

Growth Community Improvement Plan

City of North Bay
December 2019

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1.0 Introduction

1.1 Background and Purpose

The City of North Bay’s vision from the Economic Development Strategic Plan is “to be a model for economic prosperity, a magnet for business investment and home to skilled workers, community resources and networks needed to support a vibrant community”. In order to attract business and workers to these areas, the City supports an “efficient and pleasant environment for all lifestyles” (Official Plan, p.7). Council’s strategic plan looks for ways to “facilitate the development of housing options to service the needs of the community” (Strategic Plan, p.11).

North Bay recognizes the importance of the downtown core. The vitality of a Downtown is often used as a means for evaluating the relative economic health of a community. It is essential to maintain a strong Downtown in order to portray a positive image of the community and investors.

As the City moves towards creating a diversified and resilient local economy, it must target its investment into employment, housing and the downtown core. Community Improvement Plans provide the Municipality tools under the Planning Act and Municipal Act to create opportunity in return for private sector investment and development in particular areas of the City.

2.0 Community Improvement Goals and Objectives

The goals of the Growth Community Improvement Plan (GCIP) are to encourage sustainable growth and development within housing, the industrial sector and the City’s Downtown Core.

The primary objective within the **Housing Target Area** (Schedule A) is to encourage infill and intensification of housing developments within the ‘Residential Intensification Area’ of the City. The Housing Target Area incentives will be available to applicants who are increasing the net amount of residential units within their existing residential building.

The goals of the Housing Target Area are:

- Stimulate private sector investment and development in the housing market;
- Encourage development of affordable home ownership opportunities as well as affordable rental opportunities;
- Promote renovation and intensification within the Residential Intensification Area; and

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- Encourage residential development which would encourage aging in place, affordable home ownership and rental and accessible units.

The primary objective within the **Industrial Target Area** (Schedule B) is to help support or encourage the creation of diversified employment opportunities and new employment opportunities within the City of North Bay. The development and redevelopment of Employment Lands will help to create a resilient local economy and expand our industrial tax base. In creating a vibrant economy and new employment opportunities, the City will attract new residents to North Bay and grow the City's population.

The City of North Bay will continue to invest in the creation of additional employment lands, but will rely on the private sector to invest in the creation of new employment opportunities and the rehabilitation of older buildings and industrial sites.

The goals of the Industrial Target Area include:

- Improve the market attractiveness and competitiveness of industrial land in North Bay;
- Enhance North Bay's image as an Industrial Hub in the North;
- Promote economic rehabilitation, revitalization, economic diversification, economic development and prosperity in North Bay;
- Increase investment in industrial land development in North Bay;
- Increase employment on industrial land and creating new employment opportunities and retaining existing employment;
- Increase the long-term industrial assessment base and industrial land property tax revenues; and
- Where appropriate, promote the redevelopment of brownfield sites for industrial use.

The primary objective within the **Downtown Target Area** and **Waterfront Target Area** (Schedule C and Schedule D respectively) is to achieve the revitalization of the core of the City. In order to accomplish this, the goals and priority of projects are:

- Create new, permanent jobs or full-time equivalent positions in the Downtown;
- Support infill development;
- Improve the physical condition of buildings in the target areas while providing for new usable space in the downtown area;
- Increase the number of residential units;
- Increase the number of professional workers;
- Maintain or increase property values;

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- Develop spaces or properties that are currently vacant or underutilized;
- Attract shoppers;
- Enhance the attractiveness and further develop the vision of the Downtown, as outlined in the City of North Bay's Official Plan;
- Support the development of the Downtown and Waterfront areas as a demand generator and tourism destination;
- Encourage development that complements the built form and commercial mix in the downtown, as outlined in the City of North Bay's Official Plan; and Support significant private sector investment.

3.0 Community Improvement Project Area

Section 28(2) of the *Planning Act*, permits Municipalities who have community improvement policies in the Official Plan, by by-law, to designate the whole or any part of the area covered by their Official Plan as a community improvement project area. The City of North Bay's Official Plan covers the entire City, and the Official Plan contains Community Improvement policies that permit the designation of the entire City as a Community Improvement Project area. The City has identified four (4) areas where community improvement is needed, these are; the Housing Target Area, the Industrial Target Area, Downtown Target Area and the Rails Lands Target Area.

The **Housing Target Area** will be the same boundary as the intensification area as identified on Schedule 11-'Residential Intensification Area' of the Official Plan and Schedule 'A' of this Plan.

The **Industrial Target Area** will apply to the entire City of North Bay. Eligible projects would include industrial development, redevelopment, rehabilitation and/or adaptive reuse of industrial buildings on properties zoned M1, M2, M3, M4, MBP, MR, MAP-A or MAP-G through Zoning By-law 2015-30 as amended. See Schedule 'B' for the Industrial Target Area.

The **Downtown Target Area** is bounded by Cassells Street to the north, McIntyre Street to the east, Sherbrooke Street to the south, Oak Street to the west and the future site for the 'Innovation Hub' to the south-west of the target area as shown on Schedule 'C' of this Plan. This area is considered North Bay's traditional downtown core and is made up of the Downtown Improvement Area (DIA).

The **Waterfront Target Area** is bounded by the former Kenroc site to the north, Oak Street to the east, Fisher Street to the south and Lake Nipissing to the west as shown on Schedule 'D' of this plan.

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4.0 CIP Incentive Programs

The financial incentive programs within the Growth Community Improvement Plan (GCIP) were developed to help retain and attract development and redevelopment of Housing, Industrial Lands, the Downtown Core and the Waterfront within the City of North Bay.

The programs within the GCIP are:

1. Tax Increment Grant
2. Municipal Fee Grant
3. Development Charges Grant
4. Professional Study Grant
5. Façade Improvement Grant
6. Building Improvement Grant
7. Public Art Grant
8. Sidewalk Patio Policy
9. Parking and Landscaping Grant
10. Parking Requirement Exemption
11. Parking and Transit fee Grant.

