

# Community Improvement Plan Town of Kirkland Lake



Ministry of Agriculture,  
Food and Rural Affairs  
Rural Economic Development  
(RED) program





**Community Improvement Plan  
Town of Kirkland Lake**

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Appendix A Community Improvement Project Areas



# Community Improvement Plan

## Town of Kirkland Lake

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### 1.0 Introduction

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The Town of Kirkland Lake is located on Highway 66 East, off of Highway 11 North in the Timiskaming District of Northeastern Ontario. It has a population of roughly 8,000 people who enjoy the benefits of a quality lifestyle, range of services (commercial, institutional, social and recreational), and natural heritage amenities. The Town is the ninth most populous municipality in Northern Ontario (and second in Timiskaming District). The Town of Kirkland Lake acts as a regional centre providing various amenities to many surrounding communities (Gauthier Township, Lebel Township, Township of Matachewan, Virginiatown, Larder Lake, Sesekinika, Kenogami, Ramore, and Englehart). The Town also acts as a gateway to the 'Far North' providing the community with the opportunity to capitalize on potential tourism and recreational opportunities. Kirkland Lake's economy is dominated by professional services and natural resource extraction. The Town itself is surrounded by seven gold mines, including the Kirkland Lake Gold Inc Macassa site which is located in the centre of the developed area of Kirkland Lake. These mines are currently expanding resulting in job creation. Much of the retail, industrial, and employment growth is directly or indirectly related to the mining sector.

Community Improvement Plans (CIPs) are used to benefit communities in the Province of Ontario by enabling municipalities to provide grants and loans to encourage investment in targeted areas of the municipality. The revitalization of communities through the implementation of CIPs can be used for business investment, or economic development. CIPs may also be used to encourage environmental remediation and redevelopment as well as effectively utilize existing community infrastructure.

CIPs can address a range of challenges including growth management, the intensification of communities, employment opportunities, and accessibility enhancements. Through the CIP a municipality can implement incentive programs to promote improvements to building aesthetics and business diversification.

The CIP must be adopted in accordance with the public consultation requirements of the *Planning Act*.

### 2.0 Legislative Authority

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The CIP has been developed in accordance with Section 28 of the *Planning Act* and the *Municipal Act*, as well as other relevant policies and documents including the Provincial Policy Statement, and Town of Kirkland Lake Official Plan, Zoning By-law, and Economic Development Strategic Plan. Specifically, Section 6.5 of the Town's OP contains Community Improvement policies which set out the overall purpose and information that a CIP should contain. It is within these guidelines that this CIP was prepared.

### 3.0 Public Consultation

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In order to understand the potential uptake and interest in incentive programs, and project areas, as well as the needs to the business community, an open house workshop meeting was held with

# Community Improvement Plan

## Town of Kirkland Lake

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Town staff and members of the public on December 5<sup>th</sup>, 2018. The results of the Open House meeting are included in the CIP Background Report.

Additional opportunities for public and stakeholder participation in the CIP process include:

- Economic Development Committee meeting to review draft document and provide comments: May 13, 2019
- Municipal Open House to review draft document and provide comments: May 13, 2019
- Statutory Public Meeting at Council to consider Adoption: June 4, 2019

### 4.0 Goals and Objectives

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The Town of Kirkland Lake has identified the development of a CIP as an opportunity to stimulate commercial and industrial development. The CIP will serve as a long-term framework that will direct and guide community improvements through financial incentives and municipally driven projects.

The Community Improvement Plan for the Town of Kirkland Lake will set out to:

1. Create employment opportunities;
2. Bring new industry and improve the Town's industrial base;
3. Stimulate commercial and industrial development;
4. Prioritize areas for future development;
5. Potentially create programs for tax relief, grants, and loan opportunities;
6. Provide a comprehensive implementation and monitoring program; and
7. Align with the Town's Planning documents.

### 5.0 Community Improvement Project Areas

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This CIP targets the Town's commercial and industrial sectors to continue to profit from current prominent sectors and stimulate growth in other sectors. For these reasons, and through consultation with municipal staff, lands zoned commercial and industrial are proposed to be eligible for the incentives in this CIP, with a focus on the following areas of the municipality:

- Archer Drive
- Goodfish Road
- Government Road West
- Highway 66
- the Downtown Core

The Kirkland Lake CIP is applicable to lands throughout the municipality within the following Zones:

- Town Centre Commercial (C1);
- Shopping Centre Commercial (C2);
- Highway Commercial (C4);
- Light Industrial (M1);

# Community Improvement Plan

## Town of Kirkland Lake

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- Heavy Industrial (M2); and
- Industrial Commercial (MC).

The Community Improvement Project Area is set out in Appendix 'A'.

