



TOWNSHIP OF IGNACE COMMUNITY IMPROVEMENT PLAN

FINAL DRAFT

JUNE 2018



IN ASSOCIATION WITH:



**TOWNSHIP OF IGNACE
COMMUNITY IMPROVEMENT PLAN**

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JUNE 2018**

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The Community Improvement Plan (CIP) for the Township of Ignace was initiated by Township Council and supported by a dedicated CIP Advisory Committee that included representatives from Council, Township Staff, local residents and business owners. The Advisory Committee members volunteered their time to contribute to this Plan that will **“Position Ignace as an investment-ready northern community by retaining and attracting businesses and residents through incentive programs, and municipal leadership strategies which contribute to revitalization and beautification.”**

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1 INTRODUCTION

The Township of Ignace has a population of 1,250 and is strategically located along the TransCanada Highway and the Canadian Pacific Railway. The Township is approximately 250 km northwest of Thunder Bay, 110 km southeast of Dryden, and 450 km east of Winnipeg, as shown in **Figure 1-1**. It is situated in the heart of Ontario’s “Sunset Country”, and is the starting point of Ontario’s most northerly highway, Highway 599, which provides access to a number of municipalities and a large number of First Nation communities as well as access to the Ring of Fire, a mineral-rich area in northern Ontario.

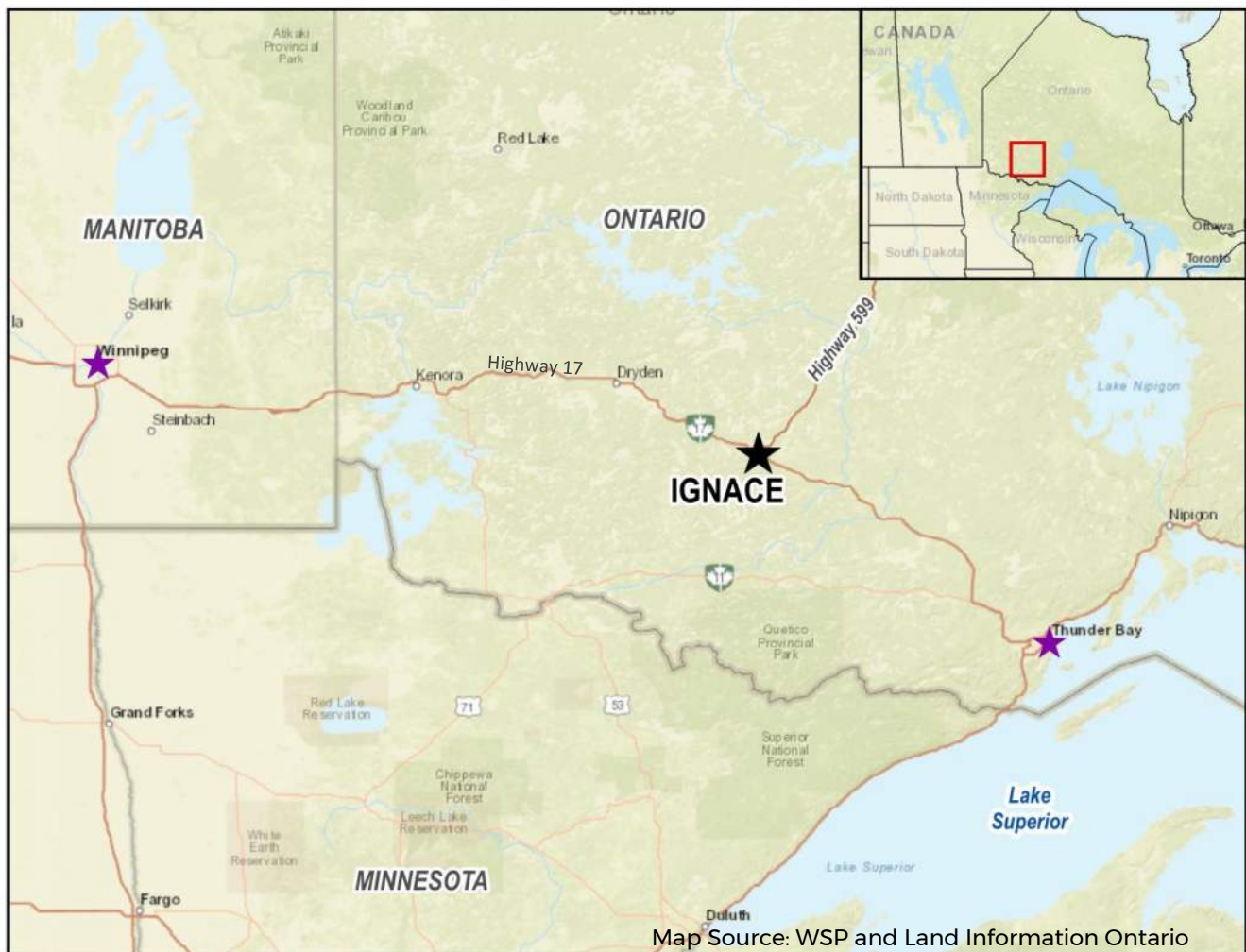


Figure 1-1: Township of Ignace Context

A community once based on strong logging and mining industries, the Township has declined over time to approximately one-half of its former population. The Township is now preparing for future economic opportunities associated with potential access to the ‘Ring of Fire’ via Highway 599. The

Township is also a candidate in the site selection for a deep geologic repository for used nuclear fuel. These projects have the potential to increase the Township's population considerably.

1.1 WHAT IS A COMMUNITY IMPROVEMENT PLAN?

A Community Improvement Plan (CIP) is a planning and economic tool legislated under Section 28 of the Ontario Planning Act and under Section 365.1 of the Municipal Act. CIPs set out a framework to assist in community revitalization and often serve as a catalyst for achieving economic, community planning and urban development goals. Municipalities establish policies in their Official Plans to define CIP project areas which could include targeted areas or an entire municipality

CIPs typically include a range of financial incentive programs and policies that encourage community revitalization and redevelopment, private investment, and support strategic municipal initiatives. CIPs can provide a number of community benefits:

- Stimulate private sector investment in targeted areas through grants and loans;
- Promote revitalization and place-making to attract tourism, business investment and economic development opportunities;
- Develop affordable housing;
- Promote brownfield cleanup and redevelopment;
- Enhance streetscapes and building façades; and
- Effectively use community infrastructure.

Generally, CIPs are not used to promote greenfield development, but rather to improve conditions in existing urban areas. This new CIP will complement the existing 2015 – 2019 Strategic Plan, which will remain in effect.

The most common use of a CIP is to enable grants to assist property owners in making improvements to private property, including improvements to façade, signage, landscaping and to assist in the costs of improving historic properties. In some cases, CIPs are used to promote the remediation and redevelopment of brownfield sites (defined in Section 1.1.2), as well as the revitalization of commercial, industrial, institutional and even rural areas. Under a CIP, a municipality may issue grants and loans to assist with redevelopment and infill development projects, by incentivizing taxation increases (tax increment equivalent grants), providing grants for planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects. Funding for such programs may come from municipal revenues or transfers from higher levels of government.

A key component of a CIP is the eligibility criteria that stipulate the conditions and goals by which an application for an incentive program will be evaluated. For example, to be eligible for a façade improvement grant, a CIP may require consistency with urban design guidelines or criteria. By applying eligibility criteria to the financial incentive programs, the CIP can advance a wide range of planning, urban design and economic development objectives. The success of a CIP will require a strong marketing strategy, a monitoring program, and periodic reviews of the incentive programs to determine the relevancy to current economic conditions, forecasts, and trends.

1.1.1 WHAT IS AFFORDABLE HOUSING?

According to the Township's Official Plan, Section 3.12 – Urban Settlement/Land Use/Housing, the Township shall provide for a range of housing types and densities to meet the current and future needs of residents. “Affordable housing” can be defined to be:

- “in the case of ownership housing, housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area”; and
- “in the case of rental housing, a unit for which the rent is at or below the average market rent of a unit in the regional market area”.

1.1.2 WHAT ARE BROWNFIELDS?

The term “brownfield” is used to describe 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. Examples of brownfield sites include former gas stations, dry-cleaning establishments, industrial sites, which often have some form of contamination. These sites are often found at strategic locations with good transportation access and visibility, municipal servicing, thus providing prime candidate areas for redevelopment. ‘Redevelopment’ in this context means the creation of new units, uses or lots on previously developed land.

1.1.3 WHAT ARE GREYFIELDS?

The term “greyfield” is used to describe previously developed properties that are not contaminated and do not require environmental remediation. They are usually former commercial properties that may be underutilized, derelict or vacant.

2 PLANNING CONTEXT AND 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. Essentially, the Planning Act sets out the ground rules for land use planning. The Act also outlines the powers that can be exercised through a Community Improvement Plan.

Section 28 (1) of the Planning Act defines community improvement as:

“...the planning or re-planning, design or redesign, re-subdivision, 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 with provisions in their Official Plans related to 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)).

There are a variety of reasons that an area can be designated as an area for community improvement. 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 flexibility to address community improvement issues that are local in nature such as downtown revitalization, as well as issues that are more generally present in the 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 selected subsections under 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 to be held 20 days prior to making the Community Improvement Plan publicly available for review.

When a Community Improvement Plan comes into effect, Minister Approval is no longer required for acquiring 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 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 assist in paying 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 which allow the municipality to enter into agreements concerning any issued grants or loans, and allow 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, which renders any previously effected Community Improvement Plans 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 (Section 106(2)):

- 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(3) of the Municipal Act provides an exception to the above, where 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 allowing an exception to the Section 106(1), the Municipal Act provides a municipality with power and tools for community improvement. This includes tools related to the remediation and redevelopment of brownfield properties. Brownfield properties are considered to be properties that are (or are perceived to be) environmentally contaminated as a result of a prior land use (i.e. a phase two

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 allows municipalities to provide property tax assistance to eligible properties to offset all or a portion of remediation costs. *The Municipal Act* provides municipalities with 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 opportunities for providing financial assistance to residential properties. Typically, however, Community Improvement Plans are intended to focus on commercial properties, but there are examples of Community Improvement Plans that provide limited funding opportunities for specified types of residential properties (e.g., funding for historic residential properties or funding to create new residential units).

Section 107 of the Municipal Act outlines the powers a municipality has 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 also allows 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 to provide 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. The application of such a program may be dealt with as a municipal leadership strategy through a Community Improvement Plan.

2.3 ONTARIO HERITAGE ACT

The Ontario Heritage Act has relevance to the preparation of a Community Improvement Plan, since the CIP may contemplate 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 assist owners of heritage properties designated under Part IV of the Act, in paying for alterations to the property, in line with the terms established by the by-laws.

There are no designated heritage properties identified in the Township of Ignace.

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 standards on accessibility in all areas of daily life. It guides

the design of buildings through amendments to the Ontario Building Code, as well as public spaces that are considered to be “new construction” or undergo 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 with respect to community planning in Ontario. Though the PPS does not explicitly reference Community Improvement Plans, it generally 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)).

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

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.”

Through Policy 2.6, 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.”

The PPS therefore supports the maintenance and revitalization of the Township of Ignace, which 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 should such be identified; and
- Help conserve and improve cultural heritage resources should such resources be identified.

2.6 GROWTH PLAN FOR NORTHERN ONTARIO (2011)

The Growth Plan for Northern Ontario, 2011, (“The Growth Plan”) is a 25-year plan that aims to strengthen the economy of Northern Ontario by diversifying the region’s traditional resource-based

industries and stimulating entrepreneurship. The Growth Plan is also intended to nurture new and emerging sectors of the northern economy with high growth potential.

The Growth Plan's vision is that by 2036 "Northern Ontario has a skilled, educated, healthy and prosperous population that is supported by world-class resources, leading edge technology and modern infrastructure. Companies scan the world for opportunities to create jobs, attract investment and serve global markets. Communities are connected to each other and the world, offering dynamic and welcoming environments that are attractive to newcomers. Municipalities, Aboriginal communities, governments and industry work together to achieve shared economic, environmental and community goals."

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; and
- 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 TOWNSHIP OF IGNACE OFFICIAL PLAN (2005)

In November 2005, the Township of Ignace adopted a new Official Plan (OP). The OP is in full force and effect. The Township of Ignace will be updating its OP in 2018/2019.

The 2005 OP has guided development within the Township up to the current time. Section 2.5 of the OP established development concepts to direct the Township's development. Policies of the current OP which are particularly relevant to the CIP include the following:

1. Maintain the existing differentiation between the urban settlement area and the rural area of the Township, within which:
 - The settlement area will be the focus for urban scale and/or character development, particularly residential activity. Where practical properties will be serviced by public sewer and water, storm sewer, and by public road and utilities.
 - The rural area will be the focus for resource development, transportation, utilities, landfill, airport, and conservation land uses.
2. Plan for design population of 2,500 persons within the life span of the document;
3. Promote and encourage expansion of existing businesses, including the adding of complementary new business and employment activity; and
4. Pursue diversification of the current economy through promotion of new business initiatives and opportunities (Section 2.5).

The OP establishes general policies for numerous aspects of township planning including: economic development; municipal finance and administration; sewage and water services; transportation; landfill; public services; gas transmission facilities; natural heritage; cultural heritage resources; aggregate resources; wayside pits and quarries, portable asphalt plants, and portable concrete plants; development near airports, railways, and provincial highways; potential contaminated sites; urban settlement/land use/housing; land use compatibility; drinking water source protection; bed and breakfast establishments; home occupations; and agriculture.

In terms of land use, the OP contains a diversity of designations including residential, commercial, industrial, institutional, rural, seasonal recreational & residential, tourism & rural commercial, and water source protection, as illustrated in **Figure 2-1**.

With respect to CIPs, Section 2.8 of the OP provides a general description of community improvement, "The municipality will pursue long-term strategic, sustainable planning by engaging community residents who want to contribute to how their community should look in the future."

The goal for community improvement as directed by Council is: "Council will provide adaptive management, essentially, learning from each process/project and feeding the learning experience back into the development of the next initiative."

2.7.1 PROJECT AREA

In the Township's Official Plan (2005), Section 5.6 Community Improvement establishes the “defined settlement area” as a Community Improvement Policy Area. The Project Area for this CIP is in keeping with the Official Plan policy and is illustrated in **Figure 2-2**.



Figure 2-1: Official Plan Settlement Area Land Use Schedule

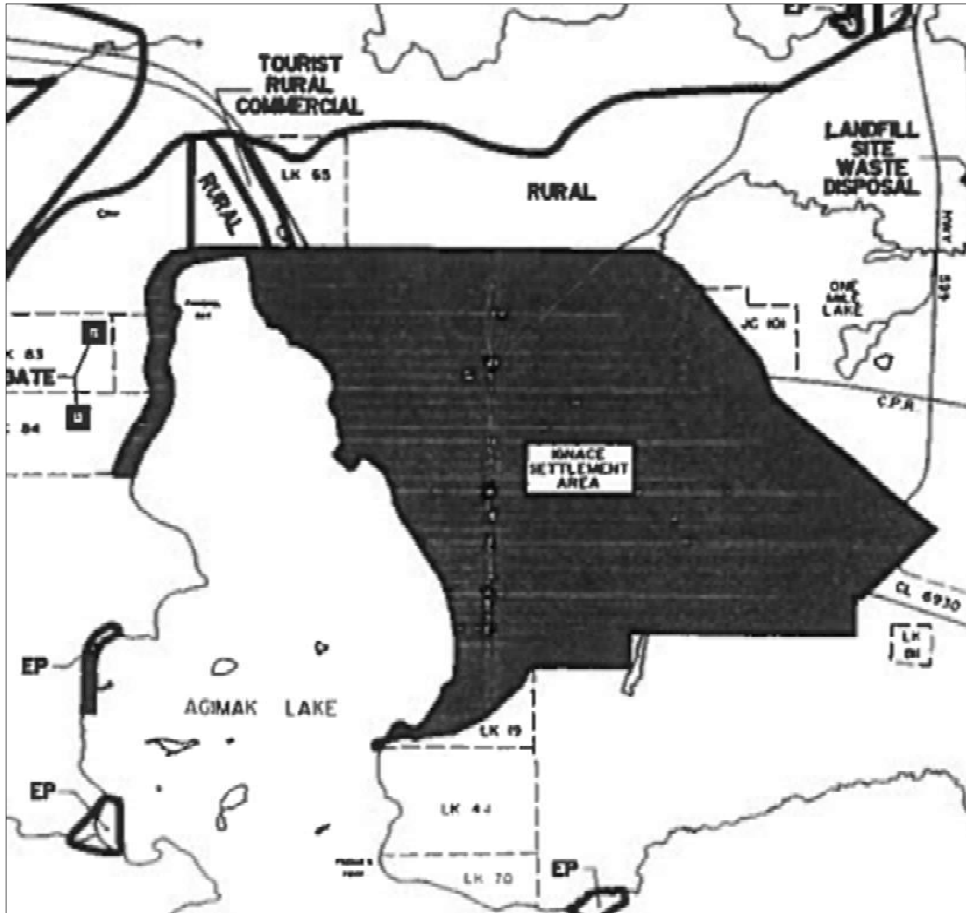


Figure 2-2: Township of Ignace CIP Project Area

2.8 TOWNSHIP OF IGNACE 2015 – 2019 STRATEGIC PLAN

In 2015, the Township of Ignace developed its 2015 – 2019 Strategic Plan (SP) emphasizing the topic ‘Make Ignace Home’.