4.1 General Program Requirements

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

- a) In the Industrial Target Area, the proposed redevelopment, rehabilitation of an existing industrial building in a M1, M2, M3, M4, MBP, MR, MAP-A or MAP-G zone through Zoning By-law 2015-30, as amended, must include a minimum of a 25% increase in useable floor space or have a substantial increase in employment;
- b) An application for any financial incentive program contained in this CIP:
 - i) Can be made only for development, redevelopment, rehabilitation, and/or adaptive reuse of a building or property within the identified target areas of this CIP;
 - ii) Must be submitted to the City prior to the commencement of any works to which the incentive program will apply and prior to the application for a building permit; and
 - iii) Must include plans, drawings, studies, reports, cost and/or other studies, details and information as may be required by the City to satisfy the City with respect to project eligibility, design, performance and conformity with the CIP.
- c) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by City staff and the Chair of Community Services (hereinafter "Review Team"), who will make the decision to approve, deny or defer the application;
- d) Eligibility will be based on the allocated funds to the CIP, and the applications will be dealt with on a first come first serve basis. Applicants may receive partial funding, if the remaining funds cannot meet the request of the applicant;
- e) Applicants applying under this CIP cannot apply for a tax increment grant program under any other applicable CIP or similar incentives. Properties which

are located in multiple target areas can only apply for incentives in one target area for the lifetime of this plan;

- f) As a condition of approval, the applicant may be required to enter into a Grant Agreement with the City. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by Council or Council's designate;
- g) The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- h) The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant;
- i) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the approved grant may be delayed, reduced or canceled, and the applicant may be required to repay part or all of the approved grant;
- j) The applicant will have one (1) year from the time of approval of the application to submit the required information to receive their grant payment. The applicant may apply for an extension in writing; the Review Team has the authority on behalf of Council to grant extensions. Failure to meet the one (1) year requirement, and where no extensions have been given, the application will be deemed to have been denied and no grants will be given;
- k) The City may discontinue any of the programs contained in the CIP at any time, but applicants with approved grants will still receive said grant, subject to meeting the general and program specific requirements in the allotted time;
- l) Proposed land uses must be in conformity with the Official Plan, Zoning By-law and other planning requirements and approvals;
- m) All proposed works approved under the incentive programs shall conform to provincial laws and City guidelines, by-laws, policies, procedures, and standards;

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- n) All works completed must comply with the description of the works as provided in the application form and contained in the grant agreement, if required, with any amendments as approved by the City;
- o) All construction and improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- p) Where required by the City, outstanding work orders, and/or orders or requests to comply, and/or other charges from the City must be satisfactorily addressed prior to grant approval or payment;
- q) Property taxes must be in good standing at the time of program application, approval and throughout the entire length of the grant commitment;
- r) City staff, officials, and/or agents may inspect any property that is the subject of an application for any of the incentive programs offered by the City;
- s) The total of all grants and tax assistance provided in respect of the particular lands and buildings for which an applicant is making the application under the programs contained in this CIP and any other applicable CIPs shall not exceed the eligible costs of the improvements to those particular lands and buildings under all applicable CIPs;
- t) An approved application permits City Staff, Officials and/or agents of the City the right to announce approved financial grants once the work has commenced or as agreed upon by the City and the applicant; and
- u) Proponent agrees to provide annual reporting documentation for the entirety of their tax increment period (four (4) years).

4.2 Tax Increment Grant

4.2.1 Purpose

The purpose of the Tax Increment Grant program is to provide financial incentives to stimulate new private sector investment by new and existing businesses and intensification of residential units in the form of development, redevelopment, rehabilitation and/or adaptive reuse of buildings in the eligible target areas.

4.2.2 Description

This program can provide an annual tax increment based grant of up to 100% in year one (1), 75% in year two (2), 50% in year three (3) and 25% in year four (4) following the completion and occupancy of a building that has been constructed or renovated. The incremental tax is only the new assessment of the work that was completed. Successful applicants will be required to pay their tax bill in entirety in year five (5).

Grant Percentage	Year
100%	1
75%	2
50%	3
25%	4
0%	5

4.2.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, program specific requirements, be located in an eligible target area and subject to the availability of funding as approved by Council. Applicants will be required to pay all taxes when required and receive a grant once the work has been completed to the satisfaction of the City for the portion of their incremental taxes.

4.2.4 Eligible Target Areas

Applicants within the **Housing Target Area**, **Industrial Target Area**, **Downtown Target Area** and the **Waterfront Target Area** are eligible to apply for the Tax Increment Grant Program.

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4.2.5 Eligible Costs

The eligible cost for a grant under the Tax Incremental Grant Program is the incremental amount of the municipal portion of taxes paid by the applicant as a result of the development, redevelopment of the site/project.

4.3 Municipal Free Grant

4.3.1 Purpose

The purpose of the Municipal Fee Grant Program is to provide a grant for the required municipal fees for a project within the eligible target areas.

4.3.2 Description

This program can provide a grant of 100% of the municipal fees to a maximum of \$250,000 required for the development or redevelopment of a project within an eligible target area. The eligible grant includes:

- Demolition Permits;
- Building Permits;
- Planning Act Applications (including Official Plan Amendments, Zoning By-law Amendments, Draft Plan of Subdivision/Condominium, Consent, Minor Variance, Site Plan Control Agreement);
- Encroachment Agreements; and
- Sign Permits.

4.3.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements. Applicants will be required to pay all Municipal Fees when required and receive a grant once the work has been completed to the satisfaction of the City. The maximum potential grant under this program for all municipal fees identified in Section 4.3.2 is \$250,000 and subject to the availability of funding as approved by Council.

