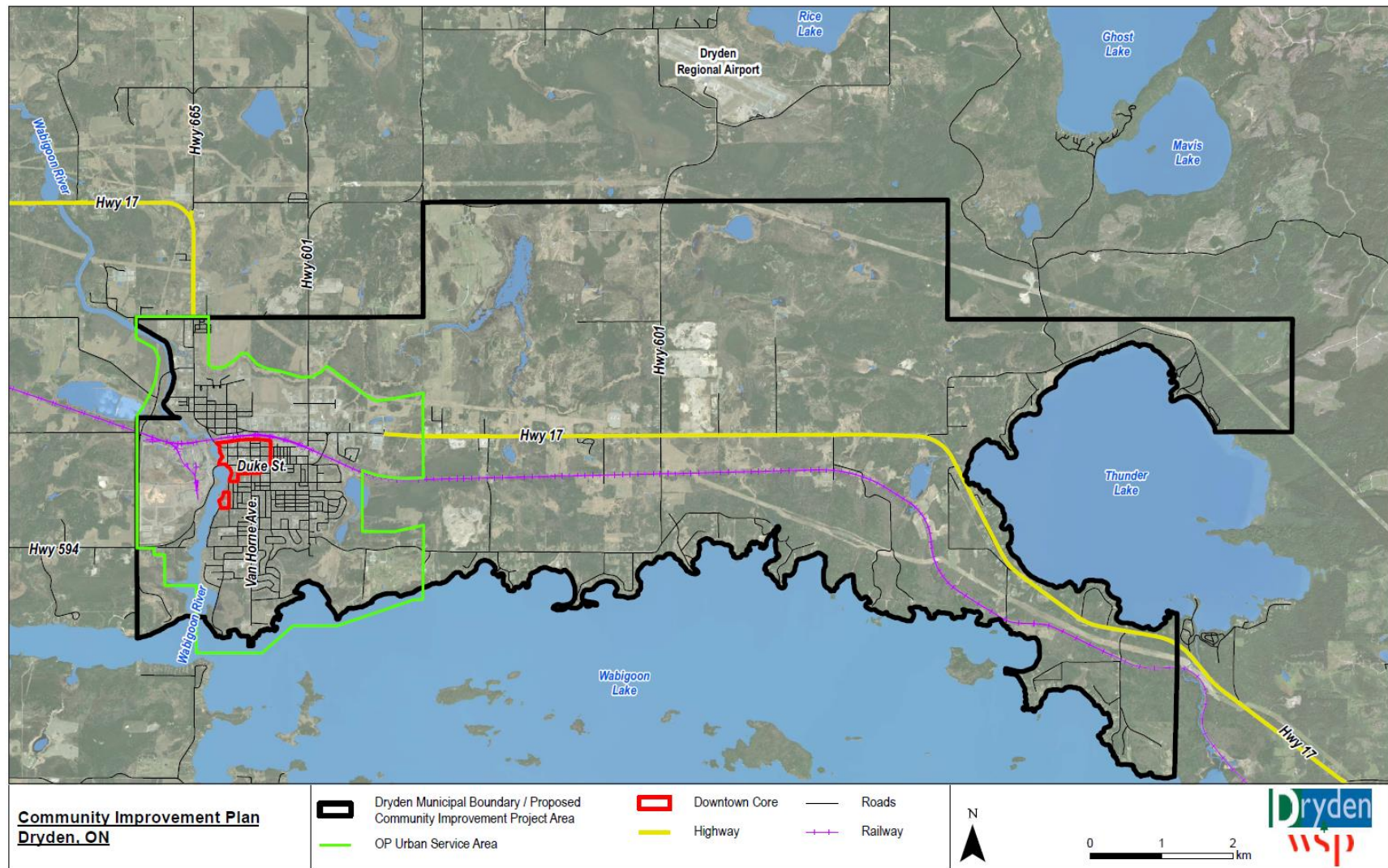


Figure 1-3: City of Dryden Municipal Boundary - Proposed Community Improvement Project Area



2 PLANNING CONTEXT & POLICY REVIEW

2.1 PLANNING ACT

The Planning Act outlines the tools, methods and procedures that municipalities can use to plan for and regulate the use of land and buildings in Ontario. The Act also outlines the powers that municipalities can exercise through a Community Improvement Plan.

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 of the Planning Act allows municipalities whose Official Plans contain provisions regarding community improvement to prepare and adopt Community Improvement Plans for designated Community Improvement Project Areas (Section 28 (2)).

A Community Improvement Project Area is the area to which the Community Improvement Plan applies, and is passed as a by-law by Council (Section 28 (3)).

An area can be designated as a community improvement area for a variety of reasons. The criteria for designation include:

“...age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.” (Section 28 (1))

The broad nature of the definition provides municipalities with the flexibility to address specific local community improvement issues, such as downtown revitalization, as well as issues that are more generally present in a municipality at large, such as the presence of brownfields.

Where a by-law designating a Community Improvement Project Area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the Planning Act. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held no earlier than 20 days after publishing the notice of the public meeting and making the Community Improvement Plan publicly available for review.

Under Section 17(15) of the Planning Act, the Ministry of Municipal Affairs and the upper-tier municipality, if applicable, must be consulted during the preparation of a Community Improvement Plan. When a Community Improvement Plan comes into effect, however, approval by the Minister is no longer required for the municipality to acquire land, provided the Plan provides for the acquisition and improvement of land (Section 28(3)).

The Community Improvement Plan may be used by the municipality to:

“construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the Community Improvement Plan, and sell, lease or otherwise dispose of any such buildings and land appurtenant thereto.” (Section 28(6a)), and/or:

“sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the community improvement plan.” (Section 28 (6b))

This enables the municipality to directly intervene in making improvements to property, or to build new buildings and facilities, as needed.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. “Eligible costs” is broadly defined to 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” (Section 28(7.1)).

Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)).

The Planning Act also contains provisions that allow the municipality to enter into agreements concerning any grants or loans it may issue, and permit the municipality to register the agreement against the title of the land (Section 28(11)).

Once Council is satisfied that a Community Improvement Plan has been carried out, Council may pass a by-law to dissolve the Community Improvement Project Area. Following the dissolution of the project area, any previously effected Community Improvement Plans are rendered non-applicable (Section 28(13)).

In addition to Section 28, Section 69 of the Planning Act allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Many Community Improvement Plans offer application fee refunds as a financial incentive.

2.2 MUNICIPAL ACT

The Municipal Act prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses (Section 106(1)). Prohibited actions include:

- a) giving or lending any property of the municipality, including money;
- b) guaranteeing borrowing;
- c) leasing or selling any property of the municipality at below fair market value; or
- d) giving a total or partial exemption from any levy, charge or fee. (Section 106(2))

Section 106(3) of the Municipal Act provides an exception to the above, indicating that a municipality may exercise powers under Section 28(6), (7) or (7.2) of the Planning Act or Section 365.1 of the Municipal Act.

By including an exception to Section 106(1), the Municipal Act grants a municipality powers and tools for community improvement. These include tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) contaminated as a result of a prior land use (for example, a property where a Phase II Environmental Site Assessment has been conducted and which did not meet the standards specified under Section 168.4(1) of the Environmental Protection Act). Section 365.1 of the Municipal Act enables municipalities to provide property tax assistance to eligible properties to offset all or part of the remediation costs. The Municipal Act also grants municipalities the authority to cancel or defer the municipal portion of property taxes on eligible properties.

It is noted that this section of the Municipal Act does not specifically address the provision of financial assistance to residential properties. Typically, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for particular types of residential properties (e.g. to help maintain historic residential properties or create new affordable residential units and multi-residential developments).

Municipalities may also apply to the province to match the municipal tax rebate with the education portion of the property tax through its Brownfields Financial Tax Incentive Program (BFTIP). Under the program, the province can cancel all or part of the education property taxes of a property for up to three years. However, applicants to this program must obtain approval from the Minister of Finance, and there must be a Community Improvement Plan in place for the property before they may apply. It should be noted that other municipalities' experience with the BFTIP indicates that the application process can be complex and the turnaround time for a decision from the province can be considerable. However, the program should be considered for inclusion in the Community Improvement Plan. The City may choose to pursue a BFTIP on behalf of a landowner in a "trial run" and, if the process is too onerous, cease to use the program.

Section 107 of the Municipal Act outlines a municipality's powers to make grants, including the power to provide a grant in the form of a loan or by guaranteeing a loan, subject to criteria outlined in Section 106. Additional powers include:

- selling or leasing land for nominal consideration, or granting land;
- providing land owned and occupied by the municipality for use by anyone, upon terms established by council; and
- selling, leasing, or disposing of any municipal property at a nominal price, or by way of a grant, to provide for the use of the property on terms established by council.

Additionally, the Municipal Act permits municipalities to provide tax relief to owners of eligible heritage properties (Section 365.2). Municipalities may pass a by-law to establish a local program that provides tax reductions or refunds to owners of eligible heritage properties. To be eligible, properties must be designated under Part IV of the Ontario Heritage Act, or part of a Heritage Conservation District designated under Part V of the Ontario Heritage Act, or subject to a separate heritage conservation agreement between the owner and the municipality. This type of program may be identified as a component of a municipal leadership strategy through a Community Improvement Plan. However, these grant programs are typically implemented and administered separately by municipalities from the Community Improvement Plan.

2.3 ONTARIO HERITAGE ACT

The Ontario Heritage Act is relevant to the preparation of a CIP, as it may support heritage conservation through financial incentives or municipal leadership programs. Under Section 39(1) of the Ontario Heritage Act, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws.

There are no existing buildings in the City of Dryden designated under Part IV of the Ontario Heritage Act.

2.4 ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT

The Accessibility for Ontarians with Disabilities Act (AODA) establishes the framework for the development of province-wide, mandatory accessibility standards in all areas of daily life. It guides building design through amendments to the Ontario Building Code, and also guides the design of public spaces that are considered to be “new construction” or are undergoing major changes to existing features. Revitalization and redevelopment efforts supported by the CIP will need to consider AODA standards.

2.5 PROVINCIAL POLICY STATEMENT (2014)

The 2014 Provincial Policy Statement (PPS) outlines the province’s policies regarding community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it supports the revitalization of Ontario’s urban areas through specific policies.

Policy 1.1.3.1 promotes the regeneration of settlement areas. Policy 1.1.3.3 states that planning authorities are to identify locations and promote opportunities for intensification and redevelopment, including brownfield redevelopment. The PPS defines brownfield sites as:

“Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.”

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing, and removing land use barriers which restrict their full participation (Policy 1.1.1(f)).

Policy 1.7 promotes long-term economic prosperity, which is to be supported by the revitalization of downtowns and main streets (Policy 1.7.1(c)), and the promotion of brownfield site redevelopment (Policy 1.7.1 (e)), among other means.

The PPS also promotes the provision of affordable housing. Policy 1.4.3 requires that planning authorities provide an appropriate range and mix of housing types and densities to meet current and future demand by “establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households.”

Policy 2.6 of the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes are to be conserved.” Additionally, proponents of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

In summary, the PPS therefore supports the maintenance and revitalization of the City of Dryden through measures that could include the use of a Community Improvement Plan to:

- Promote the economic viability of the downtown core and other potential project areas;
- Improve the availability of affordable housing;
- Promote opportunities for intensification and redevelopment, including brownfield sites, where they exist; and
- Help conserve and improve cultural heritage resources.

At the time of this report, the Province has issued a Draft 2019 Provincial Policy Statement (PPS), with a comment period until October 21, 2019. No substantial changes to the above-noted policies are proposed as part of the 2019 Draft PPS.

2.6 GROWTH PLAN FOR NORTHERN ONTARIO (2011)

The Growth Plan for Northern Ontario is a 25-year plan that came into effect in 2011. It was prepared under Ontario’s Places to Grow Act (2005), which provides that the Province may identify and designate areas for which strategic growth plans can be developed. The Growth Plan focuses on attracting and sustaining growth in north communities, and is intended to be used a strategic framework that will guide decision-making in Northern Ontario for the next 25

years. The Official Plan for the City of Dryden (Version 2.3 November 17, 2011, Revised with Ministry Comments April 5, 2012, Edits June 18, 2012) was prepared to be consistent with the Growth Plan for Northern Ontario.

The Growth Plan is structured around six key policy areas which contribute to the region's long-term sustainability and prosperity: Economy; People; Communities; Aboriginal Peoples; Infrastructure; and Environment. The Growth Plan is focused on the following six key guiding principles:

- Creating a highly productive region, with a diverse, globally competitive economy that offers a range of career opportunities for all residents.
- Developing a highly educated and skilled workforce to support an evolving knowledge-based economy and excellence in the trades.
- Partnering with Aboriginal peoples to increase educational and employment opportunities.
- Delivering a complete network of transportation, energy, communications, social and learning infrastructure to support strong, vibrant communities.
- Demonstrating leadership in sustainable growth and environmental management.
- Establishing innovative partnerships to maximize resources and ensure this Plan achieves its ambitious vision and is fiscally sustainable.

Several of the six key policy areas contain policy direction that directly or indirectly support community improvement initiatives. Under the Economy policy area, the Growth Plan policies support the development of a strong, resilient and more diversified northern economy through policies which are intended to support growth and diversity in the region's traditional resource-based industries, as well as the development of new and emerging economic sectors that have the greatest potential to result in job growth and opportunities in the North.

Under the Communities policy area, the Growth Plan policies support community planning that balances the priorities of human, economic, and environmental health. Official Plans, community economic plans, and participating in community planning efforts are identified as effective tools to ensure the future economy and long-term sustainability of communities reflects the views of citizens and businesses. Municipalities are encouraged to align their Official Plans with strategies which focus on achieving specific objectives relevant to the development of a Community Improvement Plan, such as optimized use of existing infrastructure and creating a high quality of place.