The Executive Summary to the SP asks the question: **“How do we attract people to Ignace and retain people in Ignace”**. The Executive Summary to the SP states: **“This strategic plan follows the triple bottom line plus one approach”**, which includes:

- Economic Health;
- Social Equity;
- Environmental Responsibility; and
- Cultural Vitality.

The main objectives of the SP are defined in four Strategic Directions, which includes:

1. Economic Diversification & Sustainable Development;

2. Community Beautification & Enhancement;
3. Community Partnerships; and
4. Marketing the Community, its Assets and Strengths.

The Vision Statement in the SP is **“To be a safe, attractive and caring community that focuses on the quality of life which is driven by a healthy diversified economy based on principles of sustainability”**.

The Mission in the SP is **“To deliver sustainable municipal services and foster stable economic and population growth through effective leadership”**.

The Goals of the SP include:

- Make the Township an attractive and welcoming community;
- Market the Township, its assets, its quality of life, and its affordability;
- Establish an Economic Development structure with capabilities;
- Develop partnerships with government, industry, municipal associations, not-for-profit organizations, and others;
- Promote and support entrepreneurship and economic development initiatives;
- Diversify the economic base through value added propositions from its natural resources; and
- Bring new residents to the Township.

2.9 ZONING BY-LAW NO. 41/2005

The Township of Ignace Zoning By-law Zoning By-Law No. 41/2005 was adopted by Council in November 2005. It establishes:

- How land may be used;
- Where buildings and other structures can be located;
- The types of buildings that are permitted and how they may be used; and
- The lot sizes and dimensions, parking requirements, building heights and setbacks from the street.

It contains a series of general provisions applying to all lands and specific provisions which only apply to certain zones. The Township will be updating its Zoning By-law in 2018/2019. This process will include opportunities for community engagement and input.

2.10 COMMUNITY INVESTMENT READINESS AND CAPACITY BUILDING MASTER PLAN

The Township has established a Community Investment Readiness and Capacity Building Master Plan, which recognizes the importance of long-term planning and capacity building. The Master Plan includes eleven (11) economic development strategies designed to elevate long-term community growth and sustainability. These initiatives may have relevance to the CIP. They are as follows:

1. A Community Profile was completed in March 2018 to identify community assets.
2. A Business Gap Analysis has been initiated to determine the business gaps within the community and to generate a list of viable and attainable economic development opportunities.
3. A Branding and Marketing Strategy has been initiated to demonstrate to investors and talent the Township's capacity to accommodate growth. This includes a new website and logo.
4. An Economic Development Strategy will identify a realistic, sustainable, and investment ready model for the community, encompassing the planning tools necessary to attract, promote and retain business or to address specific economic challenges in the future.
5. A Tourism Strategy will seek to achieve sustainable growth in the tourism industry by increasing awareness of the Township as a premier tourist destination.
6. A Workforce Development Strategy/Plan will establish a community-wide workforce development approach that combines skills development with economic development.
7. A Community Capacity Study will aim to analyze Ignace's current infrastructure capacity and gaps to procure the resources needed to accommodate future growth.
8. Land use planning strategies have been initiated to better regulate land use within the community to facilitate the effective planning required to meet its current and future needs.
9. A Community Improvement Plan (CIP) has been initiated with the goal of analyzing and establishing incentive programs to encourage and drive business development and growth.
10. A Waste Management Strategic Plan and Business Opportunities Assessment will feature many initiatives to optimize and improve site capacity issues.
11. An Asset Management Strategy/Plan is currently in the process of being completed. It will assist in the decision-making processes related to capital infrastructure.

3 TOWNSHIP-INITIATED PROJECTS

The Township has a leadership role in promoting the CIP through improvements to public lands, infrastructure, as well as trails and pathways.

3.1 COMMUNITY BEAUTIFICATION – MUNICIPAL EFFORT

On August 21, 2017 Council approved the Keep Ignace Beautiful By-Law No. 66/2017 – Being a by-law to regulate and prescribe for the maintenance of private property and municipal land within the Township of Ignace.

The Township is updating its Property Standards By-Law No. 57-83 and has developed a Draft Property Standards By-Law No. XX/2018 – Being a by-law to establish standards for the maintenance and occupancy of property in the Township of Ignace.

3.2 INFRASTRUCTURE

This Section discusses infrastructure projects which may need to be considered in developing the CIP.

3.2.1 IMPROVEMENTS TO IGNACE PUBLIC WATER SYSTEM

On July 17, 2017 the Township passed the Water Metering By-Law No. 63/2017 - Being a by-law to enact rules and regulations for the installation, repair, maintenance, and access to water meters in the Township of Ignace. A water metering project was undertaken using Neptune Technology Group to install water meters to every municipal water user within the Township of Ignace. Usage of municipal water has since been used at a much lower rate, representing huge savings to the Township which can be re-invested in the community.

3.2.2 IMPROVEMENTS TO FRONT STREET, NAUMANN LANE & MCLEOD STREET

Improvements to Front Street, Naumann Lane, and McLeod Street are being funded by the Ontario Clean Water and Wastewater Fund (CWWF). A 2017 Servicing Project is currently underway to replace aging sewer infrastructure. The project is substantially complete and is expected to be fully implemented by early summer 2018.

3.2.3 IMPROVEMENTS TO SPRUCE CRESCENT & BIRCH CRESCENT

A 2017 Servicing Project for Manhole Rehabilitation, funded by Ontario Community Infrastructure Funding (OCIF) was developed and largely completed during 2017. Completion to take place over the coming months to the Spruce Crescent & Birch Crescent areas.

3.2.4 IMPROVEMENTS TO TAPSAY STREET

A 2018 Servicing Project for Manhole Rehabilitation, funded by Ontario Community Infrastructure Funding (OCIF) has been developed and expected to be completed over the coming months to the Tapsay Street area.

3.2.5 IMPROVEMENTS TO WEST BEACH DRIVE

A 2017 Servicing Project for street upgrades, including ditching, and drainage, funded by Ontario Community Infrastructure Funding (OCIF). This project was developed and completed during 2017.

3.2.6 IMPROVEMENTS TO IGNACE TOWN PLAZA, 304 MAIN STREET

The Township of Ignace has entered into an agreement with Tesla Motors Canada ULC (Tesla) to allow Tesla to install a Supercharger Station with six charging stalls for charging of Tesla electric vehicles. Tesla will take possession of the property, being provided by the Township, on April 15, 2018 and will complete the project with an opening date of not more than 150 days beyond April 15, 2018.

3.3 GATEWAY SIGNAGE - BRANDING & MARKETING STRATEGY

On March 12, 2018, Council approved the undertaking of a Branding and Marketing Strategy which includes developing a new logo, designing new signage, and building a new municipal website. The Strategy is being completed in four stages as follows:

- Stage 1 – Research including Official Plan, Strategic Plan, other plans/documents, and public consultation;
- Stage 2 – Positioning/Discovery based on an all-groups-inclusive future vision for Ignace;
- Stage 3 – Establish the Identity/Creating the Visual Identity including new logo, website, and implementation; and
- Stage 4 – External/Internal Marketing Communications Plan including marketing, education and culture.

The Branding and Marketing reveal/launch is scheduled for June 14, 2018.

4 IDENTIFICATION OF CIP OPPORTUNITIES

4.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

This section provides an analysis of the Township of Ignace's strengths, weaknesses, opportunities and threats (SWOT analysis) as documented in **Table 1**, in order to understand what types of CIP policies and programs would be most important for improving and revitalizing the CIP Project Area. The SWOT analysis considers a wide range of different subjects that are relevant to the CIP.

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Table 1: Strengths, Weaknesses, Opportunities and Threats to Community Improvement in Ignace

CIP ELEMENT	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Building Composition	<ul style="list-style-type: none"> • Wide range of building types, sizes, and ages • Generous setbacks 	<ul style="list-style-type: none"> • Many buildings lack architectural features • Many buildings are in a state of deterioration 	<ul style="list-style-type: none"> • Potential for redevelopment opportunities and building improvements along Highway 17 • Potential for landmark buildings along Highway 17 	<ul style="list-style-type: none"> • Further deterioration of building stock with insufficient maintenance • The proximity of Ignace to other communities which have superior building composition
Building Façades	<ul style="list-style-type: none"> • Some interesting façade elements reflect local character and identity (e.g. Lone Pine Motel, White Otter Inn, Angler's In Bait Shop, Ignace Tavern) • Numerous colourful Façade murals which reflect local history, heritage and pride 	<ul style="list-style-type: none"> • Lack of architectural details and historic character, and minimal coordination among façade styles and materials • Numerous storefronts along Main St. are obscured by parking • Inconsistent and a generally busy mix of signage types along Main St. 	<ul style="list-style-type: none"> • Opportunities for façade and signage improvements through repair and new materials, designs, and colour schemes 	<ul style="list-style-type: none"> • Possible further deterioration of facades that are not adequately maintained
Parking	<ul style="list-style-type: none"> • Mix of on-street and off-street parking • Parking available in proximity to Township beaches 	<ul style="list-style-type: none"> • Large parking lots along Main St. hinders pedestrian realm • Lack of dedicated accessible parking at some businesses 	<ul style="list-style-type: none"> • Opportunities to improve landscaping and appearance of parking lots fronting along Main St. • Opportunities to improve accessible parking 	<ul style="list-style-type: none"> • Potential for continued trend of large parking lots fronting onto Main St. to undermine efforts of making Main St. more attractive and walkable

Streetscaping	<ul style="list-style-type: none"> • Seasonal decorations along Main St. • Sidewalks along south side of Main St. • Some points of interest along Main St. such as float plane node 	<ul style="list-style-type: none"> • No sidewalk along north side of Main St. • Sidewalks generally limited throughout Township • Lack of outdoor seating / street furniture along main streets • Lack of street trees and landscaping 	<ul style="list-style-type: none"> • Opportunities for increased street trees and planters 	<ul style="list-style-type: none"> • Aging population will have greater accessibility needs, resulting in increased need to retrofit existing buildings and create streetscapes that meet accessible design standards • Ministry of Transportation jurisdiction over Highway 17 corridor may impede opportunities for streetscaping improvements
Parks and Waterfront	<ul style="list-style-type: none"> • Two beautiful beaches a short drive from Main St. and within the municipal boundaries • Active transportation trailway linking West Beach with Main Street • Recently constructed skatepark, 2 baseball diamonds, soccer field, and numerous other recreational assets • Golf course within easy reach of Township 	<ul style="list-style-type: none"> • Lack of prominent signage from Main St./Hwy. 17 to beaches • Lack of prominent signage and wayfinding to recreational facilities • Deteriorating tennis courts 	<ul style="list-style-type: none"> • Potential for an improved view from lookout point towards Agimak Lake • Opportunities to improve connection between Main St. and beaches 	<ul style="list-style-type: none"> • Potential for travelling public to be unaware of beaches and other recreational assets • Potential loss of economic activity associated with travelling public's disuse of recreational assets

	<ul style="list-style-type: none"> • Lookout Point / Tower Hill (off of Hwy. 17 to east of Township Centre) point provides excellent views, though somewhat obscured by vegetation 			
Gateways / Wayfinding	<ul style="list-style-type: none"> • Strategic location of Township along Highway 17 brings traffic into Township and provides opportunity to draw in pass-by traffic • Township-branded street signs throughout Township contribute to sense of place and local identity 	<ul style="list-style-type: none"> • Main gateway markers (granite rocks) may not reflect identity of Township or contribute to strong brand • Location of gateway features may not be ideal 	<ul style="list-style-type: none"> • Opportunities for wayfinding signage targeted at vehicles (e.g. towards Hwy. 599), pedestrians, and snowmobilers at key locations within Township • Potential for more prominent signage directing visitors to Beaches • Opportunities to implement banners/street signage to brand Township 	<ul style="list-style-type: none"> • Lack of clear and inviting signage that is consistent with other Township branding may result in missed opportunities to capture pass-by traffic along Highway 17, or to encourage visitors to stop and support local business.
Land Use	<ul style="list-style-type: none"> • Good mix of retail, services, and institutional uses (Post Office, Municipal Building, Public Library, Police, Service Ontario) available throughout the community 	<ul style="list-style-type: none"> • Concentration of highway-oriented land uses (e.g. gas stations) along Main St. • Vacant storefronts both along Main St. and in other areas of Township create areas of inactivity 	<ul style="list-style-type: none"> • Opportunities for redevelopment of vacant or under-utilized sites along Main St. and throughout Township • Potential for more home-based businesses and industries within residential structures along Main St. 	<ul style="list-style-type: none"> • Car and truck-oriented commercial uses along Highway 17 / Main St. for may draw traffic, and business, from other areas of the community

			<ul style="list-style-type: none"> • Diverse commercial and industrial vacancies offer size and location choices for new development 	
Policy/ Regulatory	<ul style="list-style-type: none"> • Community improvement policies in the Township's in-effect Official Plan enable a CIP Township-wide 	<ul style="list-style-type: none"> • Outdated Official Plan and Zoning By-law may present hurdles for new development 	<ul style="list-style-type: none"> • Scheduled Official Plan and Zoning By-law updates will allow for the creation of policies and provisions which support the vision and goals of the CIP 	<ul style="list-style-type: none"> • Lack of general urban design, commercial design, streetscape and/or architectural design guidelines to guide redevelopment and infill proposals (particularly along Main St.)
Economic	<ul style="list-style-type: none"> • Strategic location along Highway 17 (TransCanada Highway) offers opportunities to attract businesses and tourists • Township's positioning as a Gateway to natural destinations (e.g. hunting and fishing areas) as well as other attractions (e.g. White Otter Castle) result in significant tourism opportunities • Job creation that may result from potential siting of Nuclear Waste Management Organization (NWMO) 	<ul style="list-style-type: none"> • High proportion of vacant properties throughout Township • Limited commercial and retail opportunities to encourage tourists and travelling public to stay and spend in the community • Lack of year-round tourist information and facilities 	<ul style="list-style-type: none"> • Vacant properties present potential for infill and redevelopment • Potential for an increase in service-based businesses and retail along Main St. (e.g. cafés, restaurants, and local product sales) • Opportunity to convert/rehabilitate key vacant/underutilized sites for additional housing and commercial opportunities 	<ul style="list-style-type: none"> • Slow population growth could result in low demand for goods, services, and housing, which could result in increased vacancies, a small tax base, and challenges for property maintenance and upkeep • Site selection process for the NWMO facility has not been completed

	facility and Ring of Fire Development			
Program Administration	<ul style="list-style-type: none"> • Staff are committed to economic revitalization and CIP implementation • Engaged and passionate community members who are interested in participating in CIP programs 	<ul style="list-style-type: none"> • May be challenging for small municipal departments to keep up with applications due to limited resources • Funding for CIP programs/incentives may be limited by budgetary constraints 	<ul style="list-style-type: none"> • Residents are supportive of economic revitalization and CIP implementation • Vacant municipally-owned lands represent opportunities for municipal leadership initiatives (e.g. land disposition to support desirable development) • Strong entrepreneurial spirit amongst new business owners 	<ul style="list-style-type: none"> • Due to staff size, any staff turnover may create significant disruption in CIP implementation due to loss of continuity • Long-standing, existing business owners and residents may not perceive a need to undertake improvements

Figure 4-1: SWOT Strength Images



Image 1 – Township Municipal Building and Library



Image 2 – Agimak Beach



Image 3 – Township-Branded Street Signs



Image 4 – Creative Façade



Image 5 – Point of Interest



Image 6 – Diverse Housing Stock



Image 7 – Community Murals



Image 8 – Ignace Arena

Figure 4-2: SWOT Weaknesses and Opportunities Images



Image 1 –Vacant Buildings



Image 2 – Vacant Storefronts along Main St.