4.3.4 Eligible Target Area

Applicants within the **Housing Target Area, Industrial Target Area, Downtown Target Area** and the **Waterfront Target Area** are eligible to apply for the Municipal Fee Grant Program.

Up to 100% of the municipal fees identified in Section 4.3.2 are eligible to be granted back to successful applicants up to a maximum of \$250,000.

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4.4 Development Charges Grant

4.4.1 Purpose

The purpose of the Development Charges Grant program is to provide a grant for the required Development Charges for development in the eligible target areas.

4.4.2 Description

The program can provide a grant of up to 100% of the required Development Charges up to a maximum of \$250,000.

4.4.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements. Successful applicants will be required to pay development charges in full and will receive a grant once all work has been completed.

Where a project is exempt from Development Charges under the Development Charges By-law, the Development Charges By-law supersedes this CIP.

4.4.4 Eligible Target Areas

Applicants within the **Housing Target Area**, **Industrial Target Area**, **Downtown Target Area**, and **Waterfront Target Area** are eligible to apply for the Development Charges Grant.

4.4.5 Eligible Costs

Applicants can receive a 100% grant on the required development charges up to a maximum of \$250,000.

4.5 Professional Study Grant

4.5.1 Purpose

The purpose of the Professional Study Grant program is to provide a financial incentive to offset the cost of hiring a Professional Engineer, Architect and/or a Qualified Designer for the design of a proposed housing project, downtown project or industrial development.

4.5.2 Description

This program can provide a grant equal to 50% of the cost to a maximum of \$5,000 to hire a Professional Engineer, Architect and/or a Qualified Designer to develop plans and designs for buildings within the Housing Target Area and the Industrial Target Area.

For the Downtown Target Area, 75% of the cost for Professional Engineer and/or Architect and/or Qualified Designer will be available to a maximum of \$5,000.

4.5.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the program specific requirements, and subject to the availability of funding as approved by Council.

The Professional Study Grant is only eligible when the project has received a building permit and has begun construction.

Within the Housing Target Area, property owners can apply under the Professional Study Grant after the design work has been completed but construction must take place within six (6) months of drawings being prepared.

4.5.4 Eligible Target Areas

Applicants within the **Housing Target Area**, **Industrial Target Area** and the **Downtown Target Area** are eligible to apply for the Professional Study Grant program.

4.5.5 Eligible Costs

The eligible costs for the Professional Study Grant are up to 50% of the costs to engage a third party engineer, architect and/or a licensed small building designer for up to a maximum of \$5,000 except within the Downtown Target Area where 75% of the cost for Professional Engineer and/or Architect and/or Qualified Designer will be available to a maximum of \$5,000.

4.5.6 Ineligible Costs

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The following costs are not eligible for funding under the Professional Study Grant program:

- Costs not directly associated to the development of a renovation study;
- Costs associated to the development of a Business Plan or Feasibility Study;
- Capital costs;
- Operating costs;
- Administration costs;
- Employment wages;
- Refinancing or Bank charges; and
- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.

The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified in Sections 4.5.5 and 4.5.6 with City Staff.

4.6 Façade Improvement Grant

4.6.1 Purpose

The intent of the Façade Improvement Grant program is to support applicants in obtaining the funds necessary for upgrading building façades within the Downtown Target Area. The Official Plan encourages “attractive private sector facades and signage that enhance the physical appearance and traditional/historic character of the Central Business District will be encouraged. Use of traditional features such as awnings, front lit sign boards and other similar treatments are encouraged”. In order to maintain the character of the downtown, certain design criteria will need to be fulfilled in order to receive funds for façade upgrades.

4.6.2 Description

The Façade Improvement program can offer successful applicants up to 50% funding to a maximum amount of \$15,000 when upgrading façades that meet the general intent of this program. An evaluation chart will be used to evaluate Façade Improvement Grant applications. The evaluation chart is included in Schedule ‘G’. Applicants are encouraged to review the matrix to ensure their application is achieving the objectives of the program.

Applicants are required to include professional design drawings for proposed façade upgrade projects. The costs associated with the development of these drawings by a professional third party are not eligible under the Façade Improvement Grant program but may be eligible for funding under the Professional Study Grant Program.

Examples of eligible façade improvements include but are not limited to; masonry cleaning, restoration, installation of storefront awnings, redesign of storefronts, installation of appropriate signage, replacement or repair of cornices, parapets and other architectural features.

Schedule ‘G’ of this Plan will be used by the review team to evaluate the proposed work and design elements and determine on a sliding scale the amount of funding. Some criteria may not be applicable for every application. These criteria would be taken out and the overall score would be reflective of the remaining criteria

4.6.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, subject to the availability of funding as approved by Council and meeting the general intent of the Façade Improvement Grant Program.

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Buildings fronting onto two or more Municipally Maintained Roads may be eligible to apply for two façade improvement grants, provided the design and proposed work is meeting the general intent of Schedule 'G' of this Plan.

4.6.4 Eligible Target Area

Applicants within the **Downtown Target Area** are eligible to apply for the Façade Improvement Grant Program.

4.6.5 Eligible Costs

The following costs are eligible to receive up to 50% funding to a maximum of \$15,000.

- Construction materials; and
- Construction costs.

4.6.6 Ineligible Costs

The following costs are not eligible for funding under the Façade Improvement Grant Program:

- Costs not directly associated to the development of a renovation study;
- Costs associated to the development of a Business Plan or Feasibility Study;
- Capital costs;
- Operating expenses;
- Administration costs;
- General maintenance to the façade, including window replacement unless part of larger façade project;
- Employee wages;
- Refinancing or Bank charges; and
- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.

The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified in Sections 4.6.5 and 4.6.6 with City Staff.