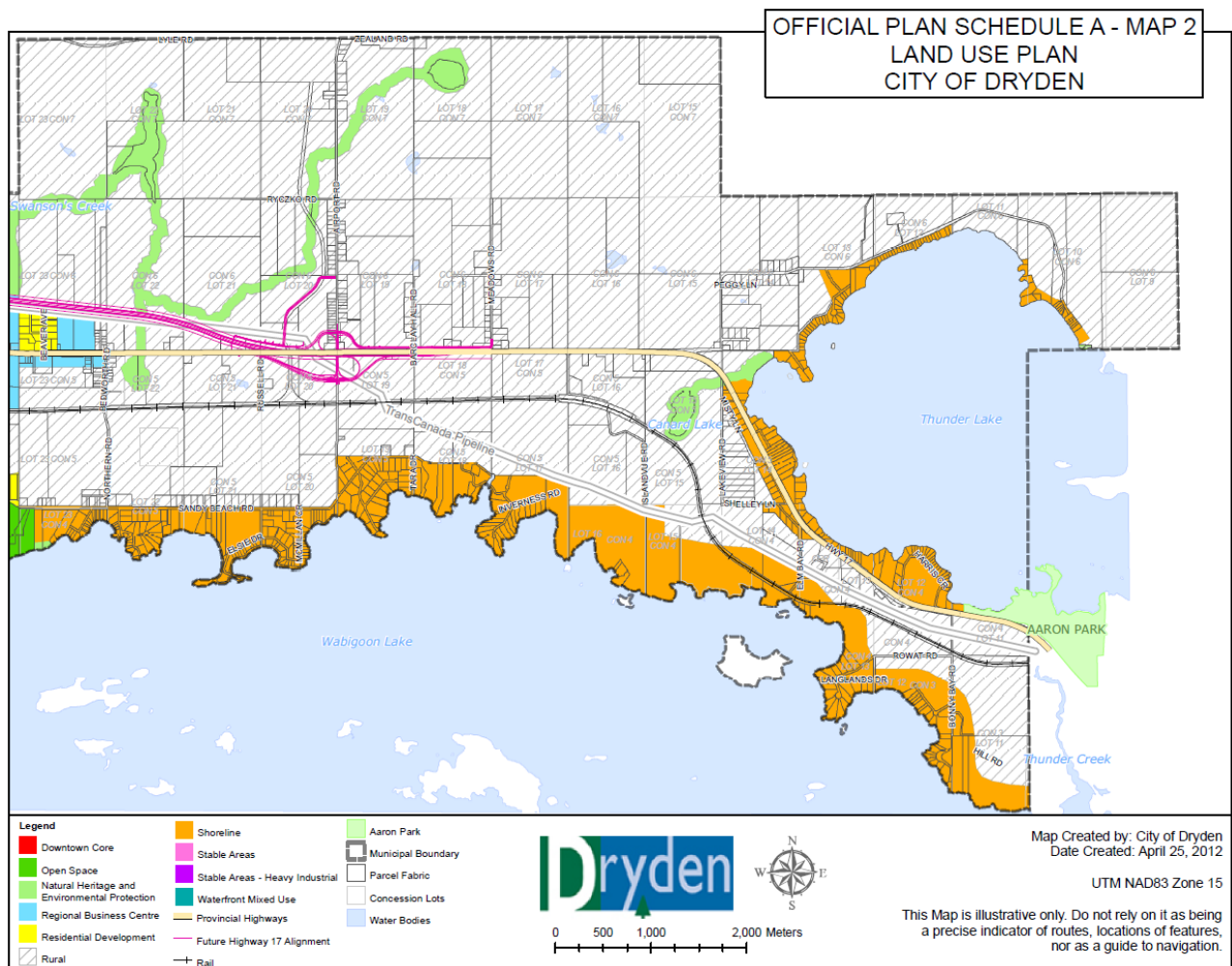
Under the Infrastructure policy area, the Growth Plan policies promote intensification and brownfield site redevelopment, whenever feasible.

2.7 CITY OF DRYDEN OFFICIAL PLAN (2013)

The Official Plan for the City of Dryden (OP) was adopted on June 18, 2012 and subsequently approved by the Ministry of Municipal Affairs and Housing on August 29, 2013. The OP sets out a policy framework to guide the City's development to the year 2031. It describes land use policies to ensure that future planning and development meets the needs of the City of Dryden while protecting natural spaces and heritage. It identifies a series of objectives and provides direction regarding growth and development in the City, including land use policies for the

following land use designations: Stable Areas; Residential Development Areas; Downtown Core; Regional Business Centre; Waterfront Mixed Use; Rural Areas; Shoreline Development Area; Open Space Area; and Environmental Protection Area. Major land use designations within the City of Dryden are illustrated in **Figure 1-2** and **Figure 2-1**. The OP also contains policies for related planning considerations including: general policies; municipal services; transportation; and implementation.

Figure 2-1: City of Dryden Official Plan Schedule A – Map 2 – Land Use Plan



SECTION 3.2 OBJECTIVES

The following OP Objectives (Section 3.2) are particularly relevant to the CIP:

- Community Objective v) seeks “to support activities and infrastructure that promote a healthy community including recreational facilities, trails and parks, and community gathering places.”
- Community Objective viii) intends “to recognize barriers for disabled people and provide accessibility features for current and proposed buildings.”

- Culture Objective i) encourages “the conservation and enhancement of cultural heritage resources, including structures, sites and streetscapes of cultural, historic and/or architectural significance, significant archaeological and historic resources and significant landscapes.”
- Culture Objective iii) supports “the cultural community and local artisans, through the installation of public art and creation of public spaces that celebrate the creativity of the community.”
- Culture Objective v) seeks to “build a physically attractive and accessible community that enhances the community’s sense of quality of place.”
- Economy Objective i) aspires “to develop the City as a focus for industry, trade, commerce, and services throughout the District and Northwestern Ontario.”
- Economy Objectives vi) sets out “to support sustainable economic practices such as supporting local food producers, promoting value added agricultural products, encouraging shopping locally and the use of local materials in processing and manufacturing wherever possible.”
- Economy Objective vii) promotes “downtown Dryden as a focus for goods and services for residents and a destination for the travelling public.”
- Housing Objective iii) seeks to “encourage intensification and infill development where adequate services such as water supply, sanitary sewage, storm water management and drainage, schools and parkland are available and commercial and community facilities are accessible.”; and
- Housing Objective iv) includes “encouraging affordable housing, assisted seniors housing and housing for special needs groups to locate in the City. This housing shall be directed to areas in close proximity to support services such as community and medical facilities, shopping, parks and green space and be compatible with adjacent homes and uses.”

SECTION 4.1 STABLE AREAS

The OP sets out policies for Stable Areas in Section 4.1, which include residential, commercial, industrial, and institutional uses that presently exist. Section 4.1(2) states that the “maintenance and improvement of the quality and character of the built form and infrastructure will be encouraged.”

SECTION 4.3 DOWNTOWN CORE

Section 4.3 of the OP sets out policies for the Downtown Core. Section 4.3.4 addresses “improvements to public spaces such as trees, benches and lighting through redevelopment and public projects. Street art and public spaces in the Downtown Core are encouraged and should reflect the cultural identity and character of the City.” Section 4.3.7 states that “new buildings and redevelopment shall be designed so they are compatible and consistent in character to the overall streetscape in areas of built cultural heritage landscape or resources. Redevelopment should not result in the loss of any heritage site or resource.”

SECTION 4.4 REGIONAL BUSINESS CENTRE

The OP includes policies for the Regional Business Centre in Section 4.4, which is the commercial and industrial centre for Dryden, and one of the most important employment areas. The existing Trans-Canada Highway is the primary transportation corridor through the Regional

Business Centre area. The Ministry of Transportation (MTO) is planning a new grade-separated highway just north of the existing alignment. Section 4.4.4 includes a number of sub-policies related to the eventual realignment and design criteria to be considered. Section 4.4.4(iv) states that “developments shall provide for pedestrian access and convenience. Landscaping, lighting and amenity areas will be included as components of development or redevelopment of this area.”

SECTION 5.2 BROWNFIELDS

Section 5.2 of the OP includes policies for brownfield sites in the City. Although no brownfields have been identified by the City at this point, the policy states that “should sites be identified the City will encourage the re-use and redevelopment of sites.” Additionally, the City “will assist property owners of Brownfield sites in seeking Provincial and Federal funding assistance for rehabilitating these sites.”

SECTION 8.7 COMMUNITY IMPROVEMENT

OP policies for Community Improvement are included in Section 8.7. As previously noted, the Dryden “Urban Service Area” (shown on **Figure 1-2**) is defined as the Community Improvement Area. Section 8.7.1 addresses Community Improvement Plans:

“Within Community Improvement Areas defined by Council, Council may prepare and adopt Community Improvement Plans that will identify specific public and private projects and works that are intended to improve the appearance and contribute to the economic viability and safety of an area. In addition, the Community Improvement Plan may identify incentives that may be used by the City to encourage investment in private lands and public works programs designed to improve economic development and safety in the Community Improvement Plan Area.”

Section 8.7.2 provides that Community Improvement Projects shall include, but are not limited to:

- i) The development of a municipal wide recreational trail and parks system;
- ii) Improvements to sidewalks, trails and road surfaces to enable connected, safe and comfortable travel by pedestrians, bicycles and vehicles;
- iii) Improvements to the road system to minimize traffic conflicts and congestion including the closing of entrances, merging of parking areas and land acquisition as may be necessary to develop new roadways;
- iv) Providing for improvements and residential intensification in the Downtown Core area;
- v) Completing a comprehensive storm water management program and improvements to the waterfront;
- vi) Encouraging residents, business owners and service groups to participate in tree planting and street beautification programs and improvements to private buildings and properties;
- vii) Encouraging the development of affordable housing, assisted seniors housing and housing for special needs;
- viii) Encouraging renewable energy projects; and
- ix) Encouraging the redevelopment of Brownfield sites should sites be identified.

2.8 CITY OF DRYDEN ZONING BY-LAW (UPDATE, JUNE 11, 2012)

The City of Dryden Zoning By-law (February 2000, Update: June 11, 2012) identifies permitted land uses and sets out requirements concerning lot sizes and dimensions, building heights and locations, and parking, among other provisions to guide development within the City. It contains a set of general provisions that apply to all lands within the City, as well as specific provisions that apply to individual zones. Since the municipal boundary is consistent with the Community Improvement Project Area, all zones within the City of Dryden are also located within the Project Area. The City of Dryden contains the following zones:

- Residential Type One (R1);
- Residential Type Two (R2);
- Multiple Residential (RM);
- Residential Mobile Home (RMH);
- Residential Modular Dwelling (RMD);
- Rural Residential (RR);
- Shoreline Residential (RS);
- Local Commercial (CL);
- Downtown Commercial (CD);
- General Commercial (CG);
- Highway Commercial (CH);
- Tourist Commercial (CT);
- Waterfront Mixed Use (WMU);
- Light Industrial (M1);
- Heavy Industrial (M2);
- Extractive Industrial (MX);
- Mill Industrial (MM);
- Waste Disposal Industrial (MD);
- Institutional (I);
- Open Space (OS);
- Rural (RU); and
- Hazard Lands (HZ).

2.9 CITY OF DRYDEN COMMUNITY IMPROVEMENT PLAN (2007)

A former Community Improvement Plan (“former CIP”) was developed in 2007 for the City of Dryden. The former CIP established a framework for improvements and rehabilitation to public and private lands. It included a series of financial incentive programs (i.e. grants) which are available for the redevelopment of existing properties in the Community Improvement Project Area, and not for new development. The grants available under the former CIP are summarized in **Table 2-1**.

The Community Improvement Project Area where the former CIP applied was limited to the downtown core and Highway 17, as illustrated in **Figure 2-2**. However, the Building Façade Improvements Grant was only available within the central part of the downtown core area, bounded by Earl Avenue to the west, Queen Street to the north, Van Horne Avenue to the east, and Duke Street to the south. The “former CIP” stated that preferential consideration will be given to applications that are within areas where concurrent municipal public realm improvements are being undertaken.