## 6.0 Community Improvement Plan Incentives and Tools

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In addition to being located in an appropriately zoned Community Improvement Project Area, a proposed CIP project must meet general program requirements and program-specific requirements to be considered eligible.

The requirements contained in this CIP are not necessarily exhaustive and the Town reserves the right to include other requirements and conditions as necessary on a property-specific basis. All of 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:

### 6.1 General Requirements

- a) The Town reserves the right to audit the cost of project feasibility studies, environmental studies, environmental remediation works, and/or rehabilitation works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- b) The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including, without limitation, costs incurred in anticipation of a grant and/or tax assistance;
- c) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Town, the Town may delay, reduce, or cancel the approved grant and/or tax assistance;
- d) The Town may discontinue any of the programs at any time, but applicants with approved grants and/or tax assistance will still receive said grant and/or tax assistance, subject to meeting the general and program specific requirements;
- e) All proposed works approved under the incentive programs and associated improvements to buildings and/or land shall conform to all Municipal By-laws, policies, procedures, standards, guidelines, including applicable Official Plan and Zoning requirements and approvals;
- f) The improvements made to buildings and/or land shall be made pursuant to a Building Permit and/or other required permits, and constructed in accordance with the Ontario Building Code and/or other municipal requirements;
- g) Outstanding charges from the Town (including tax arrears), work orders, and/or orders or requests to comply on any property owned by the applicant (not just the property subject to the application) must be satisfactorily addressed prior to application processing and grant and/or tax assistance payment;
- h) Town staff, officials, and/or agents of the Town may inspect any property that is subject of an application for any of the financial incentive programs offered by the Town;



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- i) The total of all grants (excluding tax assistance) provided in respect of the particular lands and buildings of an applicant under the programs contained in this CIP shall not exceed 50% of the cost of rehabilitating said lands and buildings;
- j) 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 and undertake the works;
- k) Applicants shall enter into a maintenance agreement with the Town and shall undertake to keep the property and specifically those parts of the property subject to the CIP improvement project in good condition;
- l) Projects must be completed within one year of approval, but recipients may apply for a grant extension.

Council retains the right, in its sole and absolute discretion, to extend, revise, or alter this CIP beyond the five-year horizon, at any time during the five-year operational period of the Plan, subject to the objectives of Council and the satisfactory performance of the Plan in the opinion of Council.

The following programs are available to the Town during the initial five-year period of the CIP (2019-2024). However, Council will review its municipal budget on a yearly basis and decide on which programs are in effect on a yearly basis.

### 6.2 Summary Table of Recommended CIP Programs

The following table presents a summary of recommended CIP programs. Grant amounts are subject to Council approval:

<b>Program</b>	<b>Grant Amount</b>
Building Conversion and Expansion Grant	\$10 per square foot, to a maximum of \$5,000
Building Renovation and Improvement Grant	50% of eligible costs, to a maximum of \$5,000
Façade Improvement Grant	50% of eligible costs, to a maximum of \$5,000
Tax Increment Grant	100% rebate in year 1 75% rebate in year 2 50% rebate in year 3 25% rebate in year 4
Building Permit and Planning Application Fee Rebate	Planning Application Fees: up to 100% reduction of planning application fees, excepting legal costs  Building Permit Fees: up to 50% reduction in building permit fees; to a maximum of \$1,000



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	Signage Permit Fees: up to a 100% reduction in sign permit fees; to a maximum of \$500
	Demolition Permit Fees: up to 100% reduction in demolition permit fees; to a maximum of \$1,000
	Landfill Fees: up to 50% rebate of landfill fees; to a maximum of \$1,000
Sale of Land for Less than Market Value	Up to 90% less than the listed value established by Council
Design, Architectural and Project Feasibility Study Grant	50% of eligible costs, to a maximum of \$2,000, or \$5,000 for environmental studies
<b>Total amount per property</b>	<b>\$10,000 per property (excluding tax increment grant, building permit and planning fee rebates, and sale of land for less than market value)</b>

The following incentives and tools could be used to promote improvements in the Community Improvement Project Areas. The purpose, amount, eligible costs, and application requirements for each of the financial incentive programs are described in detail in the following sections.