Image 3 – Parking Along Main St.



Image 4 – Vacant Storefronts along Main St.



Image 5 – Point of Interest in Need of Repair



Image 6 – Gateway Signage



Image 7 – Opportunity for Signage Improvement



Image 8 – Property Standards

4.2 KEY CIP OPPORTUNITIES

The SWOT analysis highlights several major opportunities relevant to community improvement in Ignace:

- Reignite economic development associated with redevelopment of vacant or underutilized properties for commercial and residential purposes;
- Improve building façades, particularly along Main Street;
- Develop a more cohesive, vibrant and accessible streetscape in the core business areas of the Township (e.g. Main Street);
- Develop Gateway signage improvements;
- Use wayfinding signage with maps to increase awareness of key recreational assets such as the Township's beaches in order to draw-in tourists and the travelling public; and
- Promote the redevelopment of vacant and brownfield sites (e.g. former gas stations).

5 COMMUNITY ENGAGEMENT

A comprehensive community engagement program was undertaken in order to ensure that the CIP reflects community priorities and concerns.

5.1 CIP ADVISORY COMMITTEE

A CIP Advisory Committee was established in January 2018 to guide and review the project as it progresses. The Advisory Committee includes the Mayor, one Council member, five Township staff, business owners, other organizations and other community members. The Advisory Committee plays a key role in CIP development by reviewing and providing feedback on the draft CIP as well as various supporting documents at key milestones.

5.2 VISIONING WORKSHOPS

Two Visioning Workshops were held on March 15, 2018, one with the CIP Advisory Committee (7 participants), and another with the broader community (approx. 36 participants). The purpose of the Visioning Workshops were to develop an overall project vision, goals and objectives, identifying specific local priorities to be addressed in the CIP.



Figure 5-1: CIP Advisory Committee Visioning Workshop



Figure 5-2: Community Visioning Workshop



Figure 5-3: Community Visioning Workshop Mapping Exercise

Participants at both Visioning Workshops were asked to note words that come to mind when they think of Ignace today and what words come to mind when they think of Ignace in the future. The

results were expressed displayed in the form of “word clouds” to help visualize the dominant and recurring themes, as shown in **Figures 5-4 to 5-7**. These word clouds have helped inform the vision and goals discussed in Section 6 of this Report. The detailed results of the Visioning Workshop are provided in **Appendix A**.



Figure 5-4: Ignace Today - CIP Advisory Committee



Figure 5-5: Ignace Today - Community



Figure 5-6: Ignace Tomorrow - CIP Advisory Committee



Figure 5-7: Ignace Tomorrow - Community

5.3 COMMUNITY SURVEY

A community survey was developed and circulated to obtain input from the Ignace community. An online version was posted on the Township's website and hard copies were available at the Township Office, Ignace Public Library, and at the Township of Ignace Recreation Department office at the Ignace Arena. A total of 66 community members completed the survey; 64 completed the survey online while two (2) respondents submitted hardcopies.

The survey provided insight into community members' priorities for the CIP. The highest priorities were: redevelopment of the downtown area/Highway 17 corridor (79.68% found very important); supporting private-sector reinvestment (75% found very important); and effective delivery of municipal services (73.44% found very important). **Table 2** shows the numerical breakdown of respondents' priorities. Full survey results are provided in **Appendix B**.

Table 2: Survey respondent priorities for the CIP

TOPIC	Very Important	Somewhat Important	Least Important
Redevelopment of the downtown/ Highway 17 corridor	79.69 %	17.19%	3.13%
Redevelopment of former industrial or contaminated sites ("brownfields")	44.44%	46.03%	9.52%
Enhancing streetscapes	55.56%	39.68%	4.76%
Improving building facades	50.00%	42.19%	7.81%
Ensuring effective delivery of municipal services	73.44%	26.56%	0.00%
Preserving the Township's heritage and northern character	59.38%	28.13%	12.50%
Encouraging and supporting private-sector reinvestment in the Township	75.00%	23.44%	1.56%
Encouraging and supporting residential development in the Township	65.63%	34.38%	0.00%

5.4 BUSINESS SURVEY

A business survey was developed to obtain input from the Ignace business community. Access to an online version was circulated to local businesses and a total of 19 businesses completed the survey with

17 completing the survey online and two (2) respondents submitting hardcopies. The survey asked local business owners about the top five (5) things that keep them in Ignace and the top five (5) challenges that they face as a business owner/operator. Questions were asked in an open-ended format that allowed respondents to provide any information or context they felt necessary to explain their answers.

Overall, aspects of Ignace that retain businesses include: Ignace's community and atmosphere, quality of life, affordability, location within the Sunset Country of Northwestern Ontario, institutional/local government support and "its home". Challenges faced by business owners/operators include: lack of professional help within the township, small/dwindling population, lack of businesses/limited shopping options, slow internet /frequent power outages, and shortage of qualified labour. Full survey results are provided in **Appendix B**.

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6 VISION AND GOALS OF THE CIP

6.1 VISION STATEMENT

A Vision Statement is a formal statement that expresses aspirations and goals for a place or initiative.

At the March 15, 2018 Visioning Workshops, members of the Advisory Committee, and the broader community, identified the components of their vision for the CIP. Input was also provided from community and business surveys. These elements were combined to create a vision statement for the CIP:

Position Ignace as an investment-ready northern community by retaining and attracting businesses and residents through incentive programs, and municipal leadership strategies which contribute to revitalization and beautification.

6.2 GOALS

In order to implement the Vision Statement, a series of goals are identified below based on key themes (not listed in order of priority) from the Visioning Workshops and community and business surveys. These goals also align with the Township's 2015 – 2019 Strategic Plan, Community Investment Readiness and Capacity Building Master Plan, and Official Plan.

1. Enhance the Township's physical image, buildings, and main streets to reflect the vibrant, welcoming and friendly nature of the community and its people;
2. Increase the Township's tax base by offering incentives that retain, grow, and attract businesses and residents, providing long-term payback in the form of municipal revenues;
3. Entice tourists and the travelling public to come to Ignace, stay longer, and return more frequently;
4. Promote and enhance the Township's natural features and community assets (beaches, community facilities, etc.);
5. Make a strong, lasting, and positive first impression through gateway features that reflect the community's assets and identity; and
6. Implement community improvement through the right set of direct and indirect financial incentives and municipal leadership strategies.

7 MUNICIPAL LEADERSHIP STRATEGIES

This Section identifies recommended public projects that will work towards the vision and goals of this Plan. Given the limited nature of municipal resources, projects have been selected following a philosophy of “what is the smallest thing we can do to make the biggest impact?”

7.1 PUBLIC LANDS AND BUILDINGS

The Township has a beautiful waterfront area with two major beaches and public amenities for all to enjoy, as shown in **Figure 7-1** and **Figure 7-2**.



Figure 7-1: Agimak Beach in Winter



Figure 7-2: Agimak Beach in Summer

Any new development should include the consideration of maintaining public access to the waterfront and ensure that sufficient areas are provided for recreation and leisure needs of the community. The Township may wish to consider adding additional seating and other amenities to the beach areas in order to maximize the utility and draw of the beaches. Additionally, Lily Pad Lake and various walking trails in the Township provide opportunities for winter and summer activities.

The Township may also wish to consider restoration of the float plane ‘node’ located on the north side of Main Street, pictured in **Figure 7-3** and **Figure 7-4**.



Figure 7-3: Float Plane circa 2012



Figure 7-4: Float Plane 2018

A number of survey respondents identified the float plane and its surroundings as being an important part of Ignace's history and character, as well as an area in need of improvement.

7.2 GATEWAY SIGNAGE

The Township's existing gateway markers are located along Highway 17 at the approximate locations indicated in **Figure 7-5**. The stone markers, which feature the Township's name and Otter logo are shown in **Figure 7-6**. The markers are understood to be made of material originating from the Butler Quarry, located west of Ignace, which is no longer in operation.

Through the CIP Visioning Workshops held with the CIP Advisory Committee and broader community, participants expressed interest in renewing the Township's gateway features to more closely reflect the Township's current local context and attributes. The Township has undertaken a Branding and Marketing Strategy, which included designing new signage. Proposed new gateway signage is shown in **Figure 7-7**. The Township may consider re-locating the existing stone markers for use elsewhere in the community (e.g. beaches or recreational facilities).

In addition to re-imagining the form, messaging, and aesthetic of gateway signage along Highway 17, the Township may wish to consider the placement of its gateway signage. Participants at the community Visioning Workshop identified that the markers were well within the municipal boundaries and generally agreed that gateway signage should be moved to more closely align with the entrance to the Township. This would welcome the travelling public as soon they enter the Township and allow them more time to consider stopping to make use of amenities or support local business, particularly if a directory featuring a list of businesses and services provided in the Township is developed.

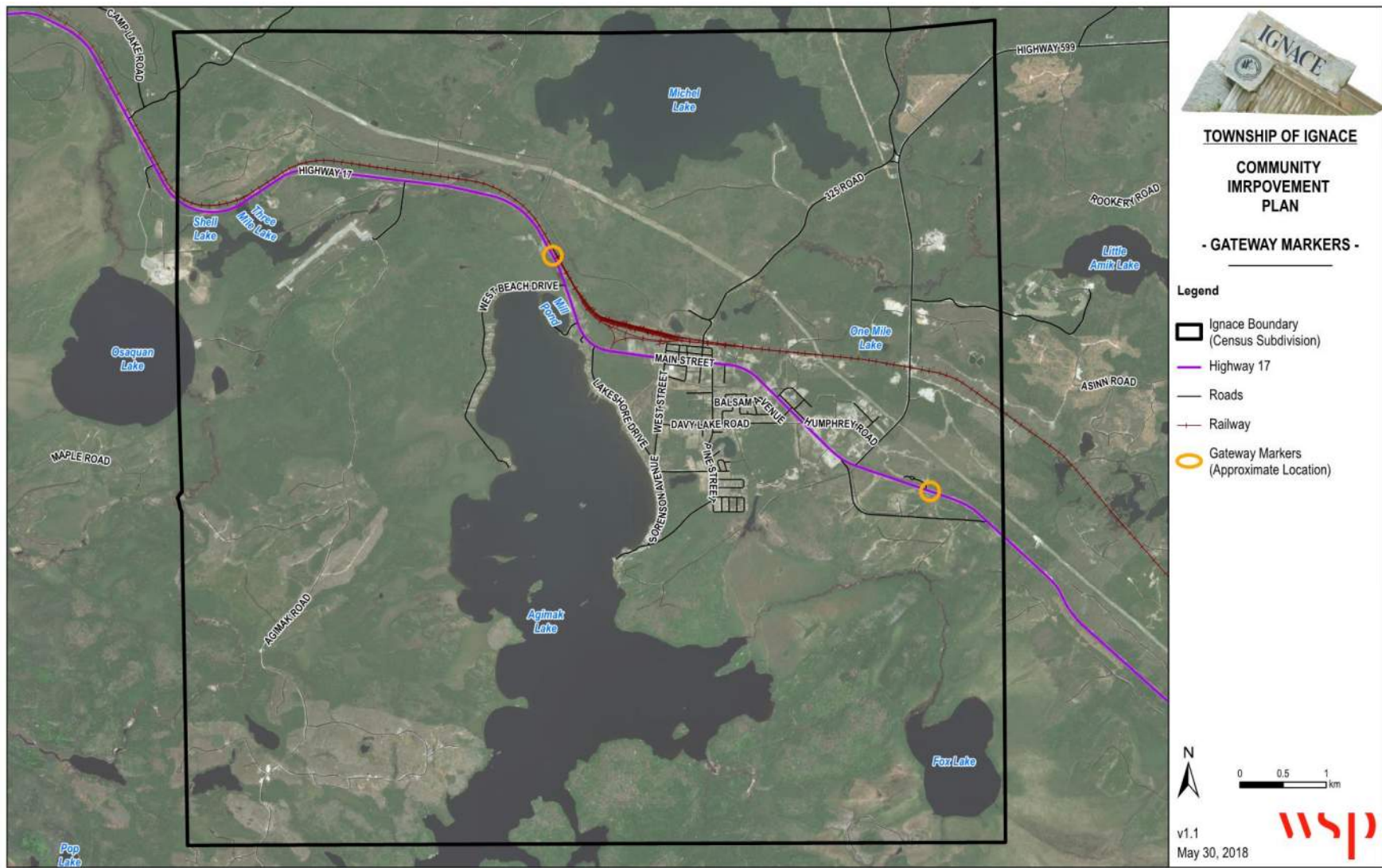


Figure 7-5: Current Location of Gateway Markers along Highway 17



Figure 7-6: Existing Gateway Markers



Figure 7-7: Proposed Future Gateway Markers

7.3 PROPERTY STANDARDS ALONG HIGHWAY 17

Through the Visioning Workshops, participants expressed concerns about property standards along Highway 17, and the impact that unmaintained properties could have on the Township's image and first impressions. Specifically, scrap metal such as appliances, disused vehicles, and derelict and abandoned buildings can be seen along Highway 17 both to the east and to the west of the Township centre. As noted previously, the Township is updating its Property Standards By-Law No. 57-83 and has developed a Draft of the updated By-Law. Completion of the new By-law along with appropriate enforcement will have the potential to significantly contribute to Township beautification and demonstrate municipal leadership.

In order to ensure a positive first impression on visitors, the Township may consider participation in the Ministry of Northern Development and Mines' First Impressions Community Exchange. This program helps communities learn about their strengths and weaknesses as seen through the eyes of first-time visitors. Volunteer "visitors" from two exchange communities do unannounced, incognito visits, record their observations and then provide constructive feedback. This can help the Township in identifying priorities for improvement in appearance (e.g. property standards).

7.4 LOOKOUT POINT (TOWER HILL)

The scenic lookout over Ignace at the eastern approach to the Township, locally named Lookout Point, offers an opportunity to make a positive and lasting impression on visitors and the travelling public entering the Township from the east, as shown in **Figure 7-8**.



Figure 7-8: Scenic Lookout Point along Highway 17

The Township may wish to consider improving signage in order to alert drivers of the upcoming scenic lookout, and provide enough time for them to safely slow down and make the required turn. This may require discussion and coordination with the Ministry of Transportation (MTO). The Township may also wish to consider maintaining and managing vegetation in order to minimize the vegetation that obscures views of the Township and Agimak Lake. Lighting improvements, landscaping, and seating at the top of Lookout Point could contribute to the beautification of this asset. The addition of public washrooms would also support the development of this asset as a destination for residents and the travelling public.

7.5 SMART PHONE APPLICATION

A recurring theme of discussion at the Visioning Workshops held on March 15, 2018, was the need for Township amenities and commercial offerings to be better communicated and promoted. To this end, the Township may wish to consider developing a smartphone app for the use of residents and visitors alike. Potential functionality could include the following:

- Local events calendar;
- Promotions and features offered by local businesses;
- Maps of the Township featuring points of interest, local attractions and hunting and fishing resorts;
- Local business directory on a map illustrating the location of goods and services within the Township; and
- Food and accommodations information.

The development of a smartphone app may be an appropriate project for a summer student or intern from a University or College program specializing in communications technology and programming.