Figure 2-2: City of Dryden CIP (2007) - Community Improvement Project Area

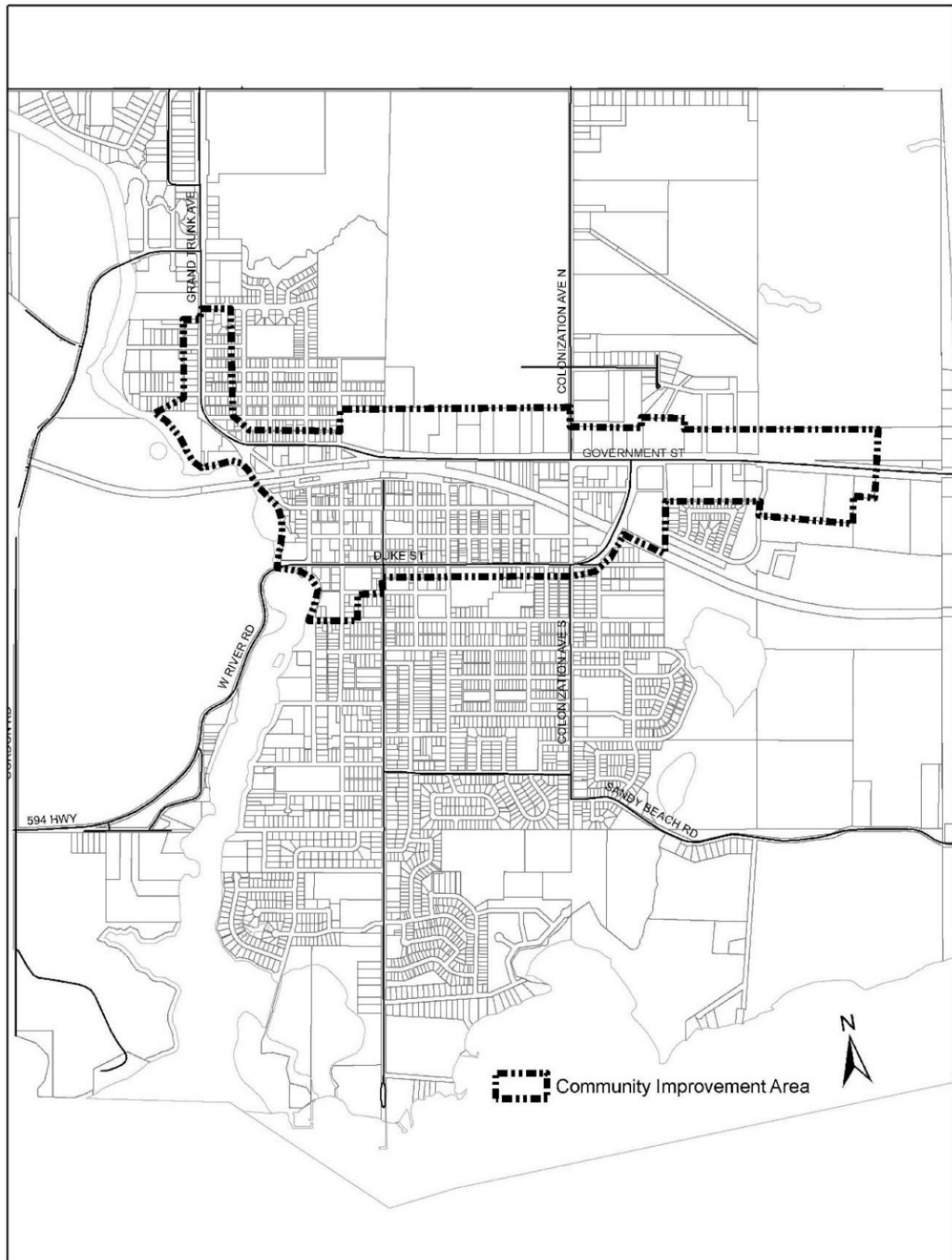


Table 2-1: CIP Grants (2007)

GRANT	PURPOSE	AMOUNT
Planning and Design	For the preparation of architectural plans for building façade improvements	A one-time grant of 50% to a maximum of \$500
Building Façade Improvements (Primary Grant)	To assist commercial building owners to improve a building façade	A one-time grant of 50% to a maximum of \$5,000
Building Façade Improvements (Secondary Grant)	For improvements to each exterior side and rear of buildings, where the building fronts onto a street and backs onto a lane	A grant at 50% to a maximum of \$2,500
Improved Signage	To replace an existing sign	A grant of 50% to a maximum of \$2,000
Parking Area Improvement	To improve parking lots and spaces	A grant of 50% to a maximum of \$2,500
Application Fees	To assist a property owner that undertakes improvements in accordance with the CIP	Varies – based on application type
Property Tax Increment	To assist property owners in undertaking development / redevelopment by offsetting the resulting increase in property taxes	Varies – Grant duration is up to a maximum of 3 years following the increased assessment

2.9.1 CIP RESULTS AND NEED FOR MODERNIZATION

Since the adoption of the former CIP in 2007, two (2) grant applications for façade improvements, one (1) grant application for signage improvements, and one (1) grant application for landscaping and parking area improvements have been approved. There have been numerous challenges with implementing the former CIP program, including budget limitations, lack of staff resources to promote the CIP, and a lack of interested applicants. As a result, the former CIP was not fully utilized as a tool to promote economic development.

The City identified the need to modernize and replace the former CIP to broaden the Community Improvement Project Area to include lands beyond the downtown core and the Highway 17 corridor to maximize potential development opportunities, and to re-evaluate the types of available financial incentive programs which should be included in the CIP. With the adoption of the new CIP, the former CIP and its associated by-laws will be repealed.

2.10 OTHER LOCAL PLANNING CONSIDERATIONS

2.10.1 STRATEGIC PLAN AND BRANDING STRATEGY (ANTICIPATED 2019)

The previous Dryden Community Strategic Plan was adopted in 2007 to identify priorities for the incoming Council. As noted previously, a new City of Dryden Strategic Plan, as well as a Branding Strategy, are anticipated to be completed by the end of 2019.

2.10.2 DRYDEN DEVELOPMENT CORPORATION – ECONOMIC DEVELOPMENT STRATEGIC PLAN (SEPTEMBER 14, 2015)

The Economic Development Strategic Plan, developed in 2015, examines the City's economic base and includes a five-year economic development strategy. It prioritizes economic opportunities and provides supporting action plans.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment was completed to outline the conditions that affect economic development in Dryden. Strengths included a publicly supported regional centre, infrastructure, forestry, tourism amenities, and training. Weaknesses included financial constraints, challenges for businesses, Indigenous relations, labour force, and demographics. Opportunities included forestry, mining, energy, logistics and the Airport, strengthened relations and partnerships, and tourism. Threats included commodity prices, pace of innovation, the regulatory environment, and industry trends.

Guiding principles for economic development in Dryden were created through consultation and research. These principles helped inform the critical path steps for Dryden. The critical path includes the following steps:

1. Commitment to Service Excellence and Increasing the City's Economic Development Capacity;
2. Ensuring Inclusivity and Strengthening Relationships;
3. Supporting Local Businesses;
4. Workforce Development; and
5. Targeting Economic Opportunities.
 - a. Opportunities include: Downtown Development, Senior Services and Housing, Industrial and Commercial Development, a Regional Approach to Development, Local and Regional Tourism, and Local and Regional Food Network.

Action Plans support the critical path steps listed above. They are assigned a timeframe and priority level, and are to be undertaken by the Dryden Development Corporation (DDC).

2.10.3 DRYDEN TOURISM DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN (MARCH 27, 2009)

Tourism is recognized as a way to diversify the economy. A Tourism Development Strategy (the "Strategy") and Implementation Plan was prepared in 2009 as a guide to help boost the tourism sector in Dryden.

The Strategy identifies the types of travellers that are attracted to Dryden's assets, and the tourism products that will successfully attract them. The recommended target market includes the following groups: business travellers and conference events, sport events and spectators, and active outdoor travellers – specifically wildlife viewing, hiking, paddling, fishing, hunting/foraging, cross-country skiing, wilderness activities and horseback riding (McSweeney & Associates, 2009).

Recommendations for tourism development are also identified in the Strategy. These include, but are not limited to: developing the waterfront, assessing the feasibility of a large conference

facility, creating a heritage sub-committee to build awareness of Dryden's built heritage and encourage "the adaptive reuse of architecturally interesting buildings to enhance and preserve the City's physical beauty and historical charm."

2.10.4 LAND USE IMPLEMENTATION AND SERVICING PLAN STUDY (MARCH 24, 2005, UPDATED 2018)

The City completed a Land Use Implementation and Servicing Plan Study in 2005, and updated the study in 2018. The objective of the Study was to provide a comprehensive review of the City's municipal infrastructure to allow the City to plan and budget for required maintenance, upgrades or expansions of municipal infrastructure systems to the year 2020 to support existing development and future development associated with the community's ultimate build-out. The Study assessed existing City facilities and developed recommendations for future growth and associated infrastructure upgrades, public involvement, environmental sustainability, and effective access to data.

The original scope of work encompassed the evaluation of the water, wastewater and drainage infrastructure in the City. The scope of the study was increased in 2004 with the addition of a Highway 17 Corridor Study and the North Dryden Development Plan, which are included as appendices to the study. The Ministry of the Environment (MOE) Class Environmental Assessment (EA) was followed throughout the course of the study.

CITY OF DRYDEN HIGHWAY 17 CORRIDOR STUDY / NORTH DRYDEN SECONDARY PLAN

The objective of this study was to establish a long-term development plan for North Dryden, which is comprised of the lands north of Highway 17 and the main branch of the Canadian Pacific Railway. Specific objectives included: delaying the need for a Highway 17 by-pass; creating an attractive land use pattern; establishing an efficient transportation system; and ensuring that the plan can be implemented.

The Secondary Plan has not been adopted and is therefore not in effect. The Secondary Plan pre-dates the City's current Official Plan, which was adopted in 2012 and includes more up to date land use designations and policies to guide future growth and development on these lands.

2.10.5 GATEWAY DEVELOPMENT MASTER PLAN (AUGUST 2003)

The purpose of the City of Dryden Gateway Development Master Plan, prepared in 2003, was "...to entice visitors to stop and stay longer and to venture from the highway into downtown..." and "...to make more effective use of the Wabigoon River and rapids..." The Master Plan included both a long-term vision and priority projects for the short-term.

The Plan includes a Site Analysis which examined existing conditions, including wayfinding, attractions, aesthetics, and major constraints. Key objectives through the Master Plan process included: create a gateway to downtown; create attractive and memorable centres of activity; improve pedestrian linkages between these nodes; develop a system of civic wayfinding for both vehicles and pedestrians; improve access to waterfront; and increase awareness of Dryden. The implementation section of the Master Plan includes key properties, a cost summary, and a funding strategy.

2.10.6 CITY OF DRYDEN TRAIL ENHANCEMENT AND DEVELOPMENT PLAN (OCTOBER 2003)

The City of Dryden Trail Enhancement and Development Plan, completed in 2003, identifies a broad range of initiatives to expand and enrich outdoor recreation facilities and opportunities for residents and visitors to the community. The Plan attempts to link the recreation trails with Dryden's most significant natural, cultural, and aesthetic heritage features.

The Plan identifies five major recreational trail systems within the community, including: the Urban Trail System, the Urban and Regional Cycling Trail System, the Dryden Signature Trail System, the Nature in the City Trail System, and the Hinterland Connections Trail System. The Plan provides trail standards, cost estimates, and recommendations for implementation.

Figure 2-3: Dryden Trails System (City of Dryden website, 2019)



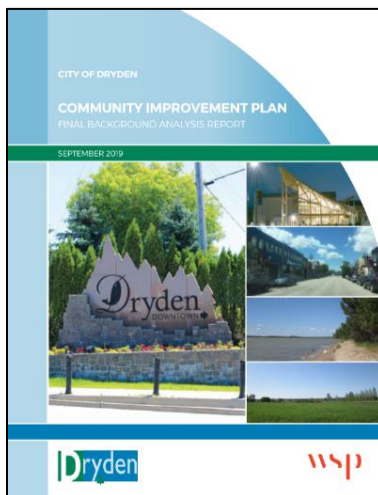
3 COMMUNITY ENGAGEMENT



A CIP Working Group was established at the outset of the Community Improvement Plan project in June 2019 to guide the project and review deliverables as it progressed.

The Working Group included City staff and Council, the Kenora District Services Board, the Northern Ontario Heritage Fund Corporation, and local landowners and residents.

3.1 VISIONING WORKSHOP



On June 26, 2019, WSP facilitated a Visioning Workshop with the CIP Working Group. The Visioning Workshop was intended to provide the foundation for the City's new CIP.

The Visioning Workshop participants discussed the potential boundaries of the Community Improvement Project Area within the City of Dryden. Through mapping and visioning exercises, participants also contributed to the development of a Vision Statement and a series of goals for the CIP, which are set out in **Section 4** of this report.

A detailed summary of the Visioning Workshop results is provided in the Community Improvement Plan - Final Background Analysis Report, prepared by WSP in September 2019, which is available under separate cover.

3.2 COMMUNITY AND BUSINESS SURVEY

An online Community and Business Survey was made available via the City's website between June 21 and July 19, 2019. Hard copies of the survey were also circulated by the City to four seniors' facilities. The survey sought comments related to the new CIP, a new Strategic Plan, and a Branding Strategy. Only responses relevant to the CIP are discussed below. Results are included from three sections: questions common to all three initiatives; the Business Owner section, and the CIP section. A detailed summary of the results of the Community and Business Survey is included in the Community Improvement Plan - Final Background Analysis Report (September 2019), which is available under separate cover.

The CIP section of the Community and Business Survey sought public comments regarding redevelopment and development priorities and opportunities, including specific locations where respondents believe improvements are needed. The Business Owner section was aimed specifically at local business owners, and sought input on why business owners choose to locate their business in Dryden, what challenges they face, and what opportunities exist that impact or have potential to impact their businesses.

A total of 203 responses to the online Community and Business Survey were received. The development or redevelopment of vacant and underutilized buildings and properties was identified as a primary focus for the CIP. Within the Downtown Core and along the Highway 17 corridor, this included the former Central Hotel and the former OPP site. The Government Dock area was easily the most referenced potential redevelopment site suggested by respondents, outside of the downtown area. At a broad level, many respondents identified the need to preserve old or heritage buildings, and the history of Dryden through its people, including early settlers and pioneers and with reference to its Indigenous communities. Streetscaping was suggested for many of the streets in the downtown area, with improved sidewalks and lighting cited as two of the most important streetscape elements in need of improvements.

Of the 203 responses, a total of 16 responses were received from business owners. Common reasons for locating their businesses in Dryden were due to personal or lifestyle choices. Some business owners identified a lack of workers as a challenge, while others stated they did not experience challenges locating in Dryden. Crime / vandalism / theft and municipal taxes were also cited as challenges. Opportunities identified by business owners included the Economic Development Office and new / young professionals. In terms of financial incentive programs, accessibility improvements and landscaping and parking area improvement grants were two of the most desired programs.

A total of six (6) responses were received from the hard copy surveys made available to seniors. Seniors prioritized the redevelopment of the downtown area, improvements to accessibility (i.e. sidewalks), landscaping and parking areas.