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### 6.4 Building Conversion and Expansion Grant

Purpose	<p>To support an increase in non-residential assessments.</p> <p>To assist in the conversion of existing unused or underused space into new eligible uses.</p> <p>To create new jobs in the Town.</p>
Grant Amount & Disbursement	<p>Eligible applicants may receive \$10 per square foot of converted or expanded floor space, to a maximum of \$5,000, whichever is less, per property.</p> <p>This grant will be disbursed as follows:</p> <ul style="list-style-type: none"><li>• 100% on Final Completion</li></ul>
Eligible Costs	<ul style="list-style-type: none"><li>• Development or redevelopment of a building or property that increases the usable floor area;</li><li>• Expansion of an existing building or facility;</li><li>• Adaptive reuse, building rehabilitation and retrofit works that increases the usable floor area; and</li><li>• Upgrading on-site infrastructure (i.e. water services, sanitary sewers, stormwater management facilities) to permit additional usable floor area.</li></ul>
Additional Requirements	<p>The development must result in job creation at a level satisfactory to Council.</p> <p>Applicants will submit design drawings, architectural /engineering plans, a work plan indicating proposed improvements, and a cost estimate of the works.</p> <p>All completed drawings/plans must comply with the description of the work plan as provided in the grant application form.</p> <p>The Town will retain the project design plans.</p>

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# Community Improvement Plan

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### 6.6 Building Renovation and Improvement Grant

<b>Purpose</b>	<p>To support an increase in non-residential assessments.</p> <p>To promote the undertaking of functional improvements (structural, energy efficiency, or accessibility) to existing buildings.</p> <p>To enhance the long term viability and income producing capacity for current or potential new owners/tenants of the existing building stock.</p>
<b>Grant Amount &amp; Disbursement</b>	<p>Matching grant of up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000, whichever is less, per property.</p> <p>The Grant will be disbursed as follows:</p> <ul style="list-style-type: none"> <li>• 100% on Final Completion</li> </ul>
<b>Eligible Costs</b>	<p>Provision of structural improvements, including:</p> <ul style="list-style-type: none"> <li>• Interior or exterior renovations or retrofits, and improvements to health and safety features of the building;</li> </ul> <p>Provision of energy efficiency improvements, including:</p> <ul style="list-style-type: none"> <li>• Interior or exterior renovations that result in a third-party certification or meet a third party energy efficiency standard which exceeds the requirements of the Ontario Building Code, and demonstrably increases energy efficiency;</li> <li>• Installation of appropriate on-site thermal renewable energy projects, such as solar hot water, geothermal, air source heat pumps or solar walls;</li> <li>• Installation of Energy STAR certified heating/cooling/ventilation products, not including small appliances;</li> <li>• Installation of energy-efficient lighting and/or lighting controls;</li> </ul> <p>Provision of accessibility improvements, including:</p> <ul style="list-style-type: none"> <li>• installation of wheelchair ramps, automatic doors, accessible washrooms, other accessibility improvements external or internal to the building; and</li> </ul> <p>Any other related work as approved by the Town.</p>
<b>Additional Requirements</b>	<p>Minimum improvement costs: \$2,000</p>

## Community Improvement Plan Town of Kirkland Lake

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Applicants will submit design drawings, architectural /engineering plans, a work plan indicating proposed improvements, and a cost estimate of the works.

The grant will be paid based on the actual cost of the work, up to the amount approved in the application.

All completed drawings/plans must comply with the description of the work plan as provided in the grant application form.

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### 6.8 Façade Improvement Grant

<b>Purpose</b>	<p>To support an increase in non-residential assessments.</p> <p>To stimulate private investment in the Project Area and to promote the undertaking of building façade and signage improvements.</p>
<b>Grant Amount &amp; Disbursement</b>	<p>Matching grant of up to a maximum of 50% of eligible costs up to a maximum grant of \$5,000, whichever is less, per property;</p> <p>The Grant will be disbursed as follows:</p> <ul style="list-style-type: none"><li>• 100% on Final Completion</li></ul>
<b>Eligible Costs</b>	<p>Improvements to the Front or Corner Side Façades designed specifically to enhance the look and appearance of these elevations of the property including:</p> <ul style="list-style-type: none"><li>• Restoring of the brickwork or cladding, including exterior painting;</li><li>• Replacement or repair of cornices, eaves, parapets, windows, doors, and other significant architectural details;</li><li>• Repair, replacement, or addition of awnings, marquees, and canopies;</li><li>• Repair, replacement, or addition of exterior lighting;</li><li>• Street furniture related to the façade;</li><li>• Repair to existing or new signage;</li><li>• Modifications to the entranceway; and</li><li>• Any other work as approved by the Town.</li></ul>
<b>Additional Requirements</b>	<p>Minimum improvement costs: \$2,000</p> <p>Applicants will submit design drawings, architectural/engineering plans, and a work plan indicating proposed improvements, and a cost estimate for the works.</p> <p>The grant will be paid based on the actual cost of the work, up to the amount approved in the application.</p> <p>All completed drawings/plans must comply with the description of the work plan as provided in the grant application form.</p>

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### 6.10 Tax Increment Grant