4.7 Building Improvement Grant

4.7.1 Purpose

The purpose of the program is to support capital projects that will allow for the establishment of new businesses or the significant enhancement of existing businesses or the creation of new residential units.

The Building Improvement Grant program is not intended to support maintenance projects, general building projects, minor repairs and/or tenant fit-ups.

4.7.2 Description

The Building Improvement Grant program can offer successful applicants up to 50% funding to a maximum amount of \$30,000.

4.7.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the program specific requirements, and subject to the availability of funding as approved by Council.

This grant is only eligible when a building project includes a façade improvement component as outlined in Section 4.6 or when façade improvements under Section 4.6 have been completed within the five (5) years prior to the application. Façade improvements completed five (5) years prior to Building Improvement Grant application must fulfill the general intent of the Façade Improvement Program. Consideration will be given to multi-tenant buildings and buildings that currently meet the general intent of the façade improvement program.

Eligible projects might include, but are not necessarily limited to;

- Structural repairs;
- Fire safety projects;
- Construction of new residential units and other major renovations; or
- Construction that results in the establishment of new useable space.

Applicants are required to include professional design drawings for proposed projects. The costs associated with the development of these drawings by a professional third party are not eligible under the Building Improvement Program but may be eligible for funding under the Professional Study Grant Program.

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4.7.4 Eligible Target Area

Applicants within the **Downtown Target Area** are eligible to apply for the Building Improvement Grant Program.

4.7.5 Eligible Costs

- Third-party contractor fees; and
- Construction Materials.

4.7.6 Ineligible Costs

The following costs are not eligible for funding under the Building Improvement Grant program:

- Operating expenses;
- General Maintenance expenses;
- Administration costs;
- Labour costs (non-third party);
- Employee wages;
- Refinancing and Bank charges;
- Tools and Equipment;
- Consultation fees eligible for funding under Professional Study Grant program; and
- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.

The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified in Sections 4.7.5 and 4.7.6 with City Staff.

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4.8 Public Art Grant Program

4.8.1 Purpose

The purpose of this program is to help to promote uniqueness, sense of place, community spirit and vibrancy in Downtown North Bay through the provision of art forms on both public and private properties.

4.8.2 Description

The Public Art Grant provides a grant of 50% of matching funds to a maximum of \$2,500 for eligible art pieces and displays on public and private property that are clearly visible to the public. The maximum grant per property is \$2,500 with a maximum of one application per property per year.

All art pieces and displays must be pre-approved by the City through the Public Art Advisory Committee (PAAC).

4.8.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements, the availability of funding as approved by Council and the approval of the installation of the art piece by the Public Art Advisory Committee (PAAC).

Eligible art pieces will be determined by the Public Art Advisory Committee (PAAC) and the review team.

4.8.4 Eligible Target Area

Applicants within the **Downtown Target Area**, the **Waterfront Target Area** and the major arterial roads within the **Housing Target Area** are eligible to apply for the Professional Art Grant.

4.8.5 Eligible Costs

The following types of costs are considered eligible for a grant under this program:

- Materials;
- Installation; and
- Lighting and landscaping that highlights the public art.

Types of work eligible for a grant under the Professional Art Grant:

- Murals;

- Sculptures;
- Paintings;
- Local heritage based art pieces and displays;
- Interactive art pieces and displays; and
- Any other art piece approved by the Public Art Advisory Committee.

4.8.6 Ineligible Costs

The following costs are not eligible for funding under the Professional Art Grant program:

- Art installations that have not been approved by the Public Art Advisory Committee (PAAC);
- Outdoor public or private art installation that are incapable of withstanding the elements or lack durability;
- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.
- General maintenance of Public Art.

The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified in Sections 4.8.5 and 4.8.6 with City Staff.

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4.9 Sidewalk Patio Grant Program

4.9.1 Purpose

The purpose of the Sidewalk Patio Grant program is to provide businesses in the downtown area with the opportunity to utilize publicly owned sidewalks and on-street parking spaces in order to permit sidewalk patios.

4.9.2 Description

The sidewalk patio grant provides successful applicants with up to a 100% grant up to a maximum of \$1,000 to support professional fees associated with the design of the sidewalk patio and up to a 100% grant up to a maximum of \$1,000 to support eligible construction costs associated with the sidewalk patio.

4.9.3 Program Requirements

Successful Applicants shall be required to enter into a standard Sidewalk Patio Agreement with the City of North Bay. At that time the Applicant will be required to provide the following:

- A Certificate of Insurance for public liability (personal injury and property damage insurance) in the minimum amount of five million dollars (\$5,000,000) naming the Corporation of the City of North Bay as an additional insured
- A Certificate issued by the Workplace Safety and Insurance Board.
- The Rental Fee of \$100 per parking space per month the patio is installed (if applicable); and
- A PIN Sheet for subject property

4.9.4 Eligible Target Area

Applicants within the **Downtown Target Area** are eligible to apply for the Sidewalk Patio Program.

4.9.5 Eligible Costs

The following costs are considered eligible for a grant under this program:

- Up to 100% to a maximum of \$1,000 to support professional fees associated with the design of the sidewalk patio; and
- Up to 100% to a maximum \$1,000 to support eligible construction costs associated with the sidewalk patio.

4.9.6 Ineligible Costs

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The following costs are not eligible costs under the Sidewalk Patio Grant:

- Operating expenses;
- General Maintenance expenses;
- Administration costs;
- Employee wages;
- Refinancing and Bank charges;
- Tools and Equipment;
- Consultation fees eligible for funding under PSG program; and
- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.

The list above is not intended to be all inclusive. Applicants should confirm the eligibility of any costs not identified in Sections 4.9.5 and 4.9.6 with City Staff.

4.10 Parking and Landscaping Grant Program

4.10.1 Purpose

The purpose of the Parking and Landscaping Grant Program is to help revitalize existing parking lots and parking spaces in order to make them safer, more sustainable and visually appealing.