3.3 KEY (RE)DEVELOPMENT OPPORTUNITIES

City staff identified a significant opportunity for the development of municipally- and privately-owned vacant lands in Dryden, noting that the City owns \$12.4 million of vacant land. In recognition of the significant amount of vacant land available throughout the City, staff expressed that the new CIP should not focus solely on downtown improvements, and should consider a grant to enable municipal land disposition.

City staff identified brownfields and several sites of former businesses in downtown Dryden, including the former Central Hotel, as key redevelopment sites. The former Central Hotel will be a municipal tax sale property.

Survey respondents identified the following key sites and locations in downtown Dryden and along Highway 17 as opportunities for development and redevelopment (see **Figure 3-1**):

- Vacant sites;
- Former Central Hotel;
- Former OPP site;
- Former Cinema 86;
- Dingwall Ford;
- Boffo;
- Former KFC site;
- Former medical clinic;
- Area between the 7-11 and Mohawk / Husky; and
- Queen Street, King Street, and Earl Avenue.

Outside of downtown Dryden, survey respondents identified the following potential development and redevelopment sites:

- Government dock;
- General waterfront area;
- Sandy Beach;
- Cooper Park;
- North Dryden; and
- Vacant sites along Highway 17.

Figure 3-1: Key Redevelopment Sites



Image 1 – Former Central Hotel, 20 King Street



Image 2 – Former Boffo, King Street



Image 3 – Former Cinema 86, 58 Queen Street



Image 4 – Former KFC, Grand Trunk Avenue



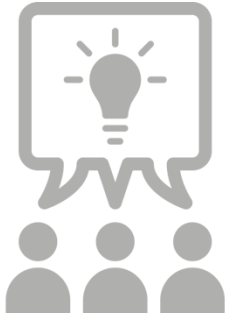
Image 5 – Former Dingwall Ford, Highway 17



Image 6 – Former OPP Building, Highway 17

4 CIP VISION AND GOALS

4.1 VISION STATEMENT



A Vision Statement is a formal, aspirational statement that identifies what is important to a community, now and in the future. It provides a foundation for establishing the specific goals of the CIP.

At the Visioning Workshop on June 26, 2019, members of the CIP Working Group identified the components of a vision for future community improvements in the City of Dryden. Responses to the Community and Business Survey also identified key ideas for Dryden's future. These components were combined into a Vision Statement for the community.

Dryden will seek unique opportunities to build pride in our community by supporting existing and future businesses, attract new strategic investment, and facilitate an efficient building and development process.

4.2 GOALS

In order to implement the Vision Statement, a series of goals are identified below based on key inputs received at the Visioning Workshop and through the Community and Business Survey responses.

- 1** Market Dryden's geographic location as a Regional hub to attract targeted, strategic investment in the community.
- 2** Assist and collaborate with existing businesses in achieving their economic development goals.
- 3** Be investment-ready to accommodate new business opportunities.
- 4** Encourage development that is beneficial to the community as a whole on municipally- and privately-owned vacant and/or underutilized land.
- 5** Support the revitalization and beautification of the community, including existing development and businesses.
- 6** Recognize opportunities and work proactively with applicants, and provide assistance to applicants through the building and development process.
- 7** Utilize technology and implement a streamlined, easy-to-follow CIP application process.

- 8 Encourage and reward pride and investment in property ownership, including celebrating and marketing successful community improvement initiatives.
- 9 Pursue the implementation of community improvements through a combination of municipal leadership and private investment in the following:
 - Accessibility improvements;
 - Provision of affordable housing and seniors housing;
 - Remediation, rehabilitation, and redevelopment of brownfield sites;
 - Conversion of vacant or under-utilized space to support new development;
 - Improvements to the energy efficiency of existing buildings;
 - Improvements to building facades, signage, landscaping, and parking areas;
 - Development on surplus municipally-owned lands;
 - Provision of public art; and
 - Promoting community gardens, small-scale agricultural uses, and local food production as interim uses on private vacant lands prior to their development / redevelopment.



5 MUNICIPAL LEADERSHIP STRATEGY



Discussions with City staff and the results of the Visioning Workshop with the CIP Working Group and Community and Business Survey helped to inform the identification of municipal leadership opportunities, which would include public improvements to complement private investment in privately-owned properties. The City of Dryden can play a significant leadership role in promoting the success of the CIP through complementary improvements to public policies, signage / wayfinding, lands, and infrastructure. It is recognized that the City has recently made investments that support the goals of this Plan, including the development of a new Branding Strategy as well as enhanced gateway signage. This section identifies other potential City-initiated projects that can help to meet the goals of this Plan.

The CIP Working Group also discussed the importance of facilitating the CIP application and development approvals processes and actively assisting applicants, to encourage property owners to apply and realize their projects.

5.1 MUNICIPAL INITIATIVES / DOCUMENTS

The City has opportunities to implement strategic policy initiatives that will support its CIP goals and objectives. The City may wish to consider development of the following municipal initiatives and documents.

5.1.1 RECONCILIATION AND PARTNERSHIPS

In implementing the CIP, the City will seek to partner with Indigenous organizations and communities, as well as any other organizations, to foster local and regional economic growth and identify the necessary resources to drive economic competitiveness.

5.1.2 STREETScape DESIGN PLAN

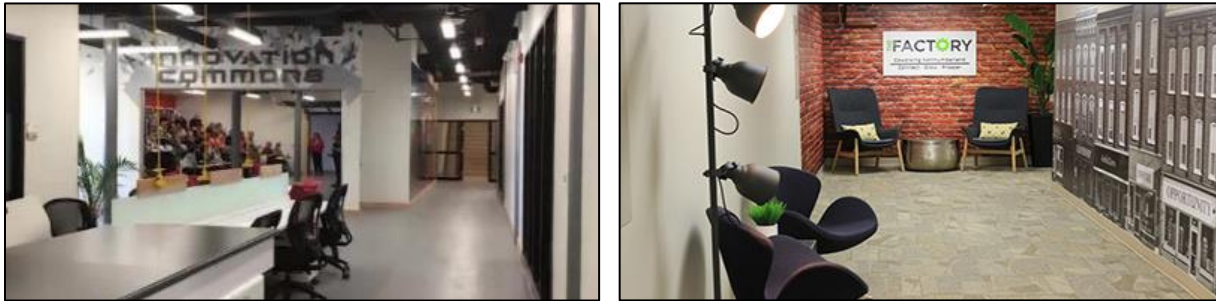
A Streetscape Design Plan would set out improvements to public streets, sidewalks, pathways, and trails that fall under the City's responsibility. The Plan would set out guidelines for beautification, signage (in coordination with the City's Branding Strategy), street furniture, pedestrian crossings, among other elements. CIP grant applicants would be required to conform to the Plan as a condition of grant approval. The Design Plan should identify and prioritize specific improvements in conjunction with planned public infrastructure works, anticipated costs, and a proposed implementation strategy. The CIP Working Group members discussed opportunities for streetscaping improvements along Highway 17, as well as improvements to access. However, it was recognized that any such improvements would be subject to coordination and approval by the Ministry of Transportation.

5.2 CO-WORKING SPACE

To encourage local entrepreneurs and small business operations, such as recent graduates embarking on start-up initiatives, the City may consider the development of a co-working space

(see example in **Figure 5-1**) for small businesses, such as an Innovation Centre or an incubator space. Co-working spaces may be located on City-owned lands or within existing facilities.

Figure 5-1: Co-working spaces, Cobourg, ON



5.3 INFRASTRUCTURE

Based on the results of community engagement, numerous streets throughout the City were identified as in need of road repairs, repaving, and streetscaping improvements. When local streets are being considered and prioritized for road works, including to minimize traffic conflicts and congestion, the City should consider implementing streetscape improvements in conjunction with other construction, including planting of street trees, improved lighting, rehabilitation of sidewalks, trails, and road surfaces, installation of street furniture, and other decorative elements such as planters, banners, and hanging flower baskets. Such improvements would contribute to enabling connected, safe, and comfortable travel by pedestrians, cyclists, and vehicles, as identified in Section 8.7.2 of the Official Plan.

5.4 GATEWAY SIGNAGE AND WAYFINDING

It is recognized that the City of Dryden has made considerable investments in gateway features and signage at key entrances to the community. This includes a gateway feature marking entry into the downtown, as well as two large (12' x 8') digital signs at the east and west entry points to the municipality, as illustrated in Images 1 and 2 in **Figure 5-2**. These signs are available for businesses, clubs, organization, not-for-profits, and government agencies to advertise on. However, there are opportunities to enhance key entryways into the municipality, including along Highway 17, to attract potential visitors and vehicles passing through Dryden (e.g. US tourists from the west passing through Dryden on their way to fishing lodges). The development of additional or enhance gateway signage should be coordinated with the City's Branding Strategy, which is currently underway.

There is also a need to implement better signage and wayfinding to increase awareness of key recreational assets in the City, such as the Laura Howe Marsh. The Marsh, and other waterfront areas, represent significant tourism potential. Wayfinding could be implemented at key east / west entry points into the City, including business and recreational area listings, with directional signage. A downtown business directory and associated signage could be implemented at Highway 17 / Duke Street in the east and at Highway 17 / King Street in the west.

The development of signage and wayfinding should be coordinated with the City's Branding Strategy, and should consider relevant recommendations in the City of Dryden Gateway Development Master Plan and the Trail Enhancement and Development Plan.

Figure 5-2: Existing Signage



Image 1 – Downtown Dryden Gateway Feature
(Source: www.dryden.ca)



Image 2 – Existing Digital Gateway Signage (Source: www.libertevision.com)

5.5 PUBLIC ART

The City could incorporate public art on municipal buildings, structures (e.g. bridges, retaining walls), and in public spaces to celebrate and support a thriving arts culture in Dryden. Public art can also be utilized to improve streetscaping and promote tourism and the visitor experience, as public artworks can be used to visualize and reflect local culture and history, and implement the City's Branding Strategy. Protective measures (e.g. small overhangs, materials selection) and lighting for public art pieces should be considered, as well as a cohesive public art theme throughout specific areas, such as the Downtown Core.

For example, the City may consider celebrating Dryden as the Home of Walleye Masters Tournament with a mural visible from a key City gateway, like the wall of the Dryden Memorial Arena or across the bridge at West River Road / Highway 594, illustrated in **Figure 5-3**.

Figure 5-3: Potential Public Art Locations



5.6 WATERFRONT LANDS

Improvements and redevelopment of the waterfront areas in the City, specifically the Government Dock (see **Figure 5-4**), were a focus of the Community and Business Survey respondents. Other areas where programming and facilities could be improved include Sandy Beach Park, and Cooper Park. Any new development should include considerations for maintaining / enhancing public waterfront access and public boat launches, and to ensure that sufficient areas are provided for recreation and leisure needs of the community and visitors. Improvements to wayfinding and signage can also help raise awareness of the many existing waterfront amenities and spaces in Dryden.



Figure 5-4: Government Dock, Van Horne Landing



Existing gateway signage, Dryden, ON
Photo: Tyler Peacock

6 FINANCIAL INCENTIVE PROGRAMS



This section of the CIP establishes a comprehensive set of financial incentive programs that are intended to achieve the goals of this CIP by encouraging private sector development and investment in Dryden. The incentive programs presented are intended to respond to local needs and opportunities. They have been developed based on engagement with the community, City staff and Council, and the CIP Working Group, as well as a review of best practices which have been successful in other municipalities.

The financial incentive programs have been created to encourage private sector redevelopment in Dryden. Applicants may use individual incentive programs, or combine multiple complementary programs for a single site or development (unless otherwise stipulated under the individual programs), up to a maximum of \$20,000 per property as stipulated within Section 7.3. The purpose, description, and eligibility requirements for each financial incentive program are outlined in this section. Eligible projects may also be augmented with other federal and provincial funding programs.

All programs are subject to funding allocated by City Council on an annual basis. It is up to Council's discretion which programs receive funding in any given year.

In reviewing and considering the approval of applications for financial incentive programs, Council will consult with the City's Administrator and/or the Land Sale and Development Committee. The Land Sale and Development Committee is comprised of the City's CAO, Economic Development Manager, Chief Building Official / Facilities Manager, Manager of Public Works and the City Clerk. Further details on implementation and administration of the CIP, including how to make applications for financial incentive programs, are detailed in **Section 7**.

A summary of the available financial incentive programs is provided in **Table 6-1**.

Table 6-1: Overview of CIP Financial Incentive Programs

Financial Incentive Program	Program Highlights	Full Details
Accessibility Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.	Section 6.1
Affordable Housing and Seniors Housing Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$5,000.	Section 6.2
Brownfield Property Tax Assistance Grant	Cancellation, deferment, or freezing of municipal and provincial portions of property taxes for properties undergoing environmental remediation.	Section 6.3
Commercial and Rental Housing Conversion and Expansion Grant	A grant to a maximum of \$5,000 per project and/or property.	Section 6.4
Energy Efficiency Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$15,000.	Section 6.5

Financial Incentive Program	Program Highlights	Full Details
Environmental Site Assessment Grant	A grant equivalent up to half (50%) of the cost of undertaking an eligible study, to a maximum of \$3,000 per study, and a maximum of two (2) studies per property / project.	Section 6.6
Façade Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.	Section 6.7
Landscaping and Parking Area Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.	Section 6.8
Municipal Land Disposition Program	A program for the disposition of municipally-owned lands below market value.	Section 6.9
Planning, Building, Demolition, and Landfill Fee Grant	A grant for up to 100% of the City's fees to cover the cost of minor variance applications, zoning by-law amendment applications, site plan applications, building permit fees, demolition permit fees, and landfill tipping fees.	Section 6.10
Public Art Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$5,000 per property.	Section 6.11
Signage Improvement Grant	A grant for up to half (50%) of the construction costs, to a maximum of \$4,000.	Section 6.12
Tax Increment Equivalent Grant	Up to 100% rebate of the municipal portion of a property tax increment resulting from redevelopment or building improvements, paid in increments over a maximum duration, as established on a case-by-case basis.	Section 6.13
Urban Agriculture Grant	A grant for up to half (50%) of eligible project costs, to a maximum of \$2,500 per property.	Section 6.14

6.1 ACCESSIBILITY GRANT

PURPOSE

To improve the accessibility of existing buildings in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, and to promote improved access to commercial and institutional properties, in order to achieve universal accessibility for all ages and mobility devices. Such improvements should be consistent with the character of the building or property.