<b>Purpose</b>	To support an increase in non-residential assessments.  To stimulate private investment in the CIP Project Areas and to promote the undertaking of building improvements and development on vacant land.
<b>Grant Amount &amp; Disbursement</b>	The grant will be provided over 4 years, where the tax increase is paid back to the applicant as follows: <ul style="list-style-type: none"><li>• 100% rebate in year 1</li><li>• 75% rebate in year 2</li><li>• 50% rebate in year 3</li><li>• 25% rebate in year 4</li></ul> The owner is paying based on the full assessed amount in year 5.  The total amount of the grant provided will not exceed the value of the work that resulted in the reassessment.  This grant excludes the education portion of the tax bill. The Town is only able to rebate the municipal portion of the tax bill.  The grant will be disbursed as follows: <ul style="list-style-type: none"><li>• 100% (municipal portion) after payment of taxes, once the property has been reassessed by MPAC, following completion of the CIP project.</li></ul> The Town will collect the full amount of property taxes owed for each of the years of the program's applicability and will issue the grant to the approved applicant after final tax bills for each year have been collected. If the tax bill is not paid in full, the Town will cancel all future grants and collect past grants made as part of this program.  The grant will not be provided based on a graduated reassessment by MPAC if done prior to completion of the project.
<b>Eligible Costs</b>	Any improvements to properties/buildings in the CIP project areas which meet the CIP goals and objectives.
<b>Applicable Requirements</b>	Minimum increase in assessment: \$25,000, directly related to a building permit for CIP improvements.  The Tax increment Grant may be received by a property owner and/or assignee in combination with any other incentive program offered by the CIP.

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Property owners and/or assignees will be required to submit a complete application to the Town describing, in detail, the improvements that are planned. The application must be submitted to the Town and approved prior to the improvements being made in order to be eligible for this program. The Town will review the application to ensure that the improvements are eligible. For the purpose of this program, eligible improvements are deemed to be improvements that will lead to an increase in the property's assessed value by improving the physical condition of the building and/or property in a manner that is consistent with the CIP's intent.

This program does not exempt property owners from an increase in municipal taxes due to a general tax rate increase or a change in assessment for any other reason after property has been improved, except by reason of an assessment appeal.

The grant will be forfeited and repaid to the Town if the owner makes the decision to demolish or alter the property in a manner that does not comply with the CIP before the grant period elapses.

If the property is sold prior to completion of the project and receipt of the grant, subsequent owners may re-apply to the Town to be eligible to receive the grant.

If the property is sold after completion of the project, and while the tax increment grant is being received, the grant expires upon transfer of ownership. Subsequent owners are not eligible to continue receiving the grant for the tax increase associated with the project which has already been completed.

The grant amount will be established after the final inspection of the improvements in accordance with the Ontario Building Code, and MPAC has established a new assessment value based on the building permit for the CIP project.

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# Community Improvement Plan Town of Kirkland Lake

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## 6.12 Building Permit and Planning Application Fee Rebate

<b>Purpose</b>	<p>To support an increase in non-residential assessments.</p> <p>To stimulate private investment in properties in the CIP Project areas by reducing applicable municipal fees related to a CIP project which improves the building and/or property.</p>
<b>Grant Amount &amp; Disbursement</b>	<p>Planning Application Fees: up to 100% reduction of planning application fees, excepting legal costs</p> <p>Building Permit Fees: up to 50% reduction in building permit fees; up to a maximum of \$1,000.</p> <p>Signage Permit Fees: up to a 100% reduction in sign permit fees; up to a maximum of \$500.</p> <p>Demolition Permit Fees: up to 100% reduction in demolition permit fees; up to a maximum of \$1,000.</p> <p>Landfill Fees: up to 50% rebate of landfill fees; up to a maximum of \$1,000.</p> <p>The Grant will be disbursed as follows:</p> <ul style="list-style-type: none"><li>• 100% upon completion of the work</li></ul>
<b>Eligible Costs</b>	<p>Grant applies to:</p> <ul style="list-style-type: none"><li>• Planning application fees;</li><li>• Building permit fees;</li><li>• Sign permits;</li><li>• Demolition permits;</li><li>• Landfill fees.</li></ul>
<b>Additional Requirements</b>	<p>Applications must relate to an associated commercial / industrial project.</p> <p>Demolition and landfill fees will only be reimbursed following completion of association construction.</p>

# Community Improvement Plan Town of Kirkland Lake

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## 6.14 Sale of Land for Less than Market Value