7.6 HIGHWAY 599 INTERSECTION

Highway 599 is Ontario's northernmost highway. From its starting point in Ignace, Highway 599 provides access to a large number of First Nation communities, the Townships of Pickle Lake and Sioux Lookout, as well as some of the best hunting and fishing resorts in the area. It also provides access to the mineral-rich area to the north known as the Ring of Fire. Participants of the Visioning Workshops identified that signage to Highway 599 is not very clear, and could be improved. Additionally, vegetation overgrowth at the northwest corner of the Highway 17 and Highway 599 intersection obscures the public facilities located there, specifically the provincial ministry offices and Mary Berglund Clinic, a key community asset.

7.7 MUNICIPAL POLICIES

This section identifies recommended public policy projects to help contribute to the success of this Plan. It is recognized that the Township is currently making a number of key investments in the community, for example through the branding and marketing strategy, as well as the Integrated Land

Use Planning Project. To complement these efforts, the Township may wish to consider development of the following policy documents:

- **Urban Design Guidelines:** To ensure that development and redevelopment supported by the CIP is compatible with existing development and appropriately reflects the community's future vision, the Township may wish to develop detailed design guidelines. Design guidelines may identify architectural elements (colours, cladding, etc.) as well as performance standards (heights, setbacks, etc.) and could assist the Township in evaluating proposals for CIP incentives.
- **Streetscape Strategy:** To set out a strategy for the improvement for the public realm in Ignace, particularly along Main Street and in other commercial and institutional areas, the Township may wish to consider developing a streetscape strategy. The strategy should identify specific improvements and strategic interventions in the Township, anticipated costs, and implementation.

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8 INCENTIVE PROGRAMS

The comprehensive set of incentive programs presented in this section has been developed to realize the goals of the CIP by encouraging private sector redevelopment and re-investment in Ignace. These programs have been developed based on discussions with community members, Township staff, Township Council, the Advisory Committee, as well as a review of municipal best practice.

Applicants may use individual incentive programs, or combine multiple programs for a single site or development, unless otherwise specified. Incentive programs for eligible projects may also be combined with other federal and provincial funding programs. All programs are subject to funding allocated by Township Council on an annual basis. A high-level overview of the incentive programs in this Plan are provided in **Table 3**.

Table 3: Overview of CIP Incentives

PROGRAM NAME	OVERVIEW	SECTION
Façade Improvement Grant	Grant representing 50% of construction design and costs related to façade improvements up to a maximum of \$5,000.	Section 8.1
Signage Improvement Grant	Grant representing 50% of construction and design costs related to signage improvements to a maximum of \$2,500.	Section 8.2
Commercial Space Conversion Grant	Grant representing 50% of costs related to commercial space conversion up to a maximum of \$5,000.	Section 8.3
Municipal Land Disposition Program	Sale of municipally-owned surplus lands at up to 90% below market value where a proponent is prepared to apply for a building permit within two years of purchase.	Section 8.4
Landscaping and Parking Area Improvement Grant	Grant representing 50% of the construction and landscaping costs, to a maximum of \$5,000.	Section 8.5
Tax Increment Equivalent Grant	Grant representing 100% rebate of the municipal portion of a property tax increment resulting from redevelopment or building improvements.	Section 8.6

Accessibility Grant	Grant representing 50% of the construction costs related to accessibility improvements to a maximum of \$2,500.	Section 8.7
Brownfield Property Tax Assistance Grant	Cancellation, deferment, or freezing of municipal and provincial portions of property taxes for properties undergoing environmental remediation.	Section 8.8
Environmental Site Assessment (ESA) Grant	Grant representing 50% of the cost of undertaking eligible studies up to \$3,000 per study and a maximum of two studies.	Section 8.9
Planning and Building Permit Fee Grant	Grant representing up to 100% of the cost of Official Plan Amendment applications, Zoning By-Law amendment applications, Minor Variance applications, or demolition applications where new development is proposed.	Section 8.10

8.1 FAÇADE IMPROVEMENT GRANT

Purpose

The purpose of the Façade Improvement Grant is to encourage aesthetic improvements and upgrades to existing buildings, thus improving the overall image and attractiveness of the Township.

Eligible Costs

1. The following list of eligible improvements applies only to front, or exterior façades that front onto a public street:
 - a Restoration of façade brickwork, wood, masonry and cladding;
 - b Replacement or repair architectural details such as eaves, parapets, etc.;
 - c Replacement or repair of windows and doors;
 - d Installation or improvement of exterior lighting;
 - e Repair, replacement or addition of awnings or canopies;
 - f Redesign of commercial business fronts; and/or
 - g such other improvements/repairs as may be considered and approved by the CIP Staff Panel.
2. Painting or installation of murals or other wall art on exterior side walls.
3. Professional fees associated with the above improvements.



Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) of the construction costs, to a maximum of \$5,000.
2. The maximum amount of a grant for professional design or 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 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Only commercial, institutional and mixed-use buildings are eligible for this grant.

8.2 SIGNAGE IMPROVEMENT GRANT

Purpose

To promote attractive signage that contributes to a positive image of the Township and/or reflects its unique history and character.

Eligible Costs

1. Replacement, repair, improvement or installation of signage and associated lighting. Eligible signs include:
 - a Primary signs attached to buildings, particularly those that form part of a 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.

Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) of the costs related professional design and construction, to a maximum of \$2,500.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Only commercial, office, institutional and mixed-use buildings are eligible for this grant.



8.3 COMMERCIAL SPACE CONVERSION GRANT

Purpose

To encourage the development of new and expanded businesses in Ignace by supporting the conversion of existing residential properties to commercial space where appropriately zoned. The program provides a grant to help offset the cost of conversions that create commercial and employment opportunities within existing buildings.

Eligible Costs

1. Conversion of existing residential units for commercial purposes, including costs associated with meeting Ontario Building Code requirements for fire protection, ventilation, insulation, plumbing, or electrical systems.

Program Details

Grants may be provided to eligible applicants for a total of half (50%) to a maximum of \$5,000 of eligible project costs for projects that increase commercial building stock within the CIP area.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Subject lands must be appropriately zoned to permit proposed uses.



8.4 MUNICIPAL LAND DISPOSITION PROGRAM

Purpose

To promote the establishment of new development on surplus lands owned by the Township of Ignace and contribute to the Township'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 Township.

Description

The Township will consider disposing of municipally-owned lands at up to 90% below market value where an applicant is prepared to apply for a building permit within two years from the time of sale. To ensure that the development or redevelopment proposal is in the Township's best interests, the design of the project will need to be consistent, in the opinion of Council, with the goals of this CIP, as described in Section 6.2 of this Plan. This program is not intended to support greenfield development, but rather infill-type development in areas of the Township which are already substantially developed.

Eligible Properties will:

1. Be owned by the Township of Ignace;
2. Conform to the Township's Official Plan and be zoned in the Township's Zoning By-law for residential, commercial, mixed-use, or industrial; and
3. Be declared surplus by the Township of Ignace.

Program Details

1. Council will consider the sale of municipal lands at up to 90% below market value where a proponent is prepared to apply for a building permit within two years of purchase.
2. Council will determine the percentage below market value which is to be applied to the property (up to a maximum of 90%) based on the proposed development's community benefit, and consistency with the goals of this CIP.
3. 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 Township, as deemed appropriate by Council.
4. The purchaser must, within two years of purchase, apply for a building permit in keeping with the proposal brought before Council at the time of purchase. If the purchaser fails to apply for a building permit within this time frame, the Township will have the option of re-purchasing the property for the full price paid by the applicant.
5. The purchaser will be required to enter into an agreement with the Township 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 Township 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.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
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.

8.5 LANDSCAPING AND PARKING AREA IMPROVEMENT GRANT

Purpose

To encourage a more attractive and appealing built environment by improving the aesthetic appearance of parking areas and landscaped areas, and providing better pedestrian connections and seating, where applicable.

Eligible Costs

1. Repair, replacement or improvement of front- or side-yard driveways and parking areas;
2. Professional landscaping, including the installation of water-efficient ground cover or tree planting;
3. Installation or improvement of decorative retaining walls or fences;
4. Installation or improvement of pedestrian walkways;
5. Installation of storm water management systems that are considered to be, in the opinion of the Township of Ignace, innovative and beyond minimum requirements for storm water management. These may include bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
6. Installation of benches or permanent planters; and
7. Installation or improvement of a sidewalk café, provided it is located at the edge of the sidewalk, where a sidewalk exists. An outdoor sitting area that is not directly adjacent to a sidewalk (or public roadway where no sidewalk is in place) is not eligible.



Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) of the construction costs, to a maximum of \$5,000.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Only commercial, office, institutional and mixed-use buildings are eligible for this grant.

8.6 TAX INCREMENT EQUIVALENT GRANT

Purpose

To encourage desirable and attractive development and redevelopment in the Township. The Tax Increment Equivalent Grant may not be combined with any other grant in this Plan, with the exception of the Brownfield Property Tax Assistance Grant. To ensure that the development or redevelopment proposal is in the Township's best interests, the design of the project will need to be consistent, in the opinion of the Council, with the Plan's goals as described in Section 6.2 of this Plan.

This grant is intended for providing tax assistance for infill-type development, re-development of greyfield sites (i.e. former commercial properties that may be underutilized, derelict or vacant), and for new development of vacant properties in areas of the community that are already substantially developed with municipal water and sewer and that are accessed by existing municipal roads.

This grant is not intended for new residential subdivision development (i.e. greenfield development).

Eligible Development Types

The following costs shall be considered eligible:

1. Redevelopment of a property for commercial, industrial, multi-residential, office, or a mix of uses;
2. New development of vacant properties in areas of the community that are already substantially developed with municipal water and sewer and that are accessed by existing municipal roads;
3. Adaptive reuse of a property to suit a new commercial, multi-residential, office, or mix of uses;
4. Major additions to a commercial 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;
5. Streetscaping or landscaping improvements required as part of a proposed development;
6. Professional services by an engineer, architect, or professional planner associated with the redevelopment or adaptive reuse;
7. Any combination of the above.

Program Details

The Tax Increment Equivalent Grant is offered to:

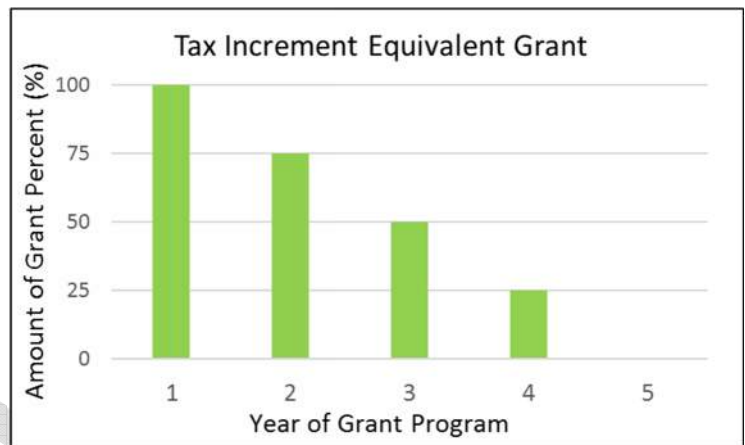
- Eligible property owners only where the property assessment increases as a result of development, redevelopment or major improvement, and there is a subsequent increase in municipal property taxes.
- Investors wishing to establish new development on vacant properties in areas of the community that are already substantially developed with municipal water and sewer, or partial services where full municipal services are not provided. Properties must also be accessible by existing municipal roads.

For the purposes of calculating this grant, municipal property taxes include the municipal portion of the taxes only. The Township is unable to rebate the provincial portion of property taxes.

Grants will be equal to a declining percentage of the municipal tax increase resulting from the improvements, and will be paid to the owner each year for a maximum of 4 years. In year one, the amount of the grant will equal up to 100% of the tax increment and will decrease by 25% per year until it reaches 0%.

Notwithstanding the above, 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) will be at the sole discretion of Council 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.

Grants will 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 will be paid annually to property owners within 3 months of payment of the full property tax.



The Tax Increment Equivalent grant will not be paid and will not accumulate for any year when taxes remain unpaid by the due date. Any failure to pay taxes in two consecutive years shall disqualify the owner for further grant payments.

Example Scenario:

A hypothetical property owner is subject to \$2,000 in annual municipal property taxes this year. If the property is redeveloped and the re-assessment results in municipal property taxes of \$4,500 annually, the tax 'increment' is \$2,500. In the first year after re-assessment, the applicant would be eligible for a grant of up to \$2,500. In the second year after re-assessment, the applicant would be eligible for a grant of up to \$1,875, and so on until the number reaches zero in the fifth year. This example assumes that all eligibility criteria are met.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. At its sole discretion, the Township may require the applicant to submit a business plan, prepared to the satisfaction of the Township, in relation to an application for the Tax Increment Equivalent Grant.

4. To be eligible for 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 Township, 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 agreement entered into between the former owner and the Township.
8. The Tax Increment Equivalent Grant cannot be combined with any other grant or rebate in this Plan, with the exception of the Brownfield Property Tax Assistance Grant.
9. The property owner is responsible for the entire cost of the development or redevelopment project.

8.7 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 in order to achieve universal accessibility for all ages and mobility devices.

Eligible Costs

1. Installation of new wheelchair access ramps;
2. Installation of new automatic doors;
3. Widening of public entryways;
4. Leveling or repairs to pathways/accesses and stairs; and/or
5. Any other improvements designed to improve accessibility, subject to approval by the Township's CIP Staff Panel.



Program Details

1. Grants may be provided to eligible applications for a total of half (50%) of the construction costs, to a maximum of \$2,500.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Only commercial, institutional, and mixed-use properties shall be eligible for this grant.
4. Accessibility improvements shall be in accordance with, or above and beyond, and the requirements of the Ontario Building Code, as applicable to the property.

8.8 BROWNFIELD PROPERTY TAX ASSISTANCE GRANT

Purpose

To encourage the remediation and rehabilitation of brownfield sites by temporarily eliminating 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 related grading; and
3. Environmental insurance premiums.

Program Details

1. Municipal Tax Assistance:
 - a The Township may, by by-law, defer (put off to a later time) 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*.
 - b The total value deferred or cancelled will not exceed the total eligible costs, which are defined in the eligibility requirements above. 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 Township must notify the Ministry of Finance. Within 30 days of passing the by-law, the Township must also notify the Minister of Municipal Affairs and the Minister of Finance.
2. Provincial Tax Assistance:
 - a The Township 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 Township must be offering municipal tax assistance in order for the owner to be eligible for Provincial tax assistance.



Image Source: University of Toronto

Payment Details

1. Municipal Tax Assistance:

- a The municipal portion of the property tax assistance is limited to the Rehabilitation Period and/or the Development Period of the project in accordance with the provisions of the *Municipal Act, 2001*.
- b The municipal portion of the property tax assistance will be undertaken in accordance with the provisions of Section 365.1 (1) of the *Municipal Act*.
- c The municipal portion of the property tax assistance may start at the beginning of the Rehabilitation Period and run for a period specified by Council in a by-law, but shall not extend beyond the time periods outlined in Section 365.1(1) of the *Municipal Act*, which is the earlier of a) thirty-six (36) months, b) the date a Record of Site condition is filed, or c) when the total amount of tax assistance is equal to the eligible costs.
- d The Development Period begins when the Rehabilitation Period ends, and concludes on the earlier of a) the end date specified in the by-law or b) when the tax assistance is equal to the eligible costs.
- e The duration of tax assistance may consist of both the Rehabilitation Period and Development Period, subject to the limitations for each period as described above.
- f The implementing by-law must specify whether the tax assistance will occur during the Rehabilitation Period, the Development Period, or both.

2. Provincial Tax Assistance:

- a The exemption may begin at the start of the Rehabilitation Period, and continue through the Development Period, for a maximum time period as defined in the implementing by-law, and subject to the requirements of Section 365.1(1) of the *Municipal Act*.
- b The education portion of the property tax assistance may be delivered on a different timetable from the municipal portion of the property tax assistance for the given property.
- c The conditions imposed by the Minister of Finance for the education portion of the property tax assistance under Section 365.1 of the *Municipal Act* may differ from those outlined in this Plan.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
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 Township may 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 Township.
6. The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The Township 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*.

8.9 ENVIRONMENTAL SITE ASSESSMENT (ESA) GRANT

Purpose

To encourage the completion of environmental studies which are intended to support the remediation of brownfield sites.