ELIGIBLE COSTS

1. Installation of new automatic doors;
2. Installation of new elevators or lifts;



Customized portable ramps are a simple method / interim measure to improve accessibility (Image source: CBC News, Sudbury, July 5, 2017)

3. Installation of new wheelchair access ramps;
4. Widening of public entryways;
5. Leveling or repairs to pathways/accesses and stairs; and/or
6. Any other improvements designed to improve accessibility, subject to approval by the City.

PROGRAM DETAILS

1. A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Only the commercial area of a property shall be eligible for this grant.
4. Accessibility improvements shall be in accordance with, or exceed, the requirements of the Ontario Building Code, as applicable to the property.
5. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

6.2 AFFORDABLE HOUSING AND SENIORS HOUSING GRANT

PURPOSE

To promote the development and implementation of new affordable housing and/or seniors housing units in Dryden through the funding of background / supporting studies. This grant applies to studies for new projects or to the rehabilitation, renovation, or redevelopment of existing buildings, vacant lands, or under-utilized sites. Funding for conversions may also be considered on a case-by-case basis, if the units are accessible.



Timberland Estates housing development under construction at Wabigoon Drive / Van Horne Avenue, Dryden

ELIGIBLE COSTS

1. Studies to support an affordable housing and/or seniors housing development of four (4) or more units, including on the upper storey(s) of existing commercial buildings. Examples of studies could include architectural drawings including site plan / landscape drawings, business plans, hydrogeological and terrain analyses, and environmental reports.

PROGRAM DETAILS

1. A grant for up to half (50%) of eligible project costs, to a maximum of \$5,000.

2. Council may consider approving a grant amount which exceeds 50% of the eligible project costs and/or the \$5,000 maximum, in consultation with the City's Administrator and/or the Land Sale and Development Committee.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Eligible affordable housing projects feature housing that is affordable to those households earning the median income in Dryden or less per year, as defined by Statistics Canada.
4. In the case of eligible affordable rental housing projects, the housing units must be maintained as affordable, in accordance with the definition of affordable outlined in the Eligibility Criteria under this grant, for a minimum duration of 10 years.
5. Eligible seniors housing developments must be specifically designed and marketed for occupancy by seniors.
6. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

6.3 BROWNFIELD PROPERTY TAX ASSISTANCE GRANT

PURPOSE

To encourage the remediation, rehabilitation, and redevelopment of brownfield sites in the City. This grant temporarily eliminates part or all of the property tax increase on a property that is undergoing or has undergone remediation and development, to assist with payment of the cost of environmental remediation.

ELIGIBLE COSTS

1. Environmental remediation costs, including any action taken to reduce the concentration of contaminants on, in or under the property, to permit a Record of Site Condition (RSC) to be filed in the Environmental Registry under Section 168.4 of the Environmental Protection Act;
2. Placing clean fill and undertaking related grading; and
3. Environmental insurance premiums.

PROGRAM DETAILS

1. Municipal Tax Assistance:
 - a. The City may, by by-law, defer or cancel all or part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the Municipal Act.

Under the Municipal Act, “Rehabilitation Period” means with respect to an eligible property, the period of time starting on the date on which the by-law providing tax assistance for the property is passed and ending on the earliest of,

- (a) the date that is 18 months after the date that the tax assistance begins to be provided,
- (b) the date that a Record of Site Condition for the property is filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
- (c) the date that the tax assistance provided for the property equals the sum of,
 - (i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
 - (ii) the cost of complying with any Certificate of Property Use issued under Section 168.6 of the Environmental Protection Act.

Under the Municipal Act, “Development Period” means, with respect to an eligible property, the period of time starting on the date the rehabilitation period ends and ending on the earlier of,

- (a) the date specified in the by-law, or
- (b) the date that the tax assistance provided for the property equals the sum of,
 - (i) the cost of any action taken to reduce the concentration of contaminants on, in or under the property to permit a Record of Site Condition to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act, and
 - (ii) the cost of complying with any Certificate of Property Use issued under Section 168.6 of the Environmental Protection Act.
- b. The total value deferred or cancelled will not exceed the total eligible costs, which are defined in the eligibility requirements. The level and duration of the tax assistance will be considered on a case-by-case basis.
- c. Before passing the by-law approving the tax deferral or cancellation, the City must notify the Ministry of Finance. Within 30 days of passing the by-law, the City must also notify the Minister of Municipal Affairs and the Minister of Finance.

2. Provincial Tax Assistance:

- a. The City may apply to the provincial Brownfields Financial Tax Incentive Program, on behalf of the owner, to cancel or freeze all or part of the education component of property taxes.
- b. The application must be approved by the Minister of Finance, and may be subject to a different timeline than the approved Municipal Tax Assistance.
- c. The City must be offering Municipal Tax Assistance in order for the owner to be eligible for Provincial Tax Assistance.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Successful applicants may also be eligible for other financial incentive programs, as long as the total value of incentives does not exceed the total eligible cost of rehabilitating the land and buildings.
4. The City shall require the applicant to prepare a business plan or feasibility study as a condition of approving tax assistance.
5. Application for Provincial Tax Assistance shall be at the sole discretion of the City. Initially, the City may wish to seek Provincial Tax Assistance on behalf of the owner as a pilot project only, and discontinue such applications in the future. Should the City choose not to apply for Provincial Tax Assistance, such a decision shall not require an amendment to this Plan.
6. The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The City has the discretion to determine whether the subject property would be considered as a brownfield site.
7. If the property is sold, in whole or in part, before the original grant period lapses, the original owner is not entitled to receive the remaining grant payments under the original agreement. The new owner is not entitled to receive any of the remaining grant. The grant is non-transferrable under Section 365.1 of the Municipal Act.

6.4 COMMERCIAL AND RENTAL HOUSING CONVERSION AND EXPANSION GRANT

PURPOSE

To support new and growing businesses in Dryden and facilitate the provision of affordable housing units in the City. The grant is intended to assist property owners in converting vacant space or under-utilized space into new commercial, mixed-use, and affordable rental housing.

ELIGIBLE COSTS

1. Construction and renovation costs for the following types of projects are eligible under the grant:
 - a. The conversion of non-commercial or vacant / under-utilized building space into new commercial, affordable rental housing, or any mix of the two (for clarification, conversion of ground floor commercial space into housing is not permitted);
 - b. The conversion of existing upper storey(s) into new affordable residential rental units;
 - c. The conversion of existing ground floor commercial to facilitate new commercial uses; and
 - d. The expansion of existing uses to increase the gross floor area;

2. The adaptive re-use of derelict structures; and
3. Professional services by an engineer, architect, and/or professional planner.

PROGRAM DETAILS

1. The maximum amount for this grant is \$5,000 per project and/or property.
2. The maximum amount of a grant for professional services shall not exceed 15% of the grant that is calculated for eligible construction costs.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Eligible affordable housing projects feature housing that is affordable to those households earning the median income in Dryden or less per year, as defined by Statistics Canada.
4. In the case of eligible affordable rental housing projects, the housing units must be maintained as affordable, in accordance with the definition of affordable outlined in the Eligibility Criteria under this grant, for a minimum duration of 10 years.
5. Improvements shall comply with the City's Zoning By-law and Property Standards By-law.
6. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

6.5 ENERGY EFFICIENCY GRANT

PURPOSE

To encourage property owners to improve energy efficiency of existing commercial / industrial buildings, and to facilitate the installation of small-scale renewable energy systems.

ELIGIBLE COSTS

1. Renovations to result in enhanced energy efficiency;
2. Purchase and installation of small-scale renewable energy systems (e.g. solar or wind);
3. Purchase and installation of energy-efficient lighting and lighting controls (e.g. timers or sensors); and
4. Purchase and installation of energy-efficient heating/cooling/ventilation products (e.g. central air conditioners, heat pumps, furnaces/boilers, windows and doors with the EnergySTAR certification).

PROGRAM DETAILS

1. A grant for up to half (50%) of eligible costs, to a maximum of \$15,000.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
 2. Applications shall be in accordance with the application process set out in **Section 7.4**.
 3. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
-

6.6 ENVIRONMENTAL SITE ASSESSMENT GRANT

PURPOSE

To promote the completion of environmental studies by property owners to better understand the type of contamination and potential remediation costs for brownfield sites. This grant can be combined with other financial incentive programs, such as the Brownfield Property Tax Assistance Grant.

ELIGIBLE COSTS

1. Confirming and describing contamination at the site (partial or complete Phase II Environmental Site Assessment (ESA));
2. Surveying designated substances and hazardous materials at the site (Designated Substance and Hazardous Materials Survey); and
3. Developing a plan to remove, treat, or otherwise manage contamination found on the site (Remedial Work Plan / Risk Assessment).

PROGRAM DETAILS

1. A grant equivalent up to half (50%) of the cost of undertaking an eligible study, to a maximum of:
 - a. \$3,000 per study; and
 - b. Two (2) studies per property / project.
2. The grant shall be payable upon completion of all studies for which it is being provided.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Phase I ESAs are not considered eligible studies under this grant.
4. Applicants must complete and submit, for the City's review, a Phase I ESA that demonstrates that site contamination is likely.
5. Applications shall include:
 - a. A detailed study work plan;
 - b. A cost estimate for the study; and

- c. A description of the planned redevelopment, including any planning applications that have been submitted/approved, if applicable.
 6. All environmental studies shall be completed by a qualified person, as defined by Ontario Regulation 153/04.
 7. An application for this program must be submitted to the City prior to the commencement of any studies and associated site activities.
-

6.7 FAÇADE IMPROVEMENT GRANT

PURPOSE

To encourage aesthetic improvements to buildings and properties, and to support continued maintenance of the City's building stock. This grant is intended to promote building and associated streetscape improvements that reflect the City's northern character and contribute to a vibrant, modern environment in Dryden. This may be achieved through the maintenance and restoration of original building materials and architectural details, where applicable, or through the use of attractive, modern design. This grant is often applied for in conjunction with the Signage Improvement Grant.

ELIGIBLE COSTS

1. The following eligible improvements apply only to front, rear, or exterior building façades that front onto a public street:
 - a. façade restoration of brickwork, wood, masonry, and metal cladding;
 - b. repair or replacement of entablature, eaves, parapets, and other architectural details;
 - c. repair or replacement of windows and doors;
 - d. repair or replacement of signage in accordance with the City's Property Standards By-law and the Ontario Building Code and Regulations;
 - e. repair, replacement, or addition of exterior lighting;
 - f. repair, replacement, or addition of awnings, marquees, and canopies;
 - g. replacement of façade elements that were originally in place during initial construction of the building;
 - h. redesigned shop fronts; and/or
 - i. such other improvements/repairs, as may be considered and approved by Council in consultation with the City's Administrator and/or the Land Sale and Development Committee;
2. Professional fees associated with the above improvements.

PROGRAM DETAILS

1. A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.

2. Council may consider approving a grant amount which exceeds 50% of the construction costs and/or the \$15,000 maximum, in consultation with the City's Administrator and/or the Land Sale and Development Committee.
3. The maximum amount of a grant for professional architectural services or heritage professionals shall not exceed 50% of the grant that is calculated for eligible construction costs.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Only commercial, office, institutional, and mixed-use buildings are eligible for this grant.
4. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.



Example of before (left) and after (right) a façade improvement grant, Kenora, ON
(Image Source: City of Kenora, 2017)

6.8 LANDSCAPING AND PARKING AREA IMPROVEMENT GRANT

PURPOSE

To assist eligible applicants with improvements to private properties which will optimize the amount and quality of off-street parking, make more efficient use of private parking areas, improve their aesthetics, and provide better pedestrian connections and seating. This grant is also intended to support improvements to the aesthetics of outdoor landscaping on private properties, and promotes parking area improvements that are consistent with low impact development (LID) principles. LID incorporates design techniques that mimic natural environmental functions, including infiltrating, filtering, storing, and holding back water runoff close to its source. Examples of LID design



Example of a bioswale feature
(Image source: Aaron Volkening, Flickr)

include, but are not limited to, bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavements.

ELIGIBLE COSTS

1. Installation of water-efficient ground cover using native plant species or tree planting;
2. Repair, replacement, or improvement of front, rear, or side yard driveways and parking areas, provided that an improvement is made over the existing condition, and a more low impact surface is installed (e.g. lightly coloured pavers rather than black asphalt, or a permeable paving surface);
3. Improvements to front, 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 by the City);
4. Improvements to signage and markings to clearly designate reserved parking for clients or employees, as well as accessible barrier-free parking spaces;
5. Installation or improvement of decorative retaining walls or fences;
6. Installation or improvement of pedestrian walkways;
7. Installation of stormwater management systems that are considered to be, in the opinion of the City in consultation with applicable agencies, innovative and beyond the minimum requirements for stormwater management. Such systems may include the use of bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
8. Installation of active or sustainable transportation infrastructure, such as bicycle parking or electric vehicle charging stations, which are publicly accessible;
9. Installation of street furniture, such as benches or permanent planters; and
10. Installation or improvement of a seasonal outdoor sidewalk café or patio, provided that it is located adjacent to the sidewalk.