Purpose	<p>To support an increase in non-residential assessments.</p> <p>To promote private investment and development of underutilized municipally-owned properties in the CIP Project Area.</p>
Grant Amount & Disbursement	<p>Council will consider the sale of municipally-owned land at up to 90% less than the listed value established by Council.</p>
Eligible Costs	<ul style="list-style-type: none"><li>• N/A</li></ul>
Additional Requirements	<p>This incentive is only available for those lands in the industrial zones.</p> <p>Purchaser of land must provide detailed architectural concepts and site drawings describing the proposal.</p> <p>The purchaser has 2 years to complete the development of the property. If this is not met Council has the option to re-purchase the property at the original price or to extend the agreement. The purchaser is responsible to legal and transfer costs related to the buy-back.</p> <p>The Town will retain a right-of-first refusal to purchase the vacant property, at the original price, should the purchaser choose to divest prior to construction.</p>

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# Community Improvement Plan

## Town of Kirkland Lake

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### 6.15 Design, Architectural and Project Feasibility Study Grant

Purpose	To assist property owners with financing the cost of undertaking studies that promote and support economic development and diversification.
Grant Amount & Disbursement	<p>Up to a maximum of 50% of eligible costs, to a maximum grant of \$2,000 per study, or \$5,000 for environmental studies.</p> <p>The Grant will be disbursed as follows:</p> <ul style="list-style-type: none"><li>• 100% upon completion of the work</li></ul>
Eligible Costs	<p>Design or studies related to the following:</p> <ul style="list-style-type: none"><li>• Design drawings;</li><li>• Structural, mechanical, electrical analyses;</li><li>• Architectural drawings;</li><li>• Environmental studies;</li><li>• Building or land improvement studies and plans;</li><li>• Business development related studies and plans; and</li><li>• Any other feasibility study or plan which aligns with the purpose of the program.</li></ul>
Additional Requirements	<p>The grant will apply to a maximum of 1 study per property.</p> <p>Applicants will submit a work plan for the study indicating proposed improvements and a cost estimate for the study from a qualified consultant to be reviewed and approved by the Town.</p> <p>The grant will be paid based on the actual cost of the study, up to the amount approved in the application.</p> <p>The Town will review and approve the study.</p> <p>The grant can only be applied to commercial buildings, mixed-use buildings, and industrial buildings.</p> <p>Applicants for an Environmental Study Grant must have completed a Phase 1 Environmental Site Assessment.</p>

# Community Improvement Plan

## Town of Kirkland Lake

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### 7.0 Administration and Financial Implications

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#### 7.1 Administration

The CIP will be administered by the Town as part of the implementation of the Community Improvement Policies of the Town's Official Plan.

Applications for the CIP programs will be submitted to Staff to review for compliance with general program criteria and completeness. Complete applications will be provided to the Economic Development Committee for review. The Economic Development Committee will review applications and provide recommendations to Council. Applications will be reviewed on a first-come-first-serve basis once they are complete.

Council will make the final decisions on allocation of program grants up to the maximum amounts noted herein.

#### 7.2 Municipal Funding

For a CIP to be successful, it requires support from the business community and support from the Town in the form of funding and implementation. It is recommended that the Town of Kirkland Lake allocate \$50,000 per year towards grant incentive programs during the initial years of the CIP. In addition, the Town will be expected to provide assistance via foregone revenue (municipal tax increases and fees). As the private and public sectors increase their investment in the community, with the assistance of the CIP, the overall benefits will be significant.

It is not possible to accurately predict the number and scale of applications in advance of implementing the Plan. The recommended funds are minimums that should be approved in order to meet the goals of the Plan over the five-year term. These funding levels can be evaluated and adjusted in future years of the Plan.

Funding allocations contained in this Plan are subject to review and approval by Council. Financial incentives proposed in this CIP are based on a five year cycle, but are also subject to the Town's fiscal situation and will be determined on a yearly basis during Council's annual budget allocation.

### 8.0 Monitoring and Amendments

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Town staff will conduct periodic reviews of the CIP programs and activities relating to Community Improvement to determine their effectiveness and provide an update to Council. Council may amend this Plan as is necessary to ensure that the goals and objectives outlined in this Plan are achieved. Any increase in program financing permitted under Section 28 of the *Planning Act* will require an amendment to this Plan. An extension to any program for up to an additional five years and any decrease in program financing due to Municipal budgetary constraints in any given year will not require amendments to this Plan.

Following the first year of the program, the Town should evaluate the effectiveness of the organizational and funding structure of the CIP process, the evaluation process, and the amount of staff resources to administer, monitor, and market the Plan.