Eligible Costs

1. Confirming and describing contamination at the site (partial or complete Phase II 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

The Township may provide a grant equivalent to up to 50% of the cost of undertaking an eligible study, to a maximum of:

1. \$3,000 per study; and
2. Two studies per property/project.

The grant will be payable upon completion of all studies for which it is being provided.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.
3. Applicants must complete and submit, for the Township's review, a Phase I ESA that demonstrates that site contamination is likely.
4. Applications will include:
 - a. A detailed study work plan;
 - b. A cost estimate for the study; and,
 - c. Description of the planned redevelopment, including any planning applications that have been submitted/approved, if applicable.
5. All environmental studies should be completed by a "qualified person" as defined by Ontario Regulation 153/04.

8.10 PLANNING AND BUILDING PERMIT FEE GRANT

Purpose

To support attractive and desirable infill development and redevelopment by reducing the administrative costs associated with making improvements to private property. This grant is not intended for greenfield development or development through Consent to Sever applications.

Eligible Costs

1. Development of a vacant property for commercial, office, affordable housing, or a mix of uses;
2. Redevelopment of a property for commercial, office, affordable housing, or a mix of uses;
3. Major additions to a commercial or mixed use property, involving an increase of at least 25% of the existing gross floor area;
4. Infrastructure work including the improvement or reconstruction of existing on-site public infrastructure (water services, sanitary and storm sewers);
5. Professional services by an engineer, architect, or professional planner;
6. Any combination of the above; and
7. In general, any projects which are eligible for other incentives outlined in this Plan will also be eligible for the Planning and Building Permit Fee Grant if the applicant is required to obtain planning approvals and/or a building permit.

Program Details

1. Planning Fee Grant: A grant to a maximum of 100% may be provided to cover the cost of official plan amendment applications, zoning by-law amendment applications or minor variance applications and demolition permits associated with redevelopment proposals.
2. Building Permit Fee Grant: A grant to a maximum of 100% may be provided to cover the cost of building permit fees or demolition permit fees.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 9.3 shall apply.
2. Applications shall be in accordance with the application process set out in Section 9.2.

9 IMPLEMENTATION

This section sets out the general interpretation, application process, eligibility requirements, and other considerations related to the management of the CIP. It also includes a municipal marketing strategy and a monitoring and evaluation program.

9.1 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 Township of Ignace. The CIP will be interpreted at the sole discretion of Council in consultation with, or based on advice from Township Staff.

9.2 APPLICATION PROCESS

Prior to submitting an application for one or more of the incentive programs contained in this CIP, applicants are required to have a pre-application consultation meeting with Township of Ignace Staff to evaluate the project's eligibility for the program. At this meeting, the applicant should present the following materials:

- Overall project vision/idea;
- Drawings or plans showing the details of the project;
- Details of the work to be completed;
- Estimate of the associated costs to complete the work;
- Timeline for completion; and
- Any additional materials required to review the application, as determined by Staff.

After the pre-application consultation meeting, Staff will provide comments on whether the project meets the objectives of the CIP and which incentive programs are available. Only if a project is determined to be eligible, will Staff accept an application. Acceptance of the application does not guarantee program approval. The applicant will be advised of approval or non-approval within 30 business days of the receipt of a complete application.

Projects which are determined to meet the objectives of this CIP will be recommended for approval by Township Staff and a recommending report (prepared by the Township) will be prepared to be submitted to Council or a CIP Staff Panel for review and approval, where applicable. Funding for the CIP grant programs and individual grant applications is allocated solely at Council or CIP Staff Panel discretion. Upon approval, an agreement will be entered into between the Township and the applicant outlining the nature of the works to be completed and the details of the incentive and timeframe.

In the case of grants, payment will occur once work has been completed as outlined in the agreement, to the satisfaction of Township Staff. **Figure 9-1** illustrates the CIP application process for grant programs. For non-grant programs (e.g. municipal land disposition and program), only steps 1 to 3 in **Figure 9-1** are applicable.

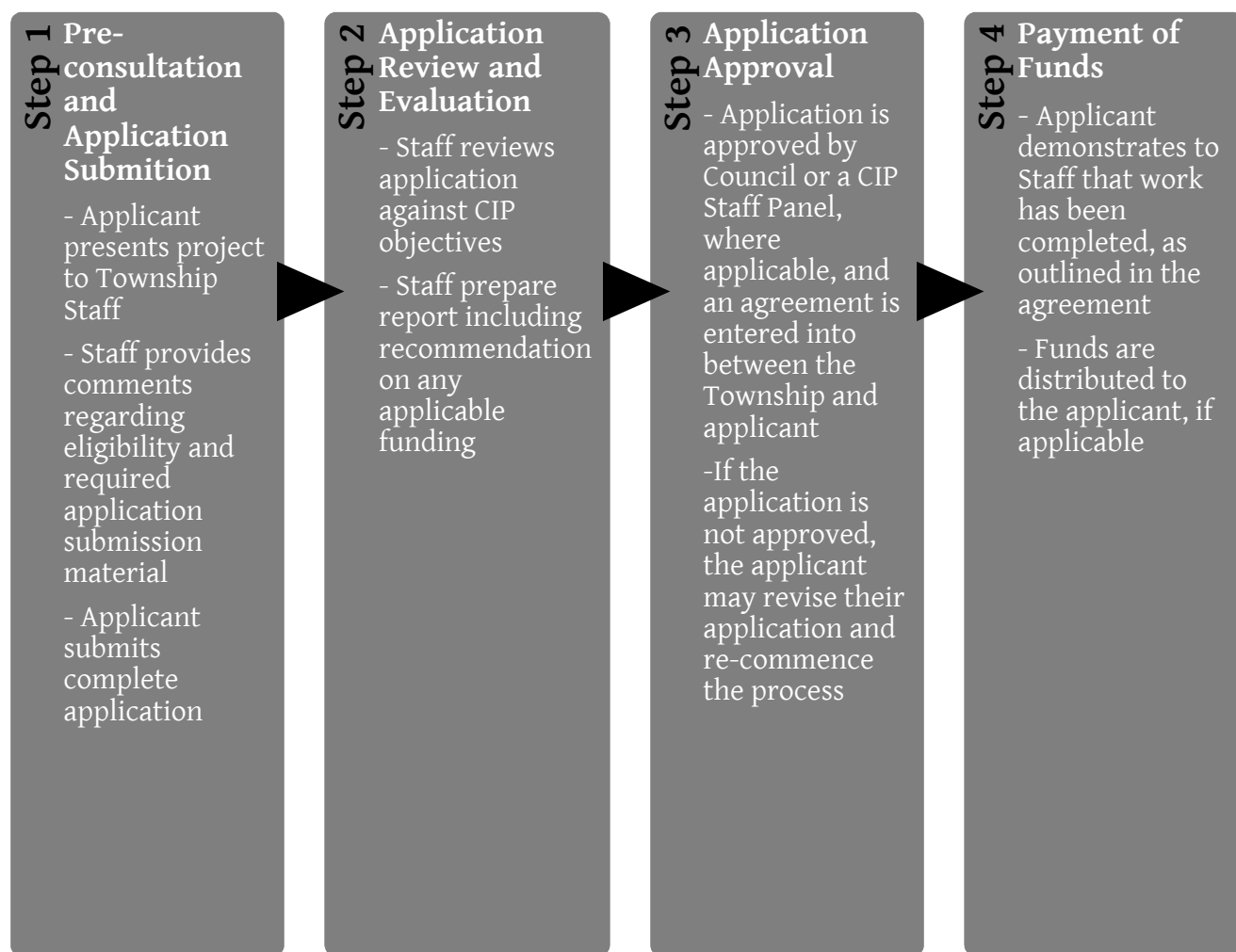


Figure 9-1: CIP Incentives Application Process

9.3 GENERAL ELIGIBILITY REQUIREMENTS

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. The general and program-specific requirements contained in this CIP are not necessarily exhaustive, and the Township reserves the right to include other requirements and conditions as deemed necessary.

1. The subject property must be located in the CIP Project Area as designated by municipal by-law at the time of the application;
2. As a condition of application approval, the applicant will be required to enter into an agreement with the Township. The agreement will specify the terms, duration, and default provisions of the incentive to be provided;
3. All proposed projects must, in the opinion of Council or CIP Staff Panel, where applicable, generally contribute to achieving, and not conflict with, the vision and goals of this Plan as set out in Section 6.2;
4. 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;
5. Due to administrative costs, applications for grants less than \$500 will not be considered;
6. An application for any financial incentive program contained in this Plan must be submitted to the Township prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit;
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 incentive program contained in this Plan must include plans, estimates, contracts, reports and other details, as required by the Township, to satisfy the Township 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, but not consent, or plans of subdivision;
9. 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;
10. The Township 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;
11. The Township 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;
12. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Township, the Township may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
13. Township 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 Township;
14. Eligible applicants may apply for one or more of the incentive programs contained in this Plan, noting that the Tax Increment Equivalent Grant may only be combined with the Brownfield Property Tax Assistance Grant. 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;

15. The subject property must not be in arrears of any municipal taxes, area rates or other charges;
16. All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the Township;
17. Outstanding work orders from the Township's Fire Department or the Building Department must be addressed prior to grant approval; and,
18. Applications for financial incentives must meet the eligibility criteria set out for each individual incentive program (Section 8) as well as the general policies and requirements for submitting applications as outlined in Section 8.3 of this Plan.

9.4 FINANCIAL INCENTIVE PROGRAM BUDGET

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

9.5 TIMING

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 9.8 of this document.

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.

9.6 MARKETING STRATEGY

Marketing of the CIP is intended to be integrated with the Township's overall Branding and Marketing Strategy. The Marketing Strategy, targeted to investors and business owners both locally and regionally, will be essential for the Township to fully realize the vision of the CIP. This section of the document provides recommendations that the Township may wish to consider as part of the marketing strategy.

Printed Material

The Township should develop newsletters and/or brochures that will provide an overview of this CIP and the available incentive programs. These should be circulated to all property owners and tenants within the designated CIP Area. Brochures and newsletters may also be displayed and provided at the Township's municipal office, on its website, and other key locations in the community such as the recreational centre.

Township Website

The Township should establish and maintain a dedicated CIP page on its website, which should include CIP information, application forms and contact information. The page could include a short video (approx. 2 minutes in length) highlighting the key features of the Township, such as its strategic location, natural environment, key services, etc., followed by an explanation of the CIP, the vision, and the financial incentive programs that are available for private-sector reinvestment.

Annual Reporting

The Township should communicate the results of the Monitoring and Evaluation Program through newsletters and information sheets. These can serve to remind potential applicants of the program, promote the achievements of this Plan, and identify successful case studies. Annual reporting should also be used as an opportunity to address challenges and highlight lessons learned.

Launch Party

The Township should consider holding a launch party to mark the completion of the CIP once Council has approved the document and the appeal period has lapsed. This may be integrated with the launch of the Township's new brand.

The launch should incorporate a social media presence, including promotion of any new CIP website and video. Township staff and elected officials should be available in person and through social media to answer questions related to the CIP.

Business and Investors Meetings

Township staff and elected officials may wish to arrange for targeted meetings and presentations early in the implementation process. This will be an opportunity to introduce the CIP programs to key investors and local business people who may be in a position to take advantage of the CIP.

Celebrate Success

The Township should identify, recognize, and celebrate successful projects and ensure they are reflected in CIP promotional material.

9.7 MONITORING & EVALUATION PROGRAM

The CIP has been designed to be flexible as a planning and economic development tool. To ensure that this Plan achieves the desired results and remains current with respect to local and global market conditions, the plan should be revisited on a regular basis and revised if necessary. The Township should also closely monitor the uptake of the programs in order to gauge success of the Plan.

The following list provides qualitative and quantitative measures that the Township should use to monitor the effectiveness of the program and provide a basis for future amendments:

- Monitor the number of approved applications by program type;

- Monitor the number of unsuccessful applications and determine the reason for project ineligibility;
- Monitor the total value of funding allocated by financial program type;
- Monitor the number of housing commercial units created through CIP programs;
- Monitor the increase in municipal property taxes based on improvement to properties accessing the programs;
- Monitor the improvement of the visual appearance of the community as result of projects accessing the funding programs; and
- Encourage program participants to submit comments based on their experiences accessing program funding.

It is recommended that the Township prepare an Annual Monitoring and Evaluation Report using the above noted metrics to demonstrate the performance of the CIP to Council. Additionally, the annual Report should include a review, summary and analysis of potential funding opportunities from the federal and provincial governments or other sources. The Report should be made available on the Township's website for public review.

9.8 AMENDMENTS TO THE CIP

Over time, as the Township redevelops and changes, it may be necessary to amend or adjust this Plan. Revisions may also be necessary to address issues with the incentive programs, which may become evident as the programs are implemented.

Necessary adjustments to this Plan will generally arise through recommendations from the annual monitoring and evaluation report. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP in accordance with Section 28(5) of the Planning Act.

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

- Change to the Community Improvement Project Area;
 - This requires a by-law passed by Council. Planning Act requirements including a statutory Public Meeting and notice requirements must also be met.
- 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 value or calculation of grants.

Minor administrative changes may be permitted without an amendment.

The following adjustments do not require an amendment under Section 28(5):

- Dissolution of the Community Improvement Project Area (i.e., 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 Township-initiated programs;
- Discontinuation of funding for one or more incentive programs; and,
- Delegation of administration/approval of the financial incentives 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*.

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10 OTHER FUNDING OPPORTUNITIES

This Section identifies other sources of funding which may be accessed by the Township, or an applicant, as applicable, in conjunction with the CIP.

10.1 NORTHERN ONTARIO HERITAGE FUND CORPORATION INFRASTRUCTURE AND COMMUNITY DEVELOPMENT

This program supports infrastructure projects that best align with the vision of the Growth Plan for Northern Ontario to help create jobs and build capacity in northern communities. Although aesthetic improvements are not covered under the program, projects that support brownfield site redevelopment and/or encourage infill development are eligible for funding.

10.2 AGE-FRIENDLY FUNDING OPPORTUNITIES

The Government of Ontario, through the Ministry of Seniors Affairs, from time-to-time makes funding available for municipal projects and planning initiatives that respond to the province's aging population. Priority for this funding is given to projects that target small municipalities and communities with diverse populations, and those in rural and remote areas of Ontario.

The Government of Canada currently offers funding through the New Horizons for Seniors Program, which is intended to support projects led or inspired by seniors who want to make a difference in the lives of others and in their communities. The program seeks to empower seniors, encourage them to share their knowledge, skills and experience with others in the community, and enhance seniors' social well-being. Community-based projects are eligible to receive up to \$25,000 in grant funding per project for up to one year.

Additionally, the Canadian Medical Association offers a Healthy Canadians Grant program. The 2018 theme for this program is "seniors' wellness." Examples of eligible initiatives include Seniors' Transportation programs, programs in seniors' residences and nursing homes, and programs to help seniors remain in their homes.

10.3 RURAL ECONOMIC DEVELOPMENT PROGRAM

The Rural Economic Development Program, administered through the Ontario Ministry of Agriculture and Rural Affairs (OMAFRA), funds projects that stimulate economic growth in Ontario's rural communities. The program supports initiatives that grow the local economy and remove barriers to economic development with the goal of attracting investment, creating jobs and supporting entrepreneurs. Funding for eligible projects can be up to 50% of project costs to a maximum \$100,000.

10.4 TOURISM DEVELOPMENT FUND

The Tourism Development Fund, administered through The Ministry of Tourism, Culture and Sport, supports the creation or revitalization of tourism attractions, sites and experiences across Ontario. The program is also intended to assist communities with investment readiness, investor relations, and communications. Funding levels are determined on a case-by-case basis.

DRAFT

11 CONCLUSION

Through the visioning and engagement components of the Community Improvement Plan process, a vision was established for the CIP to **“Position Ignace as an investment-ready northern community by retaining and attracting businesses and residents through incentive programs, and municipal leadership strategies which contribute to revitalization and beautification.”**

This CIP is a tool that will be used in working towards that vision. The incentives programs and municipal leadership strategies set out in the Plan have been strategically chosen to leverage moderate investment towards holistic, and sustainable growth and improvement for residents and businesses today, as well as those to come.