PROGRAM DETAILS

1. A grant for up to half (50%) of the construction costs, to a maximum of \$15,000.
2. The maximum amount of a grant for professional landscape architectural services shall not exceed 50% of the grant that is calculated for eligible construction costs.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Improvements shall comply with the City's Property Standards By-law.
4. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

6.9 MUNICIPAL LAND DISPOSITION PROGRAM

PURPOSE

To promote the establishment of new development on surplus lands owned by the City of Dryden and contribute to the City's long-term revenue base. This program is intended to facilitate new commercial, residential, mixed-use, or industrial development which, in the opinion of Council, is desirable and in the best interest of the City and the community as a whole.

The City will consider disposing of municipally-owned lands below market value where an applicant is prepared to enter into a development agreement with the City to be registered on title. "Market value" shall be defined as "the most probable price which Land should bring in a competitive and open market as of a specified date under all conditions requisite to a fair sale, the buyer and seller each acting prudently, knowledgeably and in their own best interests," in accordance with the City's Land Acquisition and Disposition By-law No. 4543-2018.

To ensure that the development or redevelopment proposal is in the City's best interests, the design of the project will need to be consistent, in the opinion of Council, with the vision and goals of this CIP, as described in **Section 4** of this Plan. This program is not intended to support greenfield development, but rather infill-type development in areas of the City which are already substantially developed or which are extensions of built-up areas. This grant is also applicable to properties within industrial and business parks in the City of Dryden.

PROGRAM DETAILS

1. Eligible properties must:
 - a. Be owned by the City of Dryden;
 - b. Conform to the City's Official Plan and be zoned in the City's Zoning By-law for residential, commercial, mixed-use, or industrial uses, as applicable; and
 - c. Be declared surplus by the City of Dryden.
2. Council will consider the sale of municipal lands below market value, at a cost to be determined by Council in consultation with the City's Administrator and/or the Land Sale and Development Committee.
3. Council will determine the percentage below market value which is to be applied to the property based on the proposed development's community benefit, and consistency with the vision and goals of this CIP.
4. At its sole discretion, the City may require the applicant to submit a development schedule or phasing plan, prepared to the satisfaction of the City, in relation to an application for the Municipal Land Disposition Program.
5. Market value will be deemed either to be the Municipal Property Assessment Corporation (MPAC) assessment value or value determined by an independent appraiser retained and paid for by the City, as deemed appropriate by Council.
6. The purchaser will be required to enter into a development agreement with the City acknowledging that they understand and abide by the terms of this program. The agreement will be registered against the lands to which it applies and the City will

enforce the provisions of the agreement against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners of the land.

7. If the purchaser fails to adhere to any requirements of the development agreement, the City will have the option of re-purchasing the property for the full price paid by the applicant, less any applicable legal costs.
8. Greenfield properties are generally considered vacant properties that: have no prior history of development; cannot be serviced by existing municipal services; and/or do not represent an extension of the built-up area. In determining whether a property is considered a greenfield, Council, in consultation with the City's Administrator and/or the Land Sale and Development Committee, shall have sole discretion.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Applicants must present Council with sufficient information about the proposed development (e.g. renderings or concept plans) to demonstrate the project's desirability and feasibility.

6.10 PLANNING, BUILDING, DEMOLITION, AND LANDFILL FEE GRANT

PURPOSE

To encourage infill development and redevelopment that is context-sensitive, attractive, and desirable. This grant reduces the administrative costs associated with the planning application fees, building and demolition permit fees, and landfill tipping fees associated with undertaking improvements to private property. This grant is not intended for greenfield development or development through Consent to Sever applications. This grant is also applicable to properties within industrial and business parks in the City of Dryden.

ELIGIBLE COSTS

1. Development of a vacant property for commercial, office, industrial, or a mix of uses;
2. Redevelopment of a property for commercial, office, industrial, or a mix of uses;
3. Major additions to a commercial, industrial, or mixed-use property, involving an increase of at least 25% of the existing gross floor area;
4. Infrastructure works including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary, and storm sewers);
5. Conversion of upper-storey space in a mixed-use or commercial building to residential units;
6. Demolition of existing buildings on a private property, associated with redevelopment of that property;

7. Landfill tipping fees associated with existing development as part of site demolition;
8. Professional services by an engineer, architect, and/or professional planner; and
9. Any combination of the above.

PROGRAM DETAILS

1. Planning Fee Grant: A grant for up to a total of 100% of the City's fees, as determined at the discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee, to cover the cost of minor variance applications, zoning by-law amendment applications, or site plan applications.
2. Building and Demolition Permit Fee Grant: A grant for up to a total of 100% of the City's fees, as determined at the discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee, to cover the cost of building permit fees or demolition permit fees.
3. Landfill Tipping Fees Grant: A grant for up to a total of 100% of the City's tipping fees at the City of Dryden Highway #502 Landfill for regular (sorted) loads, as determined at the discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee.
4. In general, any projects which are eligible for other incentives outlined in this Plan will also be eligible for the Planning, Building, Demolition, and Landfill Fees Grant, if the applicant is required to obtain planning approvals and/or a building permit.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Third party contract service costs (e.g. to bury hazardous waste materials) are not eligible for the Landfill Tipping Fees Grant.
4. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.

6.11 PUBLIC ART GRANT

PURPOSE

To encourage the inclusion of public art in building and property improvements on private properties to promote a sense of place, community spirit, and vibrant streetscapes, while contributing to a positive experience for visitors of Dryden. This grant is also intended to encourage private property owners to engage local artists and young artists to help support a thriving arts culture in Dryden.

ELIGIBLE COSTS

1. Development of the following types of public art:



Example of a public mural, Port Carling, ON
(Image source: www.discovermuskoka.ca)

- a. Local heritage-based art works and displays;
 - b. Murals;
 - c. Sculptures;
 - d. Paintings;
 - e. Interactive art works and displays; and
 - f. Any other art work or display, subject to approval by the City.
2. The following types of costs associated with public art projects are considered eligible:
 - a. Materials;
 - b. Installation; and
 - c. Lighting and landscaping that highlights the public art.

PROGRAM DETAILS

1. A grant for up to half (50%) of the cost of eligible art works and displays on private property (including the exterior of buildings) that are clearly visible and/or accessible to the public, to a maximum of \$5,000 per property.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. All private property owners must agree to enter into a contract with the City regarding the location/use of space for the public art and ongoing maintenance of the public art works, which will be the sole responsibility of the private property owner.
4. All public art works must be durable and constructed and/or protected to withstand the elements to ensure their longevity for a lengthy period of time.
5. All public art works and displays must be pre-approved by the City. Applicants must present Council with sufficient information about the proposed public art works and displays (e.g. renderings or concept plans) to demonstrate the project's desirability and feasibility.
6. An application for this program must be submitted to the City prior to the commencement of any site works.

6.12 SIGNAGE IMPROVEMENT GRANT

PURPOSE

To promote new attractive and pedestrian-oriented signage that contributes to the visual identity and northern character of the City.

ELIGIBLE COSTS

1. Replacement, repair, improvement, or installation of signage and associated lighting on building façades of commercial, office, institutional, mixed-use (including home-based businesses), and industrial properties.
2. Eligible signs include:
 - a. Primary signs attached to buildings, particularly those that form part of a building façade's sign board area, or that are located above a building entrance or porch;
 - b. Hanging signs, which may be used either as primary signs or as secondary signs, to complement the main building signage; and
 - c. Stand-alone signs, associated with landscaping, located in front yards and stand-alone signs in rear yards.

PROGRAM DETAILS

1. A grant for up to half (50%) of the construction costs, to a maximum of \$4,000.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Improvements shall comply with the City's Property Standards By-law and the Ontario Building Code and Regulations.
4. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.



Example of before (left) and after (right) a signage improvement grant in combination with a façade improvement grant, Pembroke, ON (Image Source: City of Pembroke, 2017)

6.13 TAX INCREMENT EQUIVALENT GRANT

PURPOSE

The purpose of the Tax Increment Equivalent Grant is to stimulate infill development and re-development projects, which would include those properties and/or buildings that have undergone rehabilitation or significant building improvements. To ensure that the proposed

development or redevelopment is in the City's best interests, the design of the project will need to be consistent, in the opinion of the Administrator and/or Land Sale and Development Committee, with the Plan's goals as described in Section 4.2 of this Plan. This grant is not intended for greenfield development. This grant is also applicable to properties within industrial and business parks in the City of Dryden.

ELIGIBLE COSTS

1. The following costs shall be considered eligible:
 - a. Development or redevelopment of a property for uses including commercial, retail, office, industrial, multi-residential (with a minimum of eight (8) dwelling units), or a mix of uses;
 - b. Adaptive reuse of a property to suit a new use including commercial, retail, office, industrial, multi-residential (with a minimum of eight (8) dwelling units), or a mix of uses;
 - c. Major additions to a commercial, industrial, multi-residential (with a minimum of eight (8) dwelling units), or mixed-use property, involving an increase of at least 25% of the existing gross floor area, or of at least \$500 of the assessed value of the property;
 - d. Conversion of upper-storey space in a mixed-use or commercial building to residential units, or major renovations or improvements to upper storey residential space;
 - e. Streetscaping or landscaping improvements required as part of a proposed development;
 - f. Professional services by an engineer, architect, and/or professional planner associated with the redevelopment or adaptive reuse; or
 - g. Any combination of the above.

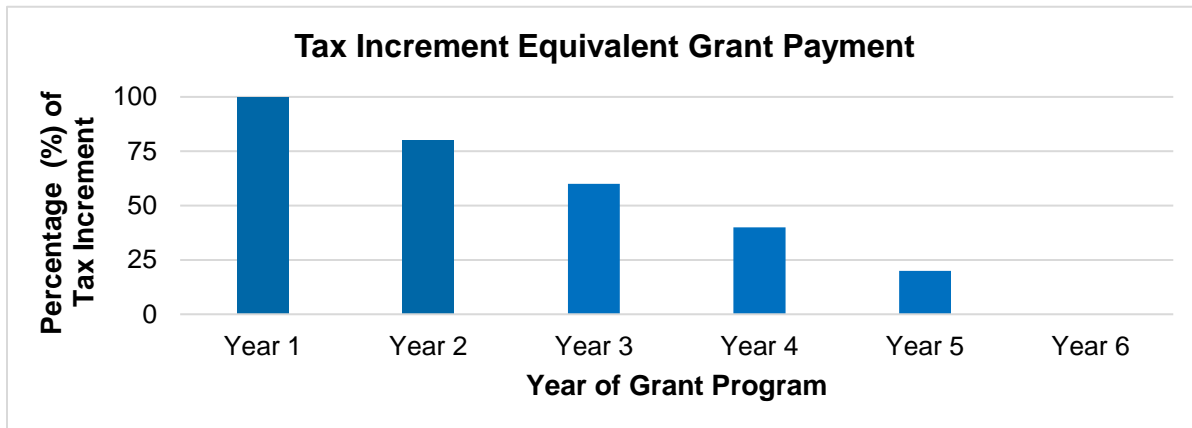
PROGRAM DETAILS

1. The Tax Increment Equivalent Grant is offered to eligible property owners only where the property assessment increases as a result of development, redevelopment, or major improvement, and there is a subsequent increase in municipal property taxes. For the purposes of calculating this grant, municipal property taxes include the municipal portion of the taxes only, and do not include education or any other special charges.
2. Grants shall be equal to a declining percentage of the municipal tax increase resulting from the improvements, and shall be paid to the owner each year for a maximum duration, as determined on a case-by-case basis at the discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee.
3. The amount of the grant(s), the time period over which the grant(s) are paid, and the rate of decrease of the value of the grant(s), shall be at the sole discretion of Council and in consultation with the City's Administrator and/or the Land Sale and Development Committee and outlined in the financial incentive program agreement. The total amount of all Tax Increment Equivalent Grants shall not exceed 50% of the total eligible costs of the improvements.

4. Grants shall be provided upon successful completion of the work, as approved by Council, and payment in full of the property taxes including the taxes for the incremental assessment increase. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the municipality, which may take up to two years. Grants for subsequent years shall be paid annually to property owners within three (3) months of payment of the full property tax.
5. The Tax Increment Equivalent Grant shall not be paid and shall not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in any year shall disqualify the owner for further grant payments.

EXAMPLE SCENARIO

A hypothetical property pays \$10,000 in annual municipal property taxes this year. If the property is redeveloped and a reassessment results in municipal property taxes of \$15,000 annually, the tax 'increment' is \$5,000 (i.e. $\$10,000 + \$5,000 = \$15,000$). Council has approved a Tax Increment Equivalent Grant for the property, with a duration of 5 years. In the first year after re-assessment, the applicant would be eligible for a grant of \$5,000, representing 100% of the tax increment. In the second year after re-assessment, the applicant would be eligible for a grant of \$4,000, representing a decrease of 20% from the previous year. The grant amount would continue to decrease by 20% each year in years 3, 4, and 5. The grant expires after five years, based on the grant duration determined by Council. This example assumes that all eligibility criteria are met.



ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. At its sole discretion, the City may require the applicant to submit a business plan, prepared to the satisfaction of the City, in relation to an application for the Tax Increment Equivalent Grant.
4. To be eligible for the Tax Increment Equivalent Grant, the property shall be improved such that the amount of work undertaken results in an increase of at least \$500 in the assessed value of the property, or the improvement involves more than 25% of the existing gross floor area.