# Community Improvement Plan

## Town of Kirkland Lake

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The following measures are recommended for monitoring the CIP programs:

1. **Annual Report:** An annual CIP report to Town Council should be produced and presented to Council, reviewing in particular the number of applications, number of CIP projects, funds expended by the Town, and results: i.e. increase in usable commercial/industrial space, jobs created, and increase in assessed values.
2. **Post-Project Evaluation Report:** Following the completion of a CIP-funded project, municipal staff should complete a project close-out checklist with detailed descriptions of the work completed with any issues that may have arisen during the application process. This information can be used in the preparation of the annual CIP report to Town Council.

The following information should be documented for each CIP Project:

- Before/after project photos
  - Description of the project
  - CIP program(s) utilized
  - Benefit created to the Town (i.e. type of employment, increase in useable space, number of jobs, increase in assessment, aesthetic/safety/efficiency/accessibility or other improvement)
  - Grant amount
  - Construction value
3. **Application Database:** A database of past CIP applications can be used to assess the effectiveness of various financial incentive programs with amendments to the Town CIP made where necessary.

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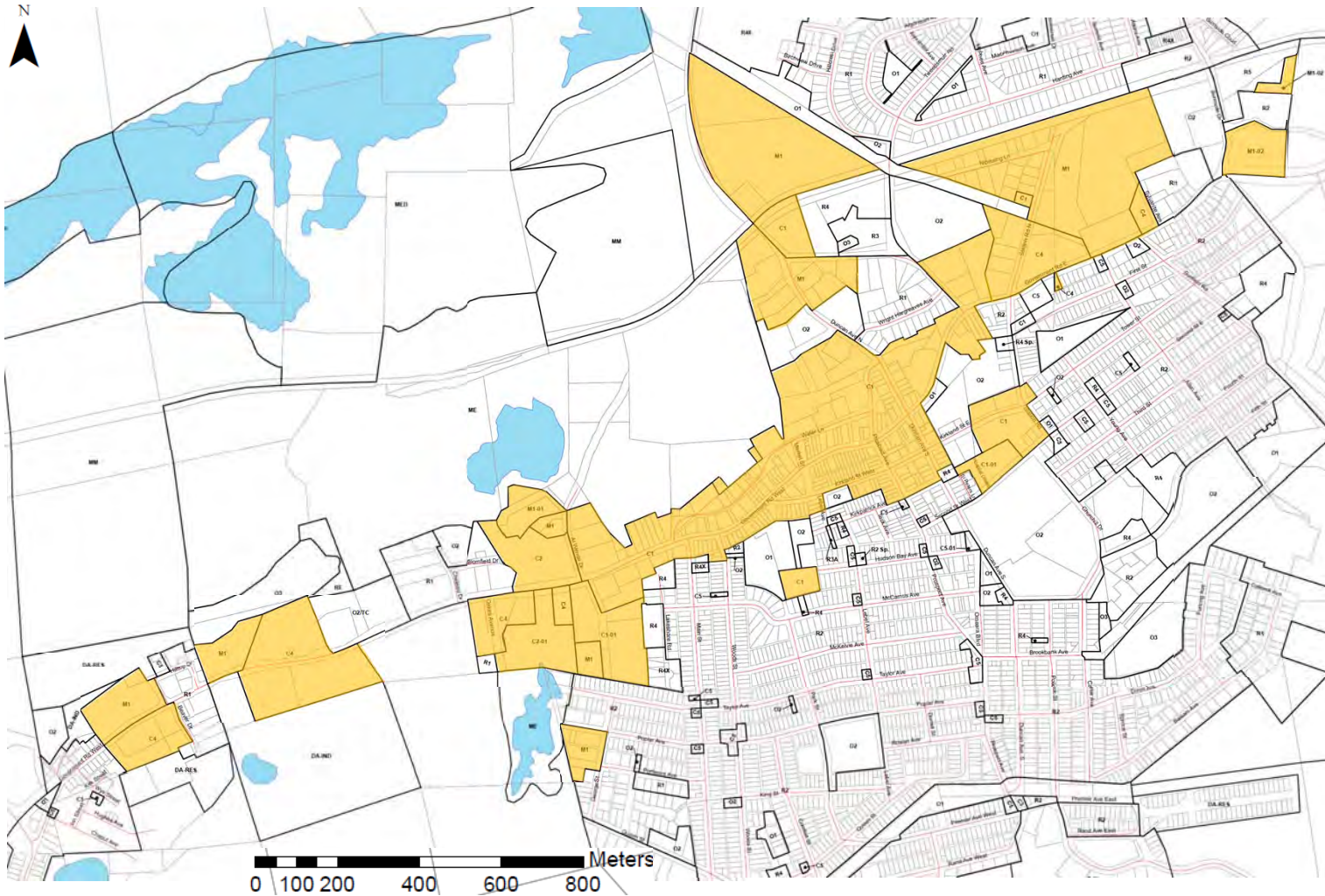
**Appendix A**