4.10.2 Description

The Parking and Landscaping Program provides grants of 50% of matching funds with a maximum of up to \$5,000 for projects that make parking lots safer, more sustainable and visually appealing.

4.10.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements and the availability of funding as approved by Council.

4.10.4 Eligible Target Area

Applicants within the **Downtown Target Area** and the **Waterfront Target Area** are eligible to apply for the Parking and Landscaping Program.

4.10.5 Eligible Costs

Following types of costs are considered eligible for a grant under this program:

- Materials;
- Installation & labour; and

- Lighting & landscaping that improves the safety, visual appeal and sustainability of the parking area.

Projects that incorporate low-impact development will be given priority. These projects could include:

- Permeable Pavements;
- Rainwater Harvesting;
- Rain Gardens; and
- Absorbent Landscaping.

Applicants are required to include professional design drawings for proposed projects. The costs associated with the development of these drawings by a professional third party are not eligible under the Parking and Landscaping Grant Program but may be eligible for funding under the Professional Study Grant Program.

4.10.6 Ineligible Costs

The following municipal fees are specifically excluded for reimbursement under the Parking and Landscaping Grant Program:

- Any costs incurred prior to the submission of a formal CIP application which has been deemed complete by the City.

The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified within Sections 4.10.5 and 4.10.6 with City Staff.

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4.11 Parking Requirement Exemption Program

4.11.1 Purpose

The purpose of the Parking Requirement Exemption Program is to incentivize new businesses and residential units to locate within the downtown area by providing a reduction of parking requirements.

4.11.2 Description

The Parking Requirement Exemption Program can provide a reduction in the parking requirements from the Zoning By-law for new businesses and residential units when located within the Downtown Target Area.

4.11.3 Program Requirements

Applicants are eligible to apply for this program, subject to meeting the general program requirements.

4.11.4 Eligible Target Areas

Applicants within the **Downtown Target Area** are eligible to apply for the Parking Requirement Exemption Program.

4.11.5 Eligible Costs

There are no eligible or ineligible costs associated with this program.

4.12 Parking and Transit Fee Grant Program

4.12.1 Purpose

The purpose of the Parking and Transit Fee Grant Program is to provide a grant for parking permits and transit passes for employees of new and/or expanding businesses and residents in the downtown. The purpose is to further incentivize new employment opportunities and more residential units in the downtown.

4.12.2 Description

The Parking and Transit Fee Grant program can provide a grant for new and/or expanding eligible businesses in the downtown for up to a 50% grant on parking permit fees or monthly transit passes for a maximum of three (3) years. Net new residential units are eligible for a one (1) year grant of 50% on parking permits and monthly transit pass fees¹.

4.12.3 Program Requirements

Applicants are eligible to apply for funding under this program, subject to meeting the general program requirements and the availability of funding as approved by Council.

Employers that apply for the program must show proof of how many individuals they employ in order to receive the parking fee or transit fee reduction. Landlords that apply for the program must show proof of how many individuals live within their building in order to receive the parking or transit fee grant to a maximum of two parking passes for each residential unit.

4.12.4 Eligible Target Areas

Applicants within the **Downtown Target Area** are eligible to apply for the Parking and Transit Fee Grant program.

4.12.5 Eligible Costs

Eligible costs include parking pass permits and monthly transit pass fees.

4.12.6 Ineligible Costs

Ineligible costs include parking passes on private property.

¹ Only two parking fee grants can be given for each residential unit. Transit passes are limited to the number of individuals on the applicable lease.

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The list above is not intended to be inclusive. Applicants should confirm the eligibility of any costs not identified within Sections 4.12.5 and 4.12.6 with City Staff.

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5.0 Monitoring Program

The monitoring program described in this section has several purposes. It is designed to:

- a. Monitor funds dispersed through the CIP incentive programs by program type to determine how the programs are being utilized, and allow Council to properly budget for the incentive programs;
- b. Receive and monitor feedback from applicants to the incentive programs so that adjustments can be made to the incentive programs, as required. Successful applicants will be required, after year 1,2, 3,4 and 8 of receiving incentives, to submit a reporting sheet, which identifies new job creation and the private sector investment; and
- c. Monitor the economic performance and impacts such as investment and new employment associated with projects taking advantage of the CIP incentive programs.

This CIP is not intended to be a static planning document. It is intended to rehabilitate, revitalize, diversify and strengthen the economy, housing and the downtown in North Bay by creating a model for economic prosperity and enhancing the local economy to be diverse and resilient. The CIP will grow the economy through targeted investment attraction, entrepreneurship development and business expansion and create intensification and infill development potential for housing.

The monitoring of the CIP will assist in making adjustments to the plan and incentives. It will also provide Council with the required information to see the successes of the programs to provide future funding or to amend the programs or cancel them.

The CIP is expected to be in place for a term of five (5) years or until the depletion of the financial contribution of Council. The length of the program will be based on available funds and direction from Council and may be shorter than the anticipated five (5) years if it is not meeting the mandate of Council.

The CIP will be utilized by the Economic Development Department and Invest North Bay, both of which will provide an important role in monitoring the success of the program and the incentives and in hearing feedback from perspective applicants.