5. In order to determine the suitability of the Tax Increment Equivalent Grant, prior to submitting an application for the program, eligible applicants may be required to estimate the total potential value of the tax increment, based on current assessment values and anticipated investment.
 6. If the total value of the Tax Increment Equivalent Grant is significantly less than the applicant's estimated value, at the sole discretion of the City, the applicant may be given the opportunity to withdraw their application for the Tax Increment Equivalent Grant program, and submit an application for one or more of the other incentive programs in this Plan as may be applicable to the project.
 7. Should an eligible applicant be approved for the Tax Increment Equivalent Grant, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner, unless specifically stipulated as part of the Financial Incentive Program Agreement executed between the original owner and the City.
 8. The property owner is responsible for the entire cost of the development or redevelopment project.
 9. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.
 10. Greenfield properties are generally considered vacant properties that: have no prior history of development; cannot be serviced by existing municipal services; and/or do not represent an extension of the built-up area. In determining whether a property is considered a greenfield, Council, in consultation with the City's Administrator and/or the Land Sale and Development Committee, shall have sole discretion.
-

6.14 URBAN AGRICULTURE GRANT

PURPOSE

To promote community gardens, small-scale agricultural uses, local food production, and the production of value-added agricultural products on private vacant lands as an interim use prior to the development and/or redevelopment of the lands.

ELIGIBLE COSTS

1. Development of the following types of urban agriculture projects:
 - a. Outdoor community gardens;
 - b. Urban beekeeping;
 - c. Production of value-added agricultural products (e.g. maple syrup, honey);
 - d. Greenhouse gardens;
 - e. Produce stands;
 - f. Other urban agriculture uses, subject to the approval of the City.

2. The following types of costs associated with urban agriculture projects are considered eligible:
 - a. Materials;
 - b. Installation; and
 - c. Public educational materials and programs.

PROGRAM DETAILS

1. A grant for up to half (50%) of eligible costs, to a maximum of \$2,500.

ELIGIBILITY CRITERIA

1. All General Eligibility Requirements outlined in **Section 7.3** shall apply.
2. Applications shall be in accordance with the application process set out in **Section 7.4**.
3. Use / housing of livestock in eligible urban agriculture projects is prohibited.
4. Proposed urban agriculture projects must be compatible with adjacent land uses and must not result in nuisance or include noxious uses.
5. The proposed urban agriculture project must not prevent the restoration of the vacant lands to their original condition prior to development and/or redevelopment of the lands.
6. Contaminated properties which have not been previously rehabilitated are not eligible.
7. An application for this program must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable.



Examples of urban agriculture projects: JetBlue Milk Crate Farm, JFK Airport, New York (left) (Source: USA Today); Urban Beekeeping (middle) (Source: www.beekeepbuzz.com); Community garden as interim use on development site, Preston St., Ottawa (right) (Google Streetview, 2019)

6.15 CONCEPT RENDERINGS

The following concept renderings illustrate potential improvements through the implementation of some of the financial incentives described in this Section and/or municipal initiatives described in **Section 5**.

****Disclaimer:** The concept renderings in **Figure 6-1** to **Figure 6-4** are included for illustrative purposes only. They do not represent actual redevelopment plans for these sites, and are not intended to limit redevelopment opportunities to those depicted in the concepts**



**Figure 6-1: Existing former Dingwall Ford (top); after potential City-initiated co-working improvements and improvements funded in part by CIP grants (bottom)
(e.g. Façade Improvement Grant; Landscaping and Parking Area Improvement Grant; Public Art Grant; and/or Planning, Building, Demolition, and Landfill Fee Grant)**



Figure 6-2: Existing former KFC, Grand Trunk Avenue (top); after potential City-initiated streetscaping improvements and improvements funded in part by CIP grants (bottom) (e.g. Façade Improvement Grant; Landscaping and Parking Area Improvement Grant; Public Art Grant; and/or Planning, Building, Demolition, and Landfill Fee Grant)



Figure 6-3: Existing former Luciano's, 53 Princess Street (top); after potential City-initiated streetscaping improvements and improvements funded in part by CIP grants (bottom) (e.g. Façade Improvement Grant; Commercial and Rental Housing Conversion and Expansion Grant; Public Art Grant; and/or Planning, Building, Demolition, and Tax Increment Equivalent Grant)



Figure 6-4: Existing former Cinema 86, 58 Queen Street (top); after City-initiated streetscaping improvements and improvements funded in part by CIP grants (bottom) (e.g. Façade Improvement Grant; Commercial and Rental Housing Conversion and Expansion Grant; Public Art Grant; and/or Planning, Building, Demolition, and Landfill Fee Grant)

7 IMPLEMENTATION

The successful implementation of the City of Dryden CIP requires municipal leadership and a clear and comprehensive framework to guide the administration of the Plan, and ensure that the recommended financial incentive programs achieve the intended outcomes and goals of this Plan.

This section sets out the interpretation, general administration structure, general eligibility requirements, application process, and other considerations related to the management of the CIP and its implementation in the City of Dryden. It also includes a recommended municipal marketing strategy, and a monitoring and evaluation program.

7.1 INTERPRETATION



This CIP must be read and interpreted in its entirety, and in conjunction with the Planning Act, Municipal Act, and all applicable municipal planning documents for the City of Dryden. The CIP shall be interpreted at the sole discretion of the City of Dryden Council, in consultation with, or based on, advice from City staff.

7.2 ADMINISTRATION



This Plan will be administered by the City of Dryden, as part of the implementation of the Community Improvement policies (Section 8.7) of the City of Dryden Official Plan.

The Community Improvement Project Area(s) to which this Plan applies shall be as designated by by-law from time to time.

This Plan is intended to be implemented over a 10-year period. Council may review the Plan after five (5) years to assess the degree of uptake and the overall success of the programs, and may elect to continue implementing the Plan beyond 10 years. Amendments or adjustments to this CIP may be made as described in **Section 7.7** of this document.

Grant applications shall be processed, subject to the availability of funding, as approved by Council. Council may determine that the objectives of a particular financial incentive program have been met, and decide to terminate or temporarily suspend funding, without the need for an amendment to the CIP.

Once Council is satisfied that this Plan has been carried out, it may enact a by-law dissolving the Community Improvement Project Area(s) and rendering the Plan inoperative.

7.2.1 DESIGNATION OF ADMINISTRATOR AND APPROVAL AUTHORITY

Upon approval of this CIP, Council shall appoint a member of City staff as the CIP Administrator, to manage day-to-day implementation and approval of applications. The responsibilities of the Administrator would generally include meeting with potential applicants for

financial incentives programs; coordinating applications with the Land Sale and Development Committee and/or Council; undertaking marketing activities; and monitoring and evaluation.

7.2.2 FINANCIAL INCENTIVE PROGRAM BUDGET

At its sole discretion, Council may establish a budget for financial incentive programs as part of its annual budget process. This budget may be subject to the availability of funding and other budget priorities, and is therefore not specified in this Plan. Any unused portion of the financial incentive program budget may be carried over to the following year.

Further, at its sole discretion and considering any recommendations made by the Administrator through the Monitoring and Evaluation Program, Council may choose to allocate portions of the financial incentive program budget to specific programs, or choose not to allocate funding to certain programs.

The City may discontinue funding for any of the financial incentive programs recommended in this CIP at any time, without amending this Plan. However, applicants with approved tax assistance and/or grant payments shall still receive said payment, provided that they continue to meet the general and program-specific requirements and the terms of any executed Financial Incentive Program Agreement entered into with the City.

7.3 GENERAL ELIGIBILITY REQUIREMENTS



All the financial incentive programs contained in this CIP are subject to the following general requirements, as well as the individual requirements specified under each program. The general and program-specific requirements contained in this CIP are not necessarily exhaustive, and the City reserves the right to include other requirements and conditions as deemed necessary:

1. The subject property must be located in the Community Improvement Project Area as designated by municipal by-law at the time of the application;
2. All proposed projects must, in the opinion of the Administrator, Land Sale and Development Committee and/or Council, generally contribute to achieving, and not conflict with, the vision and goals of this Plan as set out in **Section 4**;
3. Proposed projects must represent a permanent improvement to the property or building, and not a lifecycle replacement of existing materials or structures. For clarity, and without limiting the generality of the foregoing, trailers, sheds, hanging planters, and similar non-permanent elements shall not be considered eligible, unless otherwise specified under the individual financial incentive programs;
4. Proposed projects shall be in accordance with, or exceed, the requirements of the Ontario Building Code and the Accessibility for Ontarians with Disabilities Act, as applicable to the property;
5. Due to administrative costs, applications for grants less than \$500 shall not be considered;

6. An application for any financial incentive program contained in this Plan must be submitted to the City prior to the commencement of any site works and/or issuance of a building permit, as applicable;
7. If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
8. An application for any financial incentive program contained in this Plan must include plans, estimates, contracts, reports, and other details, as required by the City, to satisfy the City with respect to project costs and conformity to this Plan, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;
9. As a condition of application approval, the applicant shall be required to enter into an agreement with the City. The agreement shall specify the terms, duration, and default provisions of the incentive to be provided;
10. Where other sources of government and/or non-profit organization funding (federal, provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
11. The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
12. The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including costs incurred in anticipation of a tax assistance and/or grant payment;
13. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
14. City staff, officials, and/or agents may inspect any property that is the subject of an application for any of the financial incentive programs offered by the City;
15. Eligible applicants may apply for one or more of the incentive programs contained in this Plan. No two programs may be used to pay for the same eligible cost. In addition, the total of all tax assistance and grants provided in respect of the subject property may not exceed the eligible cost of the improvements to that property;
16. The subject property must not be in arrears of any municipal taxes, area rates, or other charges;
17. All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive shall be reimbursed as a grant to the applicant. Grants shall only be paid out when the work has been completed and paid invoices are submitted to the City;
18. Outstanding work orders from any of the City's Departments must be addressed prior to grant approval; and
19. Applications for financial incentive programs must meet the eligibility criteria set out for each individual incentive program, as set out in **Section 6**, as well as the general policies and requirements for submitting applications as outlined in **Section 7.4** of this Plan.

7.4 APPLICATION PROCESS



The recommended process for submitting a financial incentive program application and the City's process for accepting and evaluating applications is described below and illustrated in **Figure 7-1**.

STEP 1: PRE-APPLICATION CONSULTATION, APPLICATION SUBMISSION AND ACCEPTANCE

Prior to submitting an application for one or more of the financial incentive programs in this CIP, applicants are required to have a pre-application consultation meeting with the CIP Administrator and/or Land Sale and Development Committee to confirm application and eligibility requirements. At this meeting, the applicant should present the following supporting materials:

- Photographs of the existing building or property condition;
- Details of the project to be completed;
- Drawings or plans showing the details of the project;
- Estimate of the associated costs to complete the project;
- A work plan for the improvements and timeline for completion; and
- Any additional materials required to review the application, as determined by the City.

The Administrator and/or Land Sale and Development Committee will complete a preliminary screening of the supporting materials and provide comments to the applicant on whether the project meets the objectives of the CIP. Staff will confirm the proposed project's eligibility under the available financial incentive programs.

If a project is determined to be eligible for one or more financial incentive programs, the Administrator and/or Land Sale and Development Committee will inform the applicant of how to complete an application. Acceptance of an application does not guarantee program approval. The application will be rejected if it is not considered complete, or if it clearly does not comply with the eligibility criteria.

The applicant will be advised of approval or non-approval within 30 business days of the receipt of a complete application. The Administrator will enter the accepted or rejected application into the City's inventory, as described in **Section 0**.

STEP 2: REVIEW AND EVALUATION OF AN ACCEPTED APPLICATION

Applications for projects which are determined to meet the goals of the CIP will be recommended for approval by the Administrator. A recommending report will be prepared and submitted to the Land Sale and Development Committee and/or Council for review and approval. Funding for the CIP financial incentive programs and individual grant applications is allocated solely at the discretion of Council and the Administrator and/or Land Sale and Development Committee, if they have been delegated authority.

STEP 3: APPLICATION APPROVAL AND FINANCIAL INCENTIVE PROGRAM AGREEMENT

Upon approval of an accepted application, a Financial Incentive Program Agreement (“the Agreement”) will be prepared by the Administrator and entered into between the City and the applicant. The Agreement will outline the nature of the works to be completed, the details of the financial incentive programs, and a timeframe for project completion and grant payment(s). A copy of the Agreement will be provided to the applicant.

If the application is not approved, the applicant may revise their application to address the reason for refusal, in consultation with the CIP Administrator, and recommence the application process.