Community Improvement  
Project Areas





# Schedule A to By-law no. 19-058 Community Improvement Project Area



## Community Improvement Plan Town of Kirkland Lake

### Downtown Area

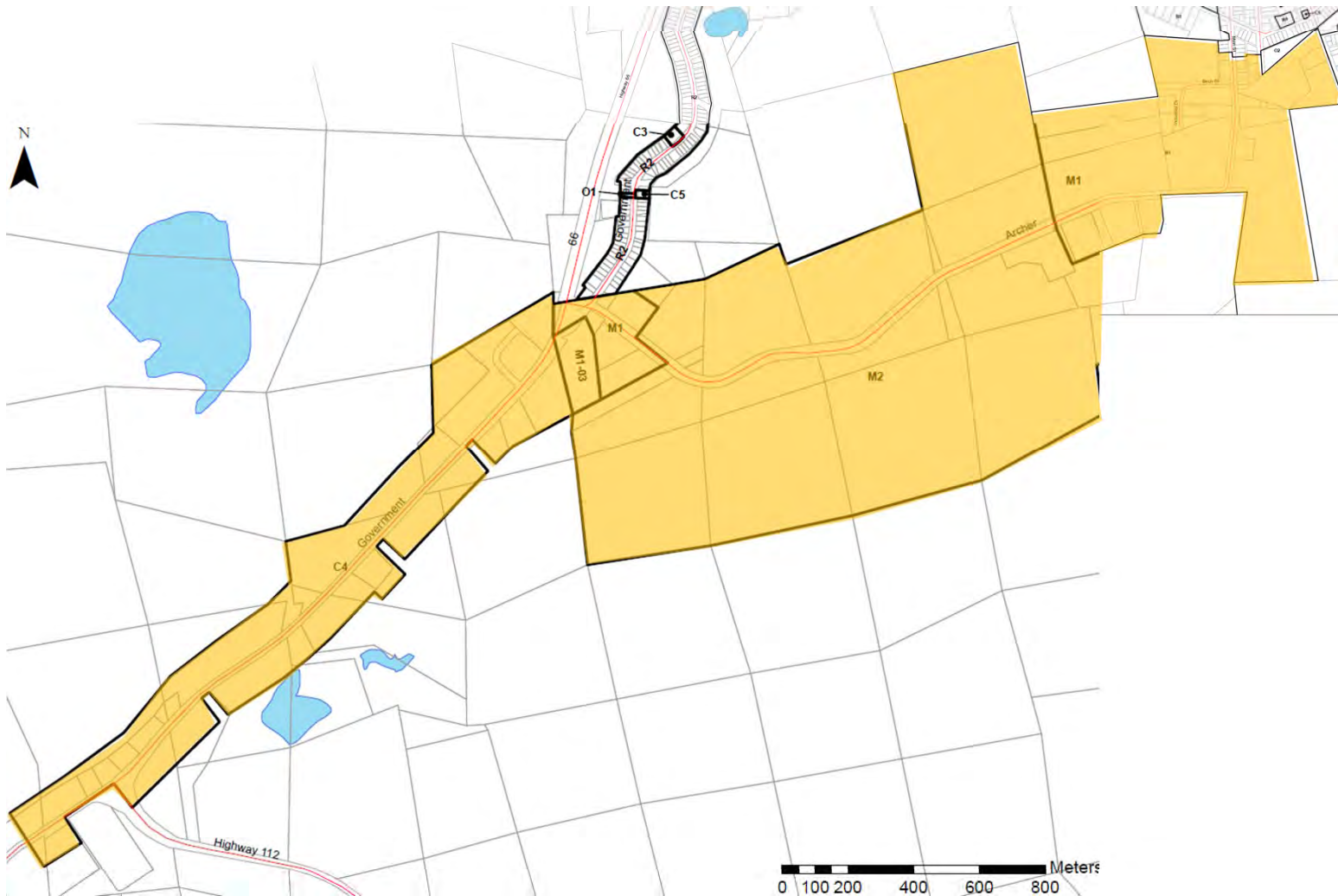
Community Improvement  
Project Area\*

\*Applies to lands in the following  
Zones:

- Town Centre Commercial (C1);
- Shopping Centre Commercial (C2);
- Highway Commercial (C4);
- Light Industrial (M1);
- Heavy Industrial (M2); and
- Industrial Commercial (MC)