City of North Bay

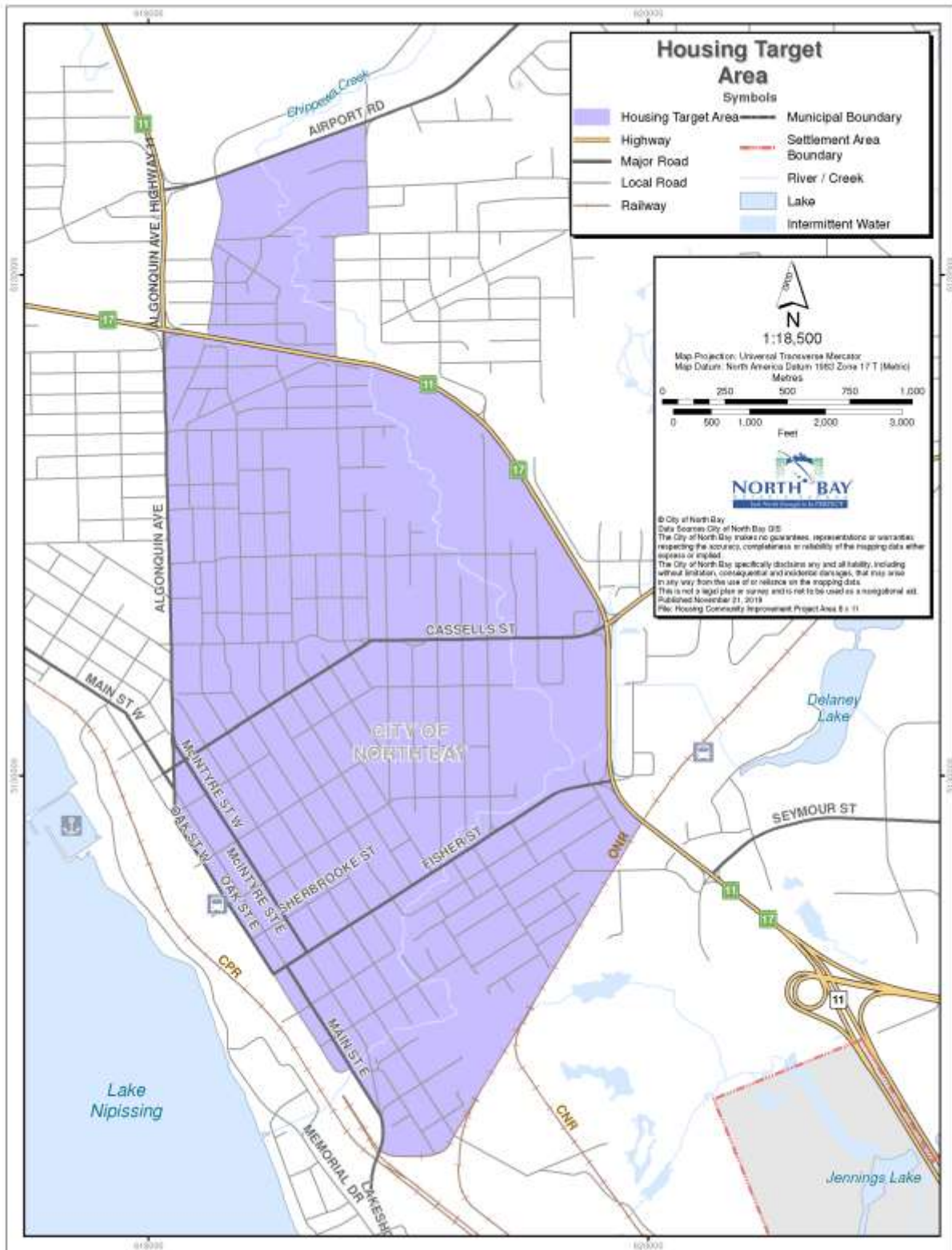
Growth Community Improvement Plan

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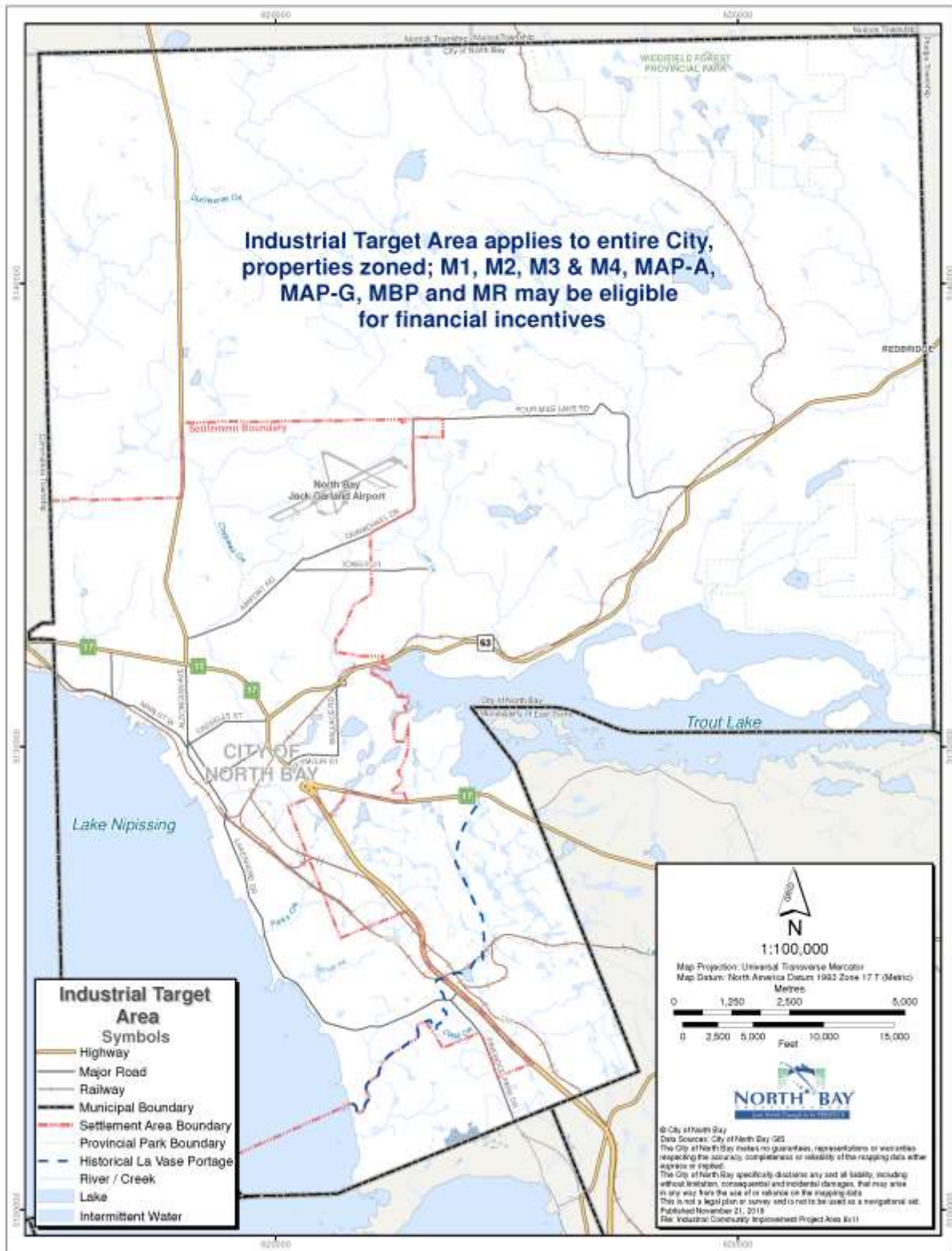
6.0 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated, reduced or discontinued without an amendment to this Plan. Increases in funding provided by the financial incentives contained in this CIP, or the addition of any new incentive programs to this CIP, will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*. The City may periodically review and adjust the terms and conditions of any of the programs contained in this Plan, without amendments to the Plan