Success will require continued dedication on the part of Township Staff, Council, and residents for example through promotion of the Plan, implementation of a marketing strategy, and annual reviews and reporting. This Plan is also intended to be adaptable, with adequate flexibility built into the policies to account for most changes in the Township’s financial position, and priorities. The Plan can be amended from time-to-time as circumstances may require.

The development of Plan has been a milestone achievement for the Township of Ignace and would not have been possible without the dedication of the CIP Advisory Committee and members of the public who provided their ideas, insights, and time.

APPENDIX

A

VISIONING WORKSHOP RESULTS

Part A: CIP Advisory Committee Visioning Workshop Results – March 15, 2018

Exercise 1: Project Area Delineation and Improvement Identification

Participants began by discussing the area to which the CIP should apply and then, more specifically, identifying areas of the community where specific improvements were needed. Participants also identified areas where gateway signage and wayfinding improvements were required.

Exercise 2: Visioning Statement Brainstorming – Ignace Today

Participants provided one or two words that come to mind when they hear the words 'Ignace.' The results are below:

- | | | |
|-----------------------------|--------------------|----------------------|
| → Willing to embrace change | → Potential | → low income housing |
| → past ghost town | → friendly | → nature |
| → warm | → more people | → resilient |
| → natural beauty | → small town | → reinvented |
| → family oriented | → outdoor activity | → |

The words identified by workshop participants were formatted into a word cloud, shown below.



Exercise 3: Visioning Statement Brainstorming – Ignace Tomorrow

Participants provided one or two words that describe their vision of Ignace in the future. The results are below:

- | | | |
|--|------------------------------|---------------------------|
| → Northern tourist getaway | → Prosperous Town | → Active |
| → One of the best towns in Northern Region | → Business from Ring of Fire | → Summer activity on lake |
| → Recreation Facility | → Retirement Home | → Beautiful |
| → Populated | → Developed | → Hub |
| → Hospital | → Prosperous town | → Inviting |

The words identified by workshop participants were formatted into a word cloud, shown below.



Exercise 4: Vision Statement Discussion

The draft vision statements and concepts below were developed by the workshop participants:

- To provide the right set of incentives to encourage the holistic growth and development of the community.
- We see Ignace as a strong, resilient, and accommodating community. We are ready to embrace the future in becoming a hub that preserves our natural jewels, caters to people of all generations as we journey to economic prosperity.
- Ignace, a strong, resilient and welcoming community, is ready to provide the right incentives to encourage economic prosperity as a northern hub that preserves its natural jewels, while catering to people of all generations.

PART B: CIP Community Visioning Workshop Results – March 15, 2018

Exercise 1: Project Area Delineation and Improvement Identification

As in the CIP Advisory Committee Visioning Workshop, participants began by discussing the area to which the CIP should apply and then, more specifically, identifying areas of the community where specific improvements were needed, as well as potential improvements to gateway signage.

Exercise 2: Visioning Statement Brainstorming – Ignace Today

Participants provided one or two words that come to mind when they hear the words ‘Ignace.’ The results are below:

- | | | |
|-------------------|----------------------|--------------------|
| → camping | → depressing | → highway |
| → hunting | → opportunity | → white otter days |
| → jewel | → old | → friendship |
| → lack of housing | → developed | → outdoors |
| → dead | → opportunity | → community |
| → home | → home | → garbage |
| → fishing | → highway | → tickets |
| → fishing | → run downfishing | → mushrooms |
| → moose | → remote | → fishing |
| → nature | → was a tourist town | |
| → family friendly | → keep driving | |

The words identified by workshop participants were formatted into a word cloud, shown below.



Exercise 3: Visioning Statement Brainstorming – Ignace Tomorrow

Participants provided one or two words that describe their vision of Ignace in the future. The results are below:

- | | | |
|---------------------|-----------------|-------------------|
| → friendly | → vibrant | → |
| → welcoming | → thriving | → tourists |
| → welcome | → thriving | → clean |
| → family-activities | → :) | → inviting |
| → welcoming | → home | → welcoming |
| → alive | → friendly | → developed |
| → active | → welcoming | → growing |
| → vibrant | → attract-youth | → a-place-to-stop |
| → spa | → beautiful | |
| → welcoming | → active | |

The words identified by workshop participants were formatted into a word cloud, shown below.



Exercise 4: Vision Statement Discussion

The draft vision statements and concepts below were developed by the workshop participants:

- Ignace is a thriving and vibrant, active beautiful welcoming community that is friendly and clean.
- Ignace, a welcoming vibrant community of beauty and opportunity. A great place to do business and raise children.
- Welcome to the great outdoors. A thriving growing community for friends and families alike. A vibrant wilderness to enjoy nature and recreational activities.
- Friends grow here. Experience our neighbourhood. Experience real life here.
- Ignace is a beautiful, welcoming community for family, tourists, and friends to be.

APPENDIX

B

COMMUNITY AND BUSINESS SURVEY RESULTS

Q1 Describe in 1 or 2 words what you think of when you hear the word "Ignace."

Answered: 66 Skipped: 3

#	RESPONSES	DATE
1	Good people	4/3/2018 3:27 PM
2	Derelict, unattractive	4/3/2018 3:24 PM
3	Home Tranquility	4/2/2018 9:40 AM
4	Peace	4/1/2018 7:51 PM
5	home	4/1/2018 11:35 AM
6	Home	4/1/2018 3:09 AM
7	Home	3/31/2018 1:29 PM
8	small town	3/31/2018 10:07 AM
9	Boring	3/31/2018 12:58 AM
10	Peaceful	3/30/2018 5:56 PM
11	Wilderness	3/30/2018 11:56 AM
12	Home	3/29/2018 6:33 PM
13	resilient, remote	3/29/2018 4:48 PM
14	Dying town	3/29/2018 1:59 PM
15	Home	3/28/2018 11:41 PM
16	Small community	3/28/2018 11:14 PM
17	Home	3/28/2018 8:28 PM
18	Small community	3/28/2018 7:18 PM
19	A special place.	3/28/2018 5:41 PM
20	Drug town	3/28/2018 5:04 PM
21	Outdoors recreation	3/28/2018 4:57 PM
22	HOME	3/28/2018 4:48 PM
23	HOME	3/28/2018 4:32 PM
24	small town	3/28/2018 4:31 PM
25	Small town	3/28/2018 2:45 PM
26	where is it	3/28/2018 2:33 PM
27	Friendly	3/28/2018 2:27 PM
28	North, small	3/28/2018 1:08 PM
29	home town	3/28/2018 1:03 PM
30	Home	3/28/2018 12:56 PM
31	Outdoors and tourism	3/28/2018 12:41 PM
32	Home	3/28/2018 12:38 PM
33	natural beauty, friendly/welcoming	3/24/2018 11:28 PM
34	beauty	3/23/2018 9:33 PM

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35	Home town	3/22/2018 10:44 AM
36	Family Friendly	3/21/2018 3:51 PM
37	Home	3/21/2018 3:34 PM
38	Home	3/21/2018 7:06 AM
39	nature affordable	3/21/2018 1:53 AM
40	That rock that is at the entrance of town then I think fishing	3/20/2018 11:17 PM
41	Forest products, tourism	3/20/2018 5:30 PM
42	Logging and mining	3/20/2018 4:57 PM
43	Ignorance	3/20/2018 2:12 PM
44	Beautiful	3/20/2018 2:12 PM
45	Friendly, small town living. Home.	3/20/2018 1:10 PM
46	lakes and forests	3/20/2018 12:37 PM
47	needs restructuring	3/20/2018 11:44 AM
48	Boring	3/20/2018 9:21 AM
49	Home	3/20/2018 9:04 AM
50	Small	3/20/2018 12:28 AM
51	Home	3/20/2018 12:12 AM
52	Family.	3/19/2018 10:48 PM
53	Controversial	3/19/2018 9:48 PM
54	Welcome home	3/19/2018 9:42 PM
55	Home	3/19/2018 9:29 PM
56	Village. Potential	3/19/2018 8:47 PM
57	Transition	3/19/2018 8:26 PM
58	Blue sky	3/19/2018 8:26 PM
59	Special	3/19/2018 7:53 PM
60	peace at the lake??	3/19/2018 7:30 PM
61	fishing and hunting	3/19/2018 7:26 PM
62	Paradise	3/19/2018 7:11 PM
63	pride	3/19/2018 7:09 PM
64	Dirty	3/19/2018 7:02 PM
65	Home	3/19/2018 7:01 PM
66	Small town	3/19/2018 6:00 PM

Q2 Describe in 1 or 2 words what you would like Ignace to be in the future.

Answered: 66 Skipped: 3

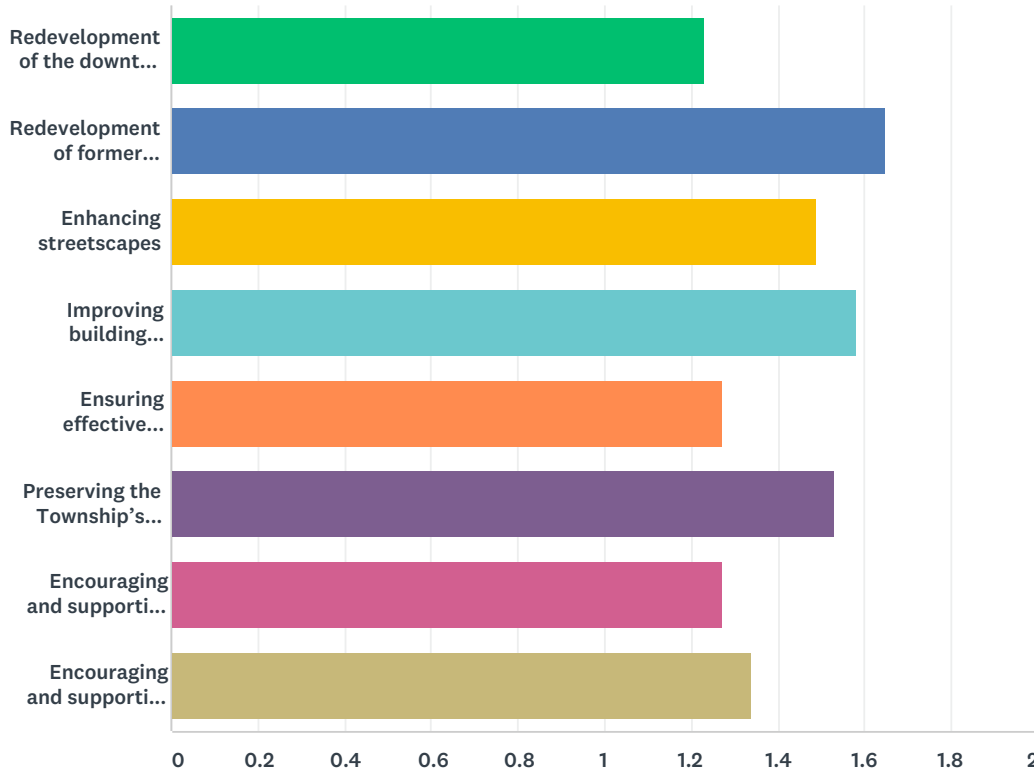
#	RESPONSES	DATE
1	Thriving; forward-thinking; welcoming change	4/3/2018 3:27 PM
2	vibrant, engaging	4/3/2018 3:24 PM
3	Growing "Spruced Up" (neater/cleaner)	4/2/2018 9:40 AM
4	Growing	4/1/2018 7:51 PM
5	home	4/1/2018 11:35 AM
6	A thriving community	4/1/2018 3:09 AM
7	More services	3/31/2018 1:29 PM
8	attractive town	3/31/2018 10:07 AM
9	Friendlier	3/31/2018 12:58 AM
10	Beautiful	3/30/2018 5:56 PM
11	Wilderness	3/30/2018 11:56 AM
12	A thriving community	3/29/2018 6:33 PM
13	vibrant, welcoming	3/29/2018 4:48 PM
14	booming town	3/29/2018 1:59 PM
15	Sustainable	3/28/2018 11:41 PM
16	More physical activities for adults at no cost	3/28/2018 11:14 PM
17	Self sustaining	3/28/2018 8:28 PM
18	A bus service where tickets can also be purchased	3/28/2018 7:18 PM
19	More financially able	3/28/2018 5:41 PM
20	Clean of Dealers and pot heads	3/28/2018 5:04 PM
21	Integrity, honest	3/28/2018 4:57 PM
22	MORE PROSPEROUS	3/28/2018 4:48 PM
23	FRIENDLY	3/28/2018 4:32 PM
24	self sufficient	3/28/2018 4:31 PM
25	More business friendly	3/28/2018 2:45 PM
26	abundant	3/28/2018 2:33 PM
27	a success story	3/28/2018 2:27 PM
28	Happening, destination	3/28/2018 1:08 PM
29	home town	3/28/2018 1:03 PM
30	More populated, more businesses, progressive	3/28/2018 12:56 PM
31	Active	3/28/2018 12:41 PM
32	Safe	3/28/2018 12:38 PM
33	thriving, natural beauty	3/24/2018 11:28 PM
34	prosperous	3/23/2018 9:33 PM

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35	Cleaned up and beautiful	3/22/2018 10:44 AM
36	prosperous	3/21/2018 3:51 PM
37	Busling	3/21/2018 3:34 PM
38	A destination	3/21/2018 7:06 AM
39	attractive beautiful	3/21/2018 1:53 AM
40	Prosperous safe community	3/20/2018 11:17 PM
41	better health care access	3/20/2018 5:30 PM
42	Thriving small northern community	3/20/2018 4:57 PM
43	Hospital	3/20/2018 2:12 PM
44	Prosperous	3/20/2018 2:12 PM
45	Clean, welcoming, friendly, economical, convenient for travellers. Home.	3/20/2018 1:10 PM
46	thriving town	3/20/2018 12:37 PM
47	A booming town again	3/20/2018 11:48 AM
48	A clean and beautiful town	3/20/2018 11:44 AM
49	Lived here for past 50 years, not been much change	3/20/2018 9:21 AM
50	More inviting	3/20/2018 9:04 AM
51	Family safe	3/20/2018 12:28 AM
52	Prosperous	3/20/2018 12:12 AM
53	Prosperous	3/19/2018 10:48 PM
54	Dynamic	3/19/2018 9:48 PM
55	Thriving and reviving	3/19/2018 9:42 PM
56	Welcoming	3/19/2018 9:29 PM
57	Vacation destination	3/19/2018 8:47 PM
58	Resilient	3/19/2018 8:26 PM
59	Thriving	3/19/2018 8:26 PM
60	Vibrant	3/19/2018 7:53 PM
61	prosperous	3/19/2018 7:30 PM
62	cleaner town	3/19/2018 7:26 PM
63	A tourist destination.	3/19/2018 7:11 PM
64	gated community	3/19/2018 7:09 PM
65	Clean and jobs	3/19/2018 7:02 PM
66	Home	3/19/2018 7:01 PM

Q3 How would you rank the importance of these topics?

Answered: 64 Skipped: 5



	VERY IMPORTANT	SOMEWHAT IMPORTANT	LEAST IMPORTANT	TOTAL	WEIGHTED AVERAGE
Redevelopment of the downtown area	79.69% 51	17.19% 11	3.13% 2	64	1.23
Redevelopment of former industrial or contaminated sites ("brownfields")	44.44% 28	46.03% 29	9.52% 6	63	1.65
Enhancing streetscapes	55.56% 35	39.68% 25	4.76% 3	63	1.49
Improving building façades	50.00% 32	42.19% 27	7.81% 5	64	1.58
Ensuring effective delivery of municipal services	73.44% 47	26.56% 17	0.00% 0	64	1.27
Preserving the Township's heritage and northern character	59.38% 38	28.13% 18	12.50% 8	64	1.53
Encouraging and supporting private-sector reinvestment in the Township	75.00% 48	23.44% 15	1.56% 1	64	1.27
Encouraging and supporting residential development in the Township	65.63% 42	34.38% 22	0.00% 0	64	1.34

Q4 Which sites or locations in downtown would be desirable for redevelopment?