June 11, 2019

Schedule A  
to By-law no. 19-058  
Community Improvement Project Area



Community  
Improvement Plan  
Town of Kirkland Lake

Archer Drive and  
Chaput Hughes Area

Community Improvement  
Project Area \*

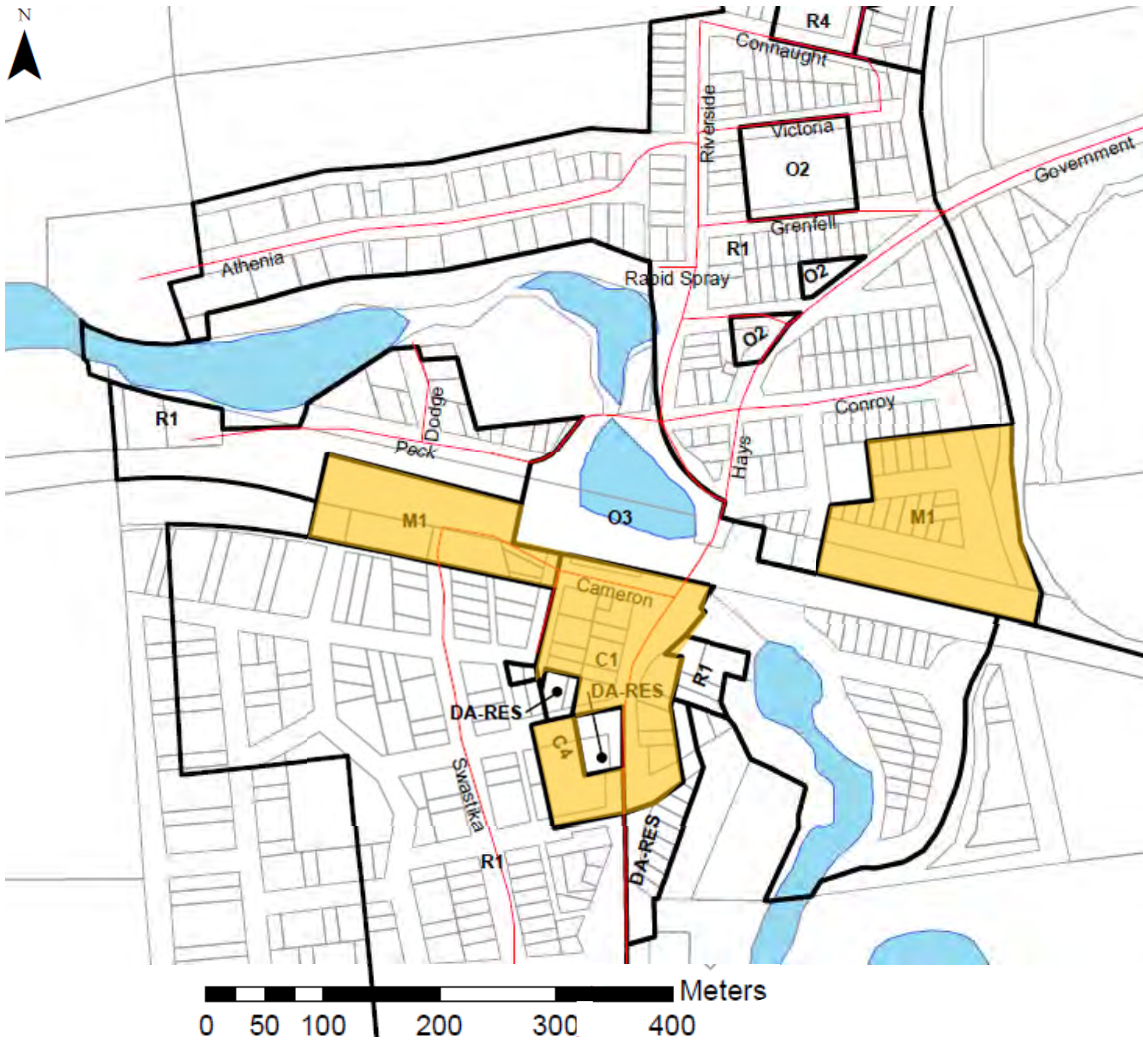
\*Applies to lands in the following  
Zones:

- Town Centre Commercial (C1);
- Shopping Centre Commercial (C2);
- Highway Commercial (C4);
- Light Industrial (M1);
- Heavy Industrial (M2); and
- Industrial Commercial (MC)

June 11, 2019



Schedule A  
to By-law no. 19-058  
Community Improvement Project Area



Community  
Improvement Plan  
Town of Kirkland Lake

Swastika Area

Community Improvement  
Project Area\*

\*Applies to lands in the following  
Zones:

- Town Centre Commercial (C1);
- Shopping Centre Commercial (C2);
- Highway Commercial (C4);
- Light Industrial (M1);
- Heavy Industrial (M2); and
- Industrial Commercial (MC)

June 11, 2019





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Innovative Energy  
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Land Development  
Transportation  
Solid Waste Management  
Project Management