STEP 4: COMPLETION OF COMMUNITY IMPROVEMENT WORKS AND GRANT PAYMENT(S)

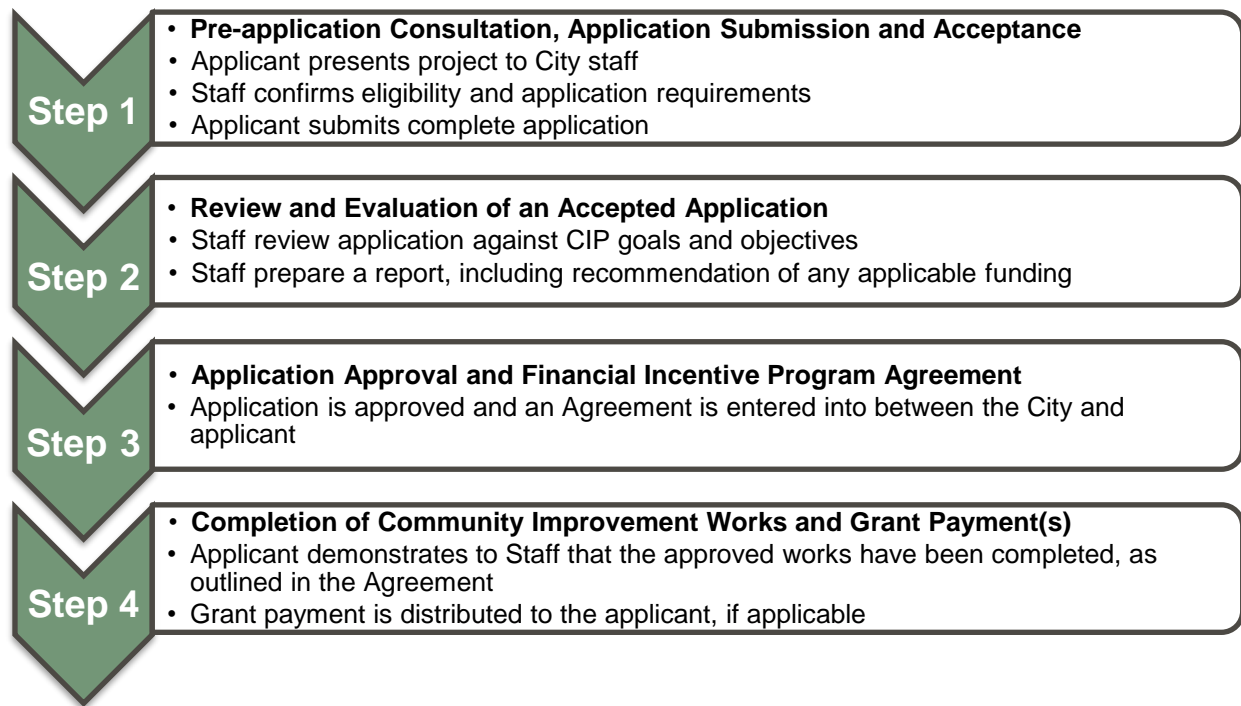
Upon execution of the Agreement, the applicant may begin the approved community improvement works. In the case of grants, payment will occur once the approved works have been completed, as outlined in the Agreement, to the satisfaction of the Administrator and/or the Land Sale and Development Committee and Council.

Before the payment is issued, the applicant may be required to provide the Administrator and/or the Land Sale and Development Committee with final supporting documentation, such as photographic evidence of the completed works, invoices for all eligible work completed, and proof of payment to contractors, etc., to the satisfaction of the Administrator and/or Land Sale and Development Committee.

The Administrator and/or the Land Sale and Development Committee and other City staff, as applicable, may perform a site visit and inspection of the building or property, as necessary, to ensure the community improvement works have been completed in accordance with the Agreement. The Administrator and/or the Land Sale and Development Committee may take appropriate action as specified in the Agreement if the applicant defaults on the Agreement.

If all program and Agreement requirements are determined to have been met to the satisfaction of the Administrator and/or the Land Sale and Development Committee, payment will be issued to the applicant for the approved grant, in accordance with the program and Agreement requirements.

Figure 7-1: Financial Incentive Program Application Process Summary



7.5 MARKETING STRATEGY



The successful implementation of the CIP vision and goals requires effective communication of the initiatives and available funding opportunities to property and business owners, developers, tenants, and the broader community. A Marketing Strategy targeting potential applicants, both local and outside the City, should be prepared and launched by City staff immediately following Council adoption of the CIP. This section provides recommendations that the City may consider in the development and implementation of the CIP Marketing Strategy, which should be in line with and build upon the City's new branding strategy.

CITY WEBSITE AND SOCIAL MEDIA

The City will establish and maintain a dedicated CIP page on its website, which will include CIP information (including a summary of available grants), application forms, and City staff contact information. The City will pursue the development of a short video highlighting the key features of the City, such as its strategic location, natural and cultural environment, key services, etc., followed by an explanation of the CIP, the vision, and the financial incentive programs that are available for private-sector investment. This video will be linked to other partner websites, and through the City's social media feeds such as Facebook and Twitter.

The City will use its existing social media platforms to announce the formal launch of the CIP and share success stories as community improvement works are completed.

CIP LAUNCH

The City will virtually launch the CIP, incorporating a social media presence, to promote the CIP and the available financial incentive programs. The CIP virtual launch will also be promoted through local media sources.

PRINTED MATERIALS

Consistent with the new Branding Strategy, the City will develop publications using various mediums that provide an overview of the CIP and the available financial incentive programs to be circulated, in hard copy and/or electronically to all relevant property owners within the Community Improvement Project Area. Copies of the CIP document will be available at City Hall, on the City's website, and at any other locations or distribution points considered appropriate by City staff.

POTENTIAL MEETINGS

Early in the implementation process, City staff and elected officials will offer targeted meetings with potential participants and presentations on the financial incentive programs available through the CIP.

SHOP LOCAL INITIATIVE AND CONTESTS

To encourage economic activity in the City, a "Shop Local" initiative could be implemented in Downtown Dryden or on a City-wide scale. An advertising campaign promoting the initiative could appear in a range of local media, such as newspapers, radio, television, and online.

The initiative could include a "Shop Local Passport" which encourages residents and visitors to shop at local businesses, collect "passport" stamps, and submit a completed passport (e.g. 5 purchases at local businesses in one month) for a prize draw. The passports could be made available at local businesses, and at City Hall.

Local business owners could also be encouraged to draw in customers by participating in a storefront window display contest, encouraging the "Shop Local" theme and promoting locally-made goods.

Further initiatives may be developed by the City's Economic Development Department.

ANNUAL REPORTING

The City will communicate the results of the Monitoring and Evaluation Program through the City's website. This can serve to remind potential applicants of the program, promote the achievements of this Plan, and highlight case studies and successful projects.

SHOWCASE SUCCESS

The City will identify, recognize, and celebrate successful projects, and ensure they are reflected in CIP promotional material. For example, the City may wish to signify buildings / properties that successfully completed community improvement works through the available financial incentive programs with signs on the properties or profiles on the City's website, with permission from the CIP applicants / participants.

7.6 MONITORING AND EVALUATION PROGRAM



This CIP has been developed and designed to be flexible as a planning and economic development tool for the City of Dryden. It identifies opportunities and provides incentives for private sector investment, as well as for municipal initiatives, to redevelop and beautify land, buildings, and streets in the City.

To ensure that this Plan achieves the desired results and remains current with respect to local and global market conditions, and to inform decision-making regarding the City's implementation budget, the uptake and success of the programs should be monitored, evaluated and, if necessary, revised on a regular basis.

The recommended monitoring and evaluation program for this CIP includes the following three main steps:

STEP 1: ESTABLISH BASELINE CONDITIONS INVENTORY

Immediately following Council adoption of this Plan, the Administrator should gather baseline conditions for the Community Improvement Project Area, where the information is available. The Administrator should develop an inventory of baseline conditions upon which to monitor the number, types, and success of the financial incentive program applications and municipal leadership programs.

The information in the inventory should include:

- Number, size, and location of vacant lands and vacant buildings by land use category (e.g. residential, commercial, industrial). A map and photos illustrating the vacant lands and buildings are recommended for internal and external use;
- Vacancy rate of residential, commercial, and industrial uses;
- Number of streetscaping elements (e.g. light posts, trees, benches, bicycle racks, etc.);
- Length of trails/bicycle paths and number of trail/pathway connections to sidewalks and roads;
- Number of bicycle, commercial, and municipal parking spaces (on-street and off-street); and
- Statistics related to number of visitors, employees, etc., where it is possible to obtain the data.

STEP 2: APPLICATION DATA COLLECTION

The Administrator should maintain a record of all pre-application consultations related to potential submissions, even if the consultations do not result in a submitted application. In doing so, the Administrator shall have consideration for the confidentiality of any inquiries.

As applications are received, they should be listed by the financial incentive program type in the inventory. In addition, comparable information regarding municipal leadership programs that are related to this Plan should be recorded as a separate category.

Carefully selected performance indicators will provide important information regarding the success of this Plan and its individual programs. For each financial incentive application received, the City should record and monitor, on an on-going basis, the:

- Date of the pre-application consultation meeting;
- The subject property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested grant value, by program and in total;
- Details and purpose of the project, including the square footage of commercial space affected, number of trees to be planted, length of façade improved, etc., as may be appropriate;
- Names of contractor(s) and supplier(s), which may be useful information to provide to future applicants;
- Appearance of the property prior to project initiation ("before" photos);
- Proposed concept plans for the property; and
- Any relevant subjective information about the application (notably, whether the CIP is responsible for encouraging the project).

In addition, it is important to appropriately record and monitor sites where more than one application has been submitted according to the financial incentive programs (e.g. where an applicant applies for a Façade Improvement Grant and a Signage Improvement Grant).

For unsuccessful applications, the City should monitor, on an on-going basis, the:

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

For each approved financial incentive program application, the City should monitor, on an on-going basis, the:

- Approved value of grant(s), in total and by program;
- Amount of private investment leveraged by the grant(s);
- Timing of completion of the project and payment of the grant(s);
- Property tax assessment after the completion of the project, if relevant; and
- Appearance of the completed project ("after" photos).

As an outcome of a decision on a financial incentive program application, the City may survey the applicant to obtain feedback on the financial incentives process. Regarding each municipal leadership program, the City will monitor the progress of each project on an annual basis. This may require annual communication with each department or individual responsible for advancing the program.

This information should be recorded and monitored, as it will provide valuable information in the Monitoring and Evaluation Report that will be presented to Council on an annual basis.

STEP 3: PREPARE ANNUAL MONITORING AND EVALUATION REPORT

The City should prepare an annual Monitoring and Evaluation Report that demonstrates the performance of the CIP to Council. The Monitoring and Evaluation Report will provide a summary of the baseline conditions inventory, and updates to this inventory based on the

successful applications and constructed improvements in any given year. The Report shall include the details of the information collected in Step 2.

In addition, the Report that shall also include, if necessary, recommendations regarding:

- Measures for avoiding any unintended outcomes of the CIP programs in the future;
- Funding of the incentive programs for Council's consideration in budget deliberations or the funding or timing of any City-initiated projects recommended in this document, or others that are recommended or developed after the adoption of this Plan;
- Potential for revisions to the CIP Project Area, which may be passed by by-law;
- Consideration of amendments or adjustments to the Plan, as described in **Section 7.7** of this document; and
- Administration of the Plan.

Furthermore, the annual Report should include a review, summary, and analysis of potential funding opportunities from the federal and provincial governments or other sources. The Monitoring and Evaluation Report should be made available on the City's website for public review.

7.7 AMENDMENTS TO THE CIP



As redevelopment and revitalization is achieved in the City of Dryden over time and specific CIP goals or objectives may evolve, the City may deem it necessary to amend or adjust this Plan. It may also be necessary to address issues with specific financial incentive programs, which may become evident as the programs are implemented.

Required adjustments to this Plan shall generally be identified through recommendations from the annual monitoring and evaluation report, discussed in **Section 0**. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP, in accordance with Section 28(5) of the Planning Act. Planning Act requirements for a Statutory Public Meeting and related notice must also be met.

CIP AMENDMENTS

The following adjustments to the CIP **require an amendment** under Section 28(5):

- Change to the Community Improvement Project Area (as illustrated in **Figure 1-3**);
 - This adjustment requires a by-law passed by Council.
- Extension of the Plan beyond the intended 10-year planning horizon;
- Addition of a new financial incentive program, or complete removal of a financial incentive program;
- Changes to the CIP vision and/or goals;
- Changes to the types of eligible projects or addition of a new eligible project;
- Changes to eligibility criteria; and
- Changes to the value or calculation of grants.

CIP ADJUSTMENTS

Minor administrative adjustments may be permitted without an amendment. The following adjustments **do not require an amendment** under Section 28(5) of the Planning Act:

- Dissolution of the Community Improvement Project Area (as illustrated in **Figure 1-3**) (i.e. the Plan becomes inoperative);
 - Requires a by-law passed by Council, once Council is satisfied this Plan has been carried out.
- Changes to the amount of annual funding provided for incentive programs (total or program-specific);
- Changes to the funding or prioritization of the City-initiated programs;
- Discontinuation of funding for one or more incentive programs; and
- Delegation of administration / approval of the financial incentive programs to a committee or an individual, or a return of the responsibilities to Council;
 - Delegation generally requires a by-law, subject to Section 23.1 of the Municipal Act.



8 CONCLUSION

The City of Dryden Community Improvement Plan (CIP) is a strategic planning and economic development tool that will be implemented to achieve the following vision and associated goals:

Dryden will seek unique opportunities to build pride in our community by supporting existing and future businesses, attract new strategic investment, and facilitate an efficient building and development process.

The CIP was developed in collaboration with a CIP Working Group, with broad input from residents and the business community. This Plan sets out a framework aimed at fostering community revitalization and economic prosperity in Dryden.

The municipal leadership strategies and financial incentives programs set out in the CIP have been identified to implement the vision and goals of marketing Dryden's location, assisting existing businesses and attracting new business, encouraging developing vacant and under-utilized lots, and supporting the revitalization and beautification of Dryden among other goals. Financial incentive programs apply to eligible projects. Implementation and monitoring of the CIP and its results will be undertaken by the City of Dryden, in partnership with private sector investment, community members, Council, and the CIP Administrator and/or Land Sale and Development Committee.

The Plan will remain in effect for 10 years. After five (5) years, it may be reviewed by Council to evaluate its effectiveness and degree of uptake and success. This Plan is designed to be adaptable, with flexibility built into the policies and programs to account for changes in the City's financial resources and priorities. Accordingly, the Plan may be adjusted or amended, as necessary, to improve its programs and better respond to revitalization needs within the City.

The successful promotion and implementation of the Plan will require the continued dedication of City staff and Council, including a dynamic marketing strategy, annual review and reporting, identification of lessons learned, and adaptation to changing priorities and economic conditions.

Most importantly, this Plan represents a commitment to the community and existing and future business owners to encourage private investment opportunities and demonstrate leadership in undertaking community improvements, to ensure Dryden continues to flourish as a regional hub and a proud northern community characterized by economic prosperity and vitality.

CITY OF DRYDEN
COMMUNITY IMPROVEMENT PLAN

FINAL
DECEMBER 2019