Answered: 56 Skipped: 13

#	RESPONSES	DATE
1	Highway 17 corridor; lookout; beaches; plaza; the area around the rec.centre needs to become more inviting (grass, trees, flowers, walkway); continue the sidewalks along the creek on Beaver St.	4/3/2018 3:31 PM
2	Deteriorating buildings at Main + West streets	4/3/2018 3:26 PM
3	Stripmall	4/2/2018 9:42 AM
4	1	4/1/2018 7:53 PM
5	all properties which are abandoned or up for tax sale	4/1/2018 11:36 AM
6	Plaza	4/1/2018 3:11 AM
7	Plaza	3/31/2018 1:33 PM
8	The plaza, the plane, the empty lot across from shoprite	3/31/2018 1:03 AM
9	Mini mall	3/30/2018 6:05 PM
10	Plaza	3/30/2018 12:04 PM
11	vacant buildings in Plaza and across from Vern's Minnows	3/29/2018 4:53 PM
12	Plaza. It needs to be cleaned up	3/29/2018 2:00 PM
13	Plaza/arena	3/28/2018 11:43 PM
14	Ignce plaza	3/28/2018 11:19 PM
15	Across from Vern's minnows	3/28/2018 8:30 PM
16	Plaza	3/28/2018 7:21 PM
17	Need a business to move into the empty buildings then develop it.	3/28/2018 5:52 PM
18	Plaza	3/28/2018 5:10 PM
19	Mall, existing empty storefronts	3/28/2018 5:02 PM
20	MAIN STREET	3/28/2018 4:54 PM
21	PARKING LOT	3/28/2018 4:39 PM
22	are strip mall	3/28/2018 4:34 PM
23	East middle and west. Too many businesses left behind to create an total eye sore.	3/28/2018 2:59 PM
24	The closed down general store	3/28/2018 1:11 PM
25	explain "redevelopment" ... business that find a reason to be in Ignace will develop what they need on their own	3/28/2018 1:10 PM
26	Plaza	3/28/2018 1:01 PM
27	The plaza, the old motel site across from Shoprite.	3/28/2018 12:46 PM
28	The strip mall	3/28/2018 12:46 PM
29	Plaza Businesses and residents to beautify their grounds.	3/24/2018 11:34 PM
30	All the old building need to be torn down and cleaned up. People who drive though Ignace must look at some of these old buildings and have a negative feeling	3/23/2018 9:36 PM
31	Every area needs improvement	3/22/2018 10:49 AM

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32	Grammas Gift Shop	3/21/2018 7:12 AM
33	Ignace Plaza	3/21/2018 2:03 AM
34	The main highway. And some streets	3/20/2018 11:22 PM
35	Mall, vacant properties	3/20/2018 5:34 PM
36	The plaza area	3/20/2018 5:02 PM
37	Plaza	3/20/2018 2:17 PM
38	all of them except: NWMO office, LCBO, Subway/ESSO, Town office/Library, White Otter Inn, Westwood.	3/20/2018 1:18 PM
39	The old General Store The vacant spots in the Plaza	3/20/2018 12:41 PM
40	The plaza	3/20/2018 11:51 AM
41	Main street	3/20/2018 11:50 AM
42	Plaza.	3/20/2018 9:26 AM
43	Change the double lanes through town to single lanes with a turning lane and widen the sidewalks to make it safer.	3/20/2018 9:19 AM
44	Mall	3/20/2018 12:31 AM
45	Plaza Industrial properties along the highway	3/20/2018 12:17 AM
46	The lakes for cottages, the tempo for a new gas station .. the plaza could use some new development... uptown by the tavern and those houses could use a lot of work .. and the trailer park	3/19/2018 11:14 PM
47	Mall area	3/19/2018 9:58 PM
48	The empty old northern store The empty old white otter gift store The empty apartment building by esso	3/19/2018 9:50 PM
49	Plaza	3/19/2018 9:31 PM
50	The old Vern herts property by the creek, the old Taddeo car wash area	3/19/2018 8:51 PM
51	the mall area sites going out of town need a clean up	3/19/2018 8:49 PM
52	Ignace Plaza, South East corner of West Street and Highway 17, Post office/recreation center, grounds surrounding the tourist information center and library	3/19/2018 8:38 PM
53	Plaza	3/19/2018 8:28 PM
54	Mall and the old Harley's	3/19/2018 7:58 PM
55	plaza, whole main corridor	3/19/2018 7:37 PM
56	Across from Shoprite Corner buildings near Subway	3/19/2018 7:07 PM

Q5 Which sites or locations in the Township would be desirable for redevelopment?

Answered: 51 Skipped: 18

#	RESPONSES	DATE
1	Hwy 17 corridor	4/3/2018 3:31 PM
2	Tempo (if not already underway); deteriorating property on north side of Highway 17 and east of Agimak Creek	4/3/2018 3:26 PM
3	Main Highway	4/2/2018 9:42 AM
4	2	4/1/2018 7:53 PM
5	highway corridor	4/1/2018 11:36 AM
6	Truck stop	4/1/2018 3:11 AM
7	Plaza, west beach	3/31/2018 1:33 PM
8	Buildings beside subway	3/31/2018 1:03 AM
9	Industrial area	3/30/2018 6:05 PM
10	Abandoned/repoed properties-get them off your books-auction them so you can start collecting taxes again! The back taxes aren't going to get collected in any reasonable timeframe.	3/30/2018 12:04 PM
11	Agimak and West Beaches	3/29/2018 4:53 PM
12	Playgrounds	3/28/2018 11:43 PM
13	Mbchc	3/28/2018 11:19 PM
14	Trailer park	3/28/2018 8:30 PM
15	Downtown areas and recreational areas.	3/28/2018 5:52 PM
16	A fund for new housing	3/28/2018 5:10 PM
17	Waterfront. Agimak.	3/28/2018 5:02 PM
18	SHOPPING MALL	3/28/2018 4:54 PM
19	COMING INTO TOWN FIRST IMPRESSIONS ARE IMPORTANT	3/28/2018 4:39 PM
20	mall	3/28/2018 4:34 PM
21	the "trailer park"	3/28/2018 1:10 PM
22	Add onto skate park, arena area with playground site, things for kids to be active ... Basketball courts	3/28/2018 1:01 PM
23	Park spaces!!! We need more parks, walking trails, playgrounds	3/28/2018 12:46 PM
24	The strip mall, the trailer park, the park across from the fire hall	3/28/2018 12:46 PM
25	Hwy from Tempo to OPP station needs major redevelopment and improvement.	3/24/2018 11:34 PM
26	same as above	3/23/2018 9:36 PM
27	Every one along highway 17	3/22/2018 10:49 AM
28	Tower Hill Truck Stop	3/21/2018 7:12 AM
29	Along Highway 17 - Taddeo's Construction/Old Car Wash	3/21/2018 2:03 AM
30	The municipal beaches aswell as the school streets. Beaches are nice but add some stuff equipment or benches or something	3/20/2018 11:22 PM
31	highway approaches	3/20/2018 5:34 PM

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32	Tower hill truck stop, former mark taddeo property, Elk construction property, old husky station, old white otter store	3/20/2018 5:02 PM
33	Plaza and old medical area	3/20/2018 2:17 PM
34	See above answer	3/20/2018 1:18 PM
35	Industrial buildings that are vacant on East side of town Restaurants Maybe a playground at Agimak beach	3/20/2018 12:41 PM
36	The township members	3/20/2018 11:50 AM
37	Arena, ball parks,	3/20/2018 9:26 AM
38	From East - Tempo. The old Taddeo construction area. Hertz business area. Vacant Naumann property and buildings. Burned out Bumper to bumper. Vacant buildings in plaza.	3/20/2018 9:19 AM
39	Beach	3/20/2018 12:31 AM
40	Trailer park Residential properties on the northern side of the highway	3/20/2018 12:17 AM
41	On the Hwy	3/19/2018 11:14 PM
42	Trailer courts	3/19/2018 9:58 PM
43	The village mart store on pine street	3/19/2018 9:50 PM
44	Beaches, hiking trails	3/19/2018 9:31 PM
45	Same as above	3/19/2018 8:51 PM
46	were toddos shop was were get it done towing the old trailor park revamped	3/19/2018 8:49 PM
47	Former site of Grammas grocery store, the East and West entry points into town, municipal trailer park, increased visual access from Highway to Agimak Lake entering from West	3/19/2018 8:38 PM
48	Park. Beach areas	3/19/2018 8:28 PM
49	Across from Northwood's	3/19/2018 7:58 PM
50	old trailer park needs clean up. rebuild the pavilion at Agimak beach. used to be utilized a lot when it stood for picnics, family gatherings etc. Need to do major clean up of private property as you approach town from the east.	3/19/2018 7:37 PM
51	Hertz s old place of business On Hwy Across from what used to b Verns minniws	3/19/2018 7:07 PM

Q6 What elements of Ignace's heritage and character are important to preserve?

Answered: 48 Skipped: 21

#	RESPONSES	DATE
1	keep the seniors here; assisted living so they don't have to leave; seniors housing; natural beauty	4/3/2018 3:31 PM
2	Railway	4/3/2018 3:26 PM
3	White Otter	4/2/2018 9:42 AM
4	Y	4/1/2018 7:53 PM
5	all	4/1/2018 11:36 AM
6	Railway Logging	4/1/2018 3:11 AM
7	Small town living	3/31/2018 1:33 PM
8	Hunting and fishing	3/31/2018 1:03 AM
9	Lakes and waterways Main	3/30/2018 6:05 PM
10	Wilderness element, near access to resources. Maintain, enhance the library + Twp office complex	3/30/2018 12:04 PM
11	quarry, railroad & mining histories, White Otter Castle	3/29/2018 4:53 PM
12	Fishing/hunting/white otter castle	3/28/2018 11:43 PM
13	All	3/28/2018 11:19 PM
14	Hunting. Railroad	3/28/2018 8:30 PM
15	Library and heritage centre and Mary Berglund health centre.	3/28/2018 5:52 PM
16	Mining, logging, rail, Agimak as a summer destination, outdoor recreation, Eco tourism (food harvesting, canoeing)	3/28/2018 5:02 PM
17	STORIES	3/28/2018 4:54 PM
18	HANG ON TO AS MANY OLD BUILDINGS AS POSSIBLE	3/28/2018 4:39 PM
19	small town mentality	3/28/2018 4:34 PM
20	all natural elements trees, creeks etc.	3/28/2018 2:59 PM
21	The plane	3/28/2018 1:11 PM
22	White otter Castle, outdoors theme fishing and hunting	3/28/2018 1:01 PM
23	The silver maple tree by railroad, the biplane monument,	3/28/2018 12:46 PM
24	The driftwood, walking trails, beaches and the remembrance day memorial	3/28/2018 12:46 PM
25	Natural beauty needs to be preserved.	3/24/2018 11:34 PM
26	ALL are important..... once it's gone you never get it back	3/22/2018 10:49 AM
27	Library and museum Big tree across from tavern The tavern building oldest building in town The home of Mary Berglund on front street	3/21/2018 7:12 AM
28	Firetowers, aboriginal culture, "Little England"	3/21/2018 2:03 AM
29	The history on how Ignace was built should always be told somewhere in or throughout town ? Granit, the castle, the railroad	3/20/2018 11:22 PM
30	It's close ties to natural resources and it's small size	3/20/2018 5:02 PM
31	Rail & Mining	3/20/2018 2:17 PM
32	Clean, quiet water ways. Nature, blueberries, fishing. Railroad history.	3/20/2018 1:18 PM

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33	Outdoor lifestyle small town charm The rock sculpture with IGNACE on it (as you enter town from either side)	3/20/2018 12:41 PM
34	Lakes and forests	3/20/2018 11:50 AM
35	Clean up around airplane sitema	3/20/2018 9:26 AM
36	Airplane in plaza. Museum - is it even open on a regular basis -need advertisement. The Driftwood.highway corridor	3/20/2018 9:19 AM
37	Playgrounds. Green spaces.	3/20/2018 12:31 AM
38	The beaches The float plane The township building along with the museum	3/20/2018 12:17 AM
39	I'm new to Ignace so I can't speak to them	3/19/2018 11:14 PM
40	None	3/19/2018 9:58 PM
41	The railway heritage The fur trade history	3/19/2018 9:50 PM
42	The lake, beaches. I love the plane at the plaza and the tourists area behind the township	3/19/2018 8:51 PM
43	names some buiding with picture leggo	3/19/2018 8:49 PM
44	Unfortunately Railway Building heritage artifacts were destroyed in the early 1990s. The only building now worth preserving is the municipal office building /Heritage Center/Library	3/19/2018 8:38 PM
45	MBCHC	3/19/2018 8:28 PM
46	Beaches , library, township complex	3/19/2018 7:58 PM
47	Not so much the heritage but rather the tourism.	3/19/2018 7:14 PM
48	White otter castle. Build a replica. Have a heritage center in town	3/19/2018 7:07 PM

Q7 Which streets or locations would benefit from improved streetscaping (e.g. improvements to lighting, sidewalks, landscaping) or building façades?

Answered: 52 Skipped: 17

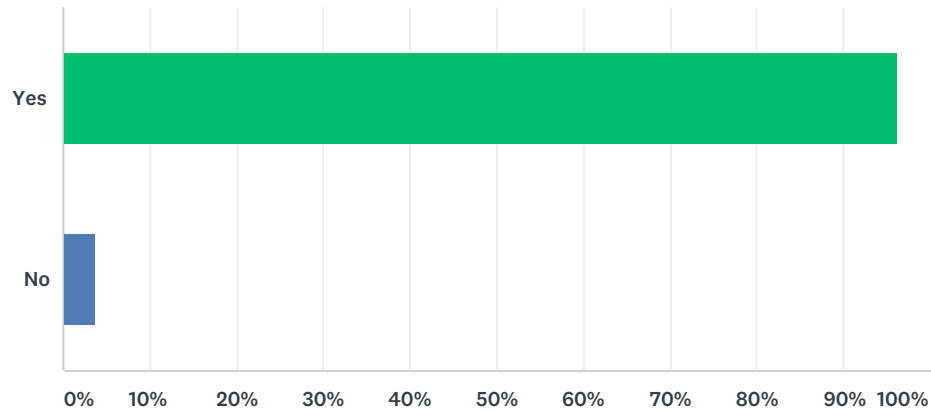
#	RESPONSES	DATE
1	Hwy 17 corridor; west street to beach (Agimak); East street to walking trail along creek	4/3/2018 3:31 PM
2	Mainstreet	4/3/2018 3:26 PM
3	Main Highway	4/2/2018 9:42 AM
4	F	4/1/2018 7:53 PM
5	highway corridor, plaza	4/1/2018 11:36 AM
6	Definitely the highway near plaza	4/1/2018 3:11 AM
7	West beach drive	3/31/2018 1:33 PM
8	Main highway (rock garden). Tear down garbage trailers	3/31/2018 1:03 AM
9	Davy Lake Road	3/30/2018 6:05 PM
10	Hwy 17, Pine St, improved development + promotion of the Lily Pad Lake trails area. Plaza flower beds-rocks look bad!! I realize its low maintenance, but...	3/30/2018 12:04 PM
11	Main St from 599 to West Beach Dr, Davy Lake Road from Pine St to West St	3/29/2018 4:53 PM
12	Pine street / Hwy corridor	3/28/2018 11:43 PM
13	Pine St	3/28/2018 11:19 PM
14	Every one of them!	3/28/2018 8:30 PM
15	Pine Street	3/28/2018 7:21 PM
16	Beaches/recreational areas,downtown area at plaza including banking and increased restaurants and gas stations.	3/28/2018 5:52 PM
17	All the roads need to be redone! Especially tapsi and repaint.	3/28/2018 5:10 PM
18	Beach on west st, main st	3/28/2018 5:02 PM
19	THE EAST ENTRANCE OF IGNACE 1ST IMPRESSIONS ARE IMPORTANT	3/28/2018 4:54 PM
20	MAIN STREET	3/28/2018 4:39 PM
21	hwy corridor	3/28/2018 4:34 PM
22	Hwy 17	3/28/2018 2:59 PM
23	We have sidewalks?	3/28/2018 1:11 PM
24	The French school road needs pavement, bridge needs railings by post office	3/28/2018 1:01 PM
25	Silver maple site on Front street, as a heritage site. Plaza refinished.	3/28/2018 12:46 PM
26	The strip mall, pine street lighting, Highway landscaping flowers less weeds and brush, the plane needs to be cleaned up and nicer plants.	3/28/2018 12:46 PM
27	Pine St Trailer Park Main Corridor	3/24/2018 11:34 PM
28	main streets throughout town	3/23/2018 9:36 PM
29	ALL	3/22/2018 10:49 AM
30	Older section of town	3/21/2018 7:12 AM
31	Pine Street / Highway 17	3/21/2018 2:03 AM

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32	All of them.	3/20/2018 11:22 PM
33	Pine Street,, West Street, Davy Lake Road	3/20/2018 5:34 PM
34	Main street, pine street, davy lake road	3/20/2018 5:02 PM
35	Pine & West Steets and area	3/20/2018 2:17 PM
36	Trail from Pine street to post office. Trails around the Tourist centre. Trans Canada Trail. Having a boulevard between the sidewalks and the highway in the downtown core, A turning lane in the centre of the highway that runs through the downtown core as well.	3/20/2018 1:18 PM
37	Pine Street sidewalk on main street (highway)	3/20/2018 12:41 PM
38	Fill all pot holes repair sidewalks the lighting is fine	3/20/2018 11:51 AM
39	all of main street	3/20/2018 11:50 AM
40	Main Street through town	3/20/2018 9:26 AM
41	Highway corridor as mentioned in previous question. Also Ignace trailer park and corner store.	3/20/2018 9:19 AM
42	Main highway strip Northern side of highway including Humphrey road homes Pine street Davy lake road Lilly pad road	3/20/2018 12:17 AM
43	Balsam ... Pine ... lillypad lake ... spruce ... the plaza the beaches and the parks	3/19/2018 11:14 PM
44	Pine and west streets	3/19/2018 9:58 PM
45	The main highway area . The beach area	3/19/2018 9:50 PM
46	Plaza and beaches	3/19/2018 9:31 PM
47	Most of the streets need to be improved.	3/19/2018 8:51 PM
48	old trailor park road to the arena by the liquor store	3/19/2018 8:49 PM
49	West street, Pine Street, Balsam and Davey Lake Road, as well as the removal or updates to dilapidated vacant business buildings located along the Highway 17 corridor	3/19/2018 8:38 PM
50	Trailer park	3/19/2018 7:58 PM
51	corridor. businesses between Northwoods and police station.big mess	3/19/2018 7:37 PM
52	All but main street and Pibe West	3/19/2018 7:07 PM

Q8 Are you a resident of Ignace?

Answered: 53 Skipped: 16



ANSWER CHOICES		RESPONSES	
Yes		96.23%	51
No		3.77%	2
TOTAL			53

Q9 For how many years have you been a resident of Ignace?

Answered: 50 Skipped: 19

#	RESPONSES	DATE
1	7	4/3/2018 3:31 PM
2	1	4/3/2018 3:27 PM
3	4	4/2/2018 9:44 AM
4	70	4/1/2018 11:37 AM
5	3	4/1/2018 3:11 AM
6	10	3/31/2018 1:34 PM
7	4	3/31/2018 1:04 AM
8	6	3/30/2018 6:07 PM
9	30	3/30/2018 12:07 PM
10	33	3/29/2018 4:55 PM
11	10	3/29/2018 2:01 PM
12	40	3/28/2018 11:44 PM
13	34	3/28/2018 8:31 PM
14	8	3/28/2018 5:53 PM
15	20	3/28/2018 5:12 PM
16	20	3/28/2018 4:35 PM
17	33	3/28/2018 2:59 PM
18	64	3/28/2018 1:13 PM
19	1	3/28/2018 1:12 PM
20	27	3/28/2018 1:02 PM
21	18	3/28/2018 12:47 PM
22	29	3/28/2018 12:46 PM
23	45	3/24/2018 11:34 PM
24	4	3/23/2018 9:37 PM
25	65	3/22/2018 10:53 AM
26	1	3/21/2018 3:53 PM
27	67	3/21/2018 7:12 AM
28	14	3/21/2018 2:05 AM
29	30	3/20/2018 11:23 PM
30	30	3/20/2018 5:03 PM
31	40	3/20/2018 2:19 PM
32	23	3/20/2018 1:19 PM
33	1	3/20/2018 12:41 PM
34	45	3/20/2018 11:52 AM
35	2	3/20/2018 11:51 AM

Township of Ignace Community Improvement Plan - Community Survey

36	50	3/20/2018 9:31 AM
37	45	3/20/2018 9:20 AM
38	30	3/20/2018 12:33 AM
39	14	3/20/2018 12:17 AM
40	47	3/19/2018 10:00 PM
41	40	3/19/2018 9:55 PM
42	30	3/19/2018 9:32 PM
43	35	3/19/2018 8:52 PM
44	40	3/19/2018 8:45 PM
45	10	3/19/2018 8:29 PM
46	60	3/19/2018 7:59 PM
47	20	3/19/2018 7:41 PM
48	13	3/19/2018 7:28 PM
49	60	3/19/2018 7:16 PM
50	35	3/19/2018 7:08 PM

Q10 Do you have any other questions, comments or concerns about the CIP or the process?

Answered: 32 Skipped: 37

#	RESPONSES	DATE
1	no	4/1/2018 11:37 AM
2	No	3/31/2018 1:34 PM
3	The real need for volunteers Welfare recipients for work that the Twp can't get done, despite it being union work-If the budget won't afford the work, Volunteers should be allowed to assist.	3/30/2018 12:07 PM
4	Promote and enable volunteer participation in beautifying the community with gardens and planters. Encourage residents to 'spruce up' their yards and homes.	3/29/2018 4:55 PM
5	More input from long time residents	3/28/2018 11:44 PM
6	No	3/28/2018 8:31 PM
7	Not at this time.	3/28/2018 5:53 PM
8	Yes, need groceries stores that you don't pay arm and a leg for! Seniors that can't get out of town have problems getting supplies.	3/28/2018 5:12 PM
9	Be a transparent user friendly community. Stop pushing people away with unreasonable bylaws and unethical practices.	3/28/2018 5:04 PM
10	no	3/28/2018 4:35 PM
11	No	3/28/2018 2:59 PM
12	concerned about township debt and spending ...township this size considering giving out loans and grants to bring in business makes no sense to me ... if a business is viable, there are BANKS AND OTHER FINANCIAL INSTITUTIONS for that ...we do not pay taxes to give away to businesses	3/28/2018 1:13 PM
13	No	3/28/2018 1:02 PM
14	No	3/28/2018 12:47 PM
15	Just glad to hear there is some great initiative	3/23/2018 9:37 PM
16	Comment... could there be a lot more benches for (seniors) to sit on to rest around the lake... lakeshore/Sorensen/Lilypad/pine street areas... beautiful areas to walk...but no where to stop and rest	3/22/2018 10:53 AM
17	No	3/20/2018 11:23 PM
18	Not at this time.	3/20/2018 2:19 PM
19	no.	3/20/2018 1:19 PM
20	Wondering what the time line is	3/20/2018 12:41 PM
21	I am hoping that through these surveys that Ignace becomes a place that the residence can be proud of	3/20/2018 11:51 AM
22	Ignace needs to step up in making business that go out of business clean up, ie Hertz's old property on Hwy. The old Bumper to Bumper bldg. clean it up or clean it out!! Clean up the garbage dump behind the trading post motel. He SB made to clean that up & haul it to the dump. They're eyesores to people going thru Ignace	3/20/2018 9:31 AM
23	Hopefully the improvements will come to fruition soon.	3/20/2018 9:20 AM
24	Survey is good start	3/20/2018 12:33 AM
25	Would like to lend support but do not enjoy attending meeting etc...is there a way to stay involved ?	3/19/2018 10:00 PM

Township of Ignace Community Improvement Plan - Community Survey

26	I would be interested in promoting our town and the NWO we link to. My roots to Ignace and experience in tourism would be an asset to the community. I am happy to leave my cell as [REDACTED]	3/19/2018 9:55 PM
27	Ignace has so much potential, we need to move on from the mine days and create an environment that brings tourists and have them come back	3/19/2018 8:52 PM
28	I feel more creative engagement exercises to meet all groups in the community; Ignace is typified as a boom-bust having a stratified population, i.e. certain groups stick with certain groups. So it is important to go to these individual groups for their perspective as they may be intimidated in expressing viewpoints in formal settings. While a vision is important it is just as important to ensure continued long term funding to sustain the execution and longevity of the plan. Also, as part of the implementation perhaps using the philosophy "what's the smallest thing we can do to make the biggest impact" and grow from there.	3/19/2018 8:45 PM
29	No nuclear development. Our environment is too important to sell out for \$\$\$	3/19/2018 7:59 PM
30	long overdue	3/19/2018 7:41 PM
31	My grandfather purchased property in the 1960's and built a cabin. I pay taxes but am not considered a resident. You are really missing out on a tourism opportunity.	3/19/2018 7:16 PM
32	No. Glad it is being undertaken and will improve our town.	3/19/2018 7:08 PM

Q1 What are the top 5 things that keep you in Ignace?

Answered: 19 Skipped: 1

#	RESPONSES	DATE
1	Affordable utilities; affordable taxes; excellent communications; good municipal services; good policing	4/3/2018 3:35 PM
2	I have a few business ideas. I would be willing to invest the time and money if I thought the time/climate was right.	4/3/2018 3:33 PM
3	Family Laid back lifestyle Business opportunity Community support The lakes	4/3/2018 12:09 AM
4	Family Laid back lifestyle Business opportunity Community support The lakes	4/3/2018 12:06 AM
5	- people requiring employment counselling - people requiring employment training - employers actively seeking employees - increase in the number of job opportunities - community support	4/2/2018 11:32 AM
6	Small community. Quality of Life. Peace and tranquility. Access to fishing and hunting. Reasonable distance to larger centers.	4/2/2018 9:33 AM
7	friends, acquaintances, small town feel and support, ability to financially support friends who own the businesses in town, our business is here	3/31/2018 10:58 AM
8	quality of life, access to the wilderness, quiet, living on the lake, friendly residents	3/29/2018 4:45 PM
9	Been here a lifetime. It is home	3/28/2018 9:07 PM
10	Work friends family	3/28/2018 6:36 PM
11	Agimak Lake, proximity to wilderness, people.	3/28/2018 5:05 PM
12	Supportive community outdoor life quietness of small town living close to family/friends	3/28/2018 1:02 PM
13	Safe living Friendl people Free living- close to the bush freedom	3/20/2018 11:15 PM
14	How easy it is to get out into the bush and be by yourself to go fishing, hunting, berry picking etc; small size; affordable housing; my job; and close to other larger centres	3/20/2018 5:07 PM
15	People, cost of living, quiet pace (no traffic) Beauty of Nature, Employment.	3/20/2018 1:20 PM
16	Family, on trans Canada hwy, too cash strapped to move	3/19/2018 10:57 PM
17	My hometown,low crime,close to medical facility, family,	3/19/2018 10:48 PM
18	Highway access, Agimak Lake, proximity to hunting and fishing, variety of loyal clientele, close knit community	3/19/2018 8:47 PM
19	Home Family Thats it	3/19/2018 7:08 PM

Q2 What are the top 5 challenges for you as a business owner/operator in Ignace?

Answered: 16 Skipped: 4

#	RESPONSES	DATE
1	lack of professionals; lack of financing (banks); unrealistic property assessment; inconsistent policy changes; lack of service business	4/3/2018 3:35 PM
2	Enough customers to make a profit; financing; space/usable space	4/3/2018 3:33 PM
3	Available commercial space Shipping costs (getting products/equipment here, sending my product out) Reliable staff	4/3/2018 12:08 AM
4	- the number of jobs available is limited - the diversity of job types is lacking - there is a number of individuals who are not work ready - there is a decrease in young adult population	4/2/2018 11:37 AM
5	I work out of a home office and all my work is done online so I am unique and do not face challenges.	4/2/2018 9:36 AM
6	limited banking options with only the credit union here, no hardware store, limited hours on other local businesses that my clients need,	3/31/2018 11:01 AM
7	slow internet, power interruptions, no hardware store, limited shipping options	3/29/2018 4:47 PM
8	Hiring enough employees	3/28/2018 9:08 PM
9	Grange truck	3/28/2018 6:37 PM
10	Township practices - implementing bylaws that are not supportive of investors and hard workers, lack of transparency on council, mayor lining his own pockets, high taxes and fading infrastructure	3/28/2018 5:08 PM
11	Inconsistency of customers high taxes lack of resources in the community lack of advertising dwindling population	3/28/2018 1:03 PM
12	Lack of people Lack of busniess Lack of jobs	3/20/2018 11:15 PM
13	It is difficult to get trades people to come here to service equipmenet. It is difficult to find reliable people to work. There are local people who prefer to shop put of town.	3/20/2018 1:22 PM
14	Opportunity for businesss growth minimal Taxes Very little disposable income from population	3/19/2018 11:00 PM
15	Nil	3/19/2018 10:48 PM
16	Negative first impression of the downtown, limited community services, poor infrastructure, high unemployment rate, economic instability	3/19/2018 8:49 PM

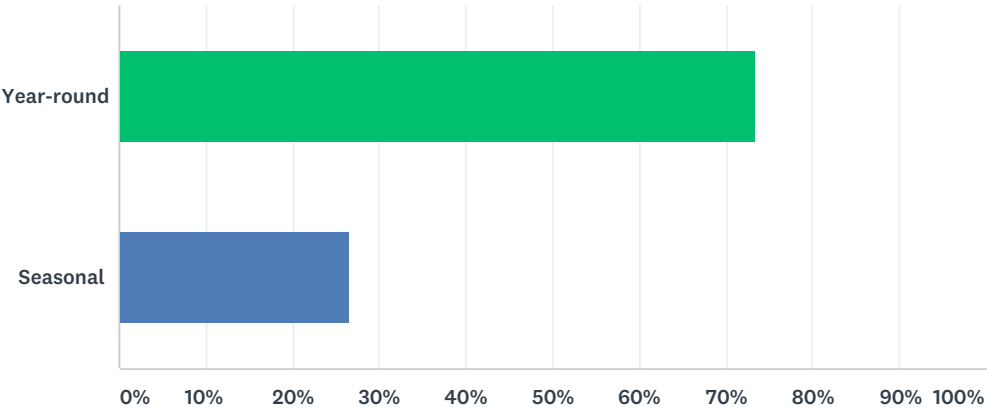
Q3 How many years have you had your business in Ignace?

Answered: 15 Skipped: 5

#	RESPONSES	DATE
1	1	4/3/2018 3:36 PM
2	pending	4/3/2018 3:34 PM
3	1	4/3/2018 12:08 AM
4	25	4/2/2018 11:38 AM
5	4-1/2	4/2/2018 9:36 AM
6	18	3/31/2018 11:01 AM
7	33	3/29/2018 4:47 PM
8	Forty years	3/28/2018 9:08 PM
9	Just now	3/28/2018 6:37 PM
10	8	3/28/2018 5:09 PM
11	1	3/28/2018 1:03 PM
12	5	3/20/2018 1:22 PM
13	50	3/19/2018 11:00 PM
14	40	3/19/2018 8:49 PM
15	8	3/19/2018 7:09 PM

Q4 Is this a year-round or a seasonal business?

Answered: 15 Skipped: 5



ANSWER CHOICES		RESPONSES	
Year-round		73.33%	11
Seasonal		26.67%	4
TOTAL			15

Q5 How many employees do you have at your peak time during the year?

Answered: 14 Skipped: 6

#	RESPONSES	DATE
1	1	4/3/2018 3:36 PM
2	I will have 3	4/3/2018 12:08 AM
3	2	4/2/2018 11:38 AM
4	0	4/2/2018 9:36 AM
5	3	3/31/2018 11:01 AM
6	7	3/29/2018 4:47 PM
7	18	3/28/2018 9:08 PM
8	2	3/28/2018 6:37 PM
9	6	3/28/2018 5:09 PM
10	2	3/28/2018 1:03 PM
11	6	3/20/2018 1:22 PM
12	4	3/19/2018 11:00 PM
13	4	3/19/2018 8:49 PM
14	2	3/19/2018 7:09 PM