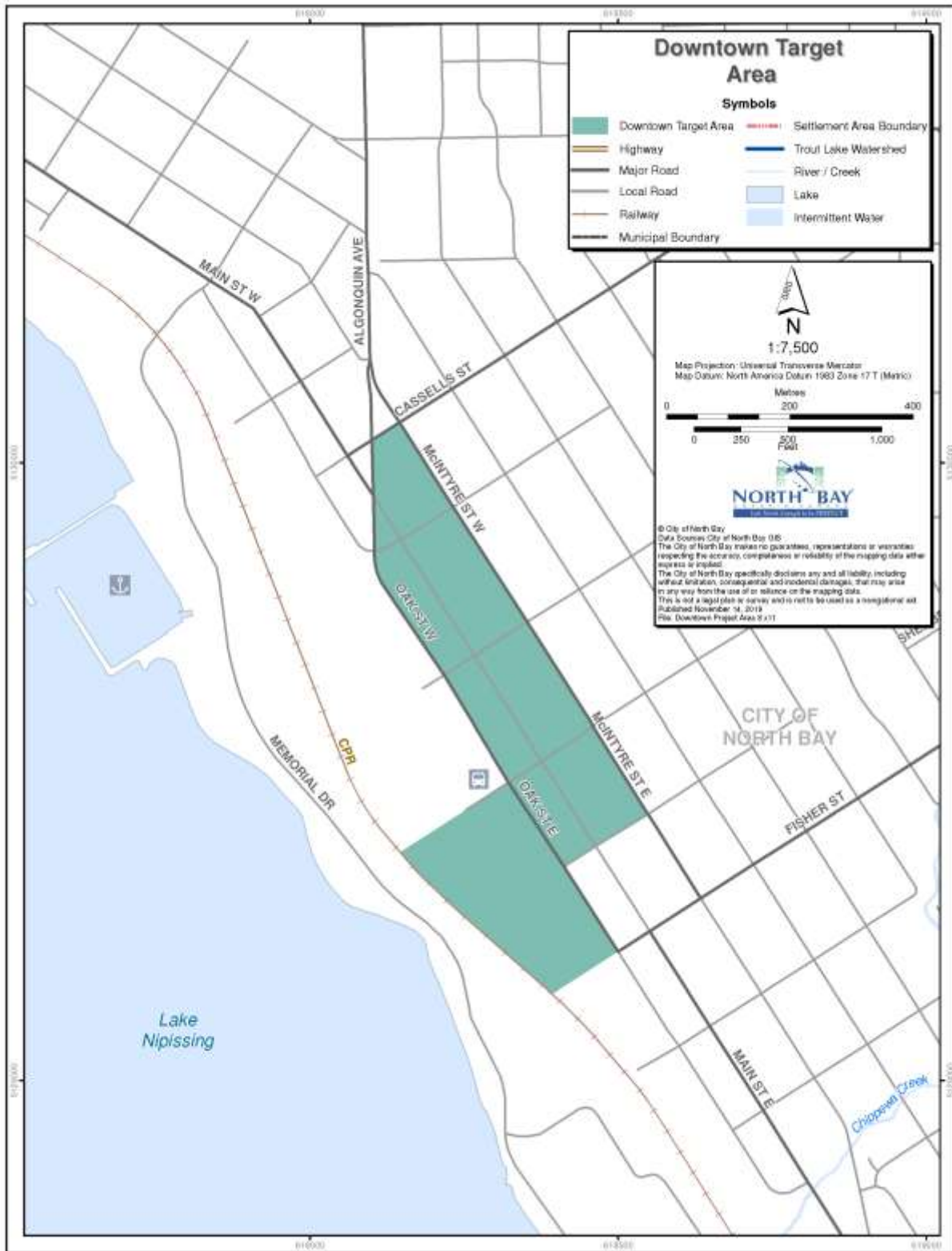
Schedule 'A' – Housing Target Area



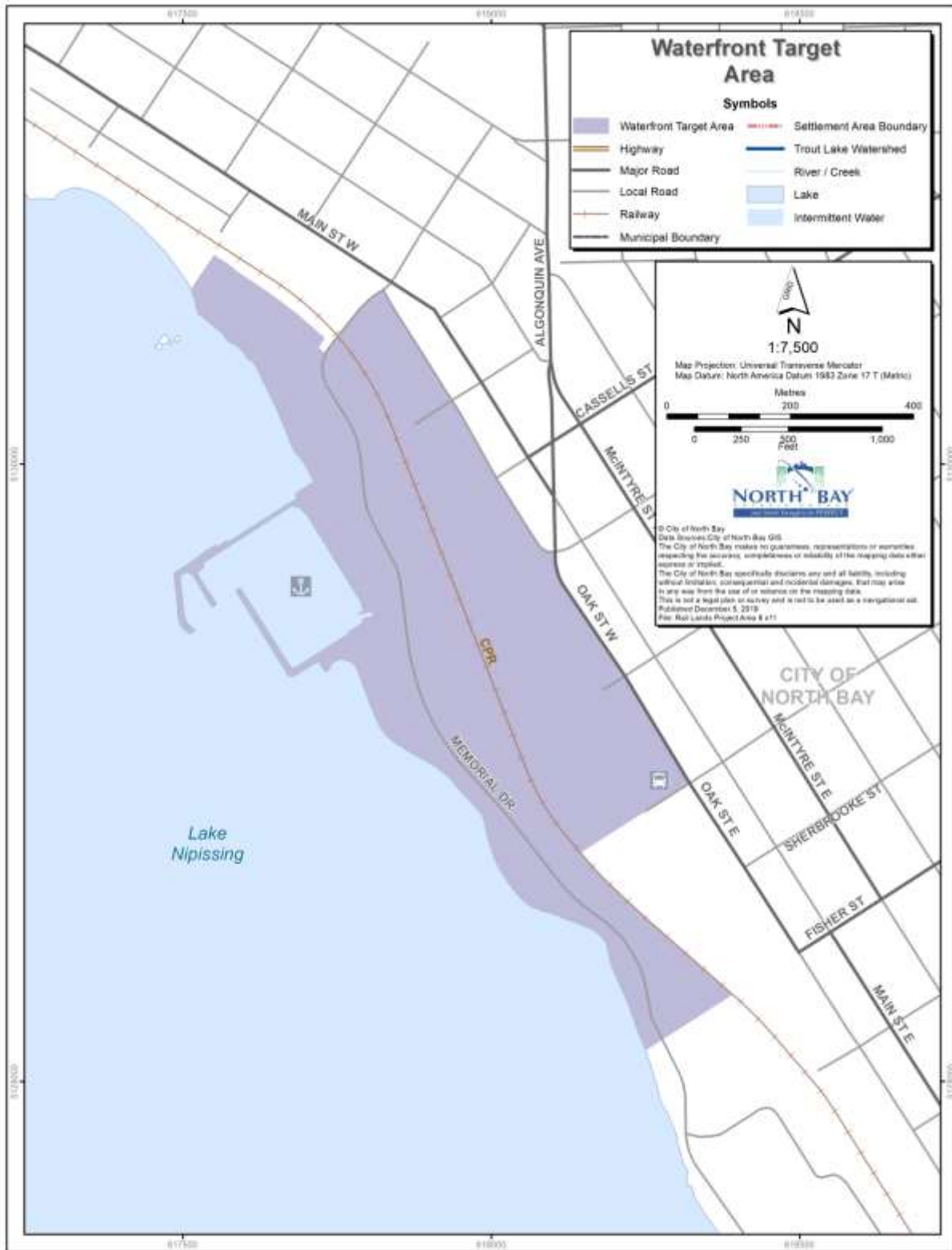
Schedule 'B' – Industrial Target Area



Schedule 'C' – Downtown Target Area



Schedule 'D' – Waterfront Target Area



Schedule E- Legislative Framework

Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses.

Prohibited actions include:

- Giving or lending any property of the municipality, including money;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and
- Giving a total or partial exemption from any levy, charge or fee.

This prohibition is generally known as the “bonusing rule”. Section 106 (3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under subsection 28 (6), (7) or (7.2) of the *Planning Act* or under section 365.1 of the *Municipal Act, 2001*. It is the exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt community improvement plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance for environmental remediation costs will be permitted to provide said tax assistance for municipal property taxes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Ontario Planning Act

Section 28 of the *Planning Act* allows the council of a local municipality with provisions in their official plans relating to community improvement to designate by by-law the whole or any part of an area covered by such an official plan as a “community improvement project area”. Under the CIP the Municipality may:

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement;
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan;

- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan; and
- iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan.

Section 28 (1) of the *Planning Act* defines “community improvement” as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, 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”. This represents a wide range of municipal actions that a municipality can take.

Section 28 (7.1) of the *Planning Act* provides specific guidance on the eligible costs of a CIP in relation to the municipal provision of grants and loans for the purpose of carrying out a CIP that has come into effect. Section 28 (7.1) of the *Planning Act* specifies that these eligible costs may 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 (7.3) of the *Planning Act* specifies that the total of all grants and loans made in respect of particular lands and buildings under Section 28 (7) and (7.2) of the *Planning Act* and tax assistance provided under Section 365.1 of the *Municipal Act, 2001* in respect of the land and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

Section 28(11) of the *Planning Act* allows a municipality to register an agreement concerning a grant or loan made under subsection 28(7) or an agreement entered into under subsection 28(10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof 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 or tenants of the land.

Section 69 of the *Planning Act* allows municipalities the ability to reduce or waive the amount of a fee in respect of a planning application where it feels payment is

unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Alternatively, a municipality can collect fees and then provide a grant equal to part or all of the fees in the form of a grant, this must be done through a CIP.

Development Charges Act

The Development Charges Act, 1997 c.27 permits the Council of a Municipality to pass by by-law development charges against land to pay for increased capital costs required because of increased needs for services arising from development. Before a municipality may pass a development charge by-law, the council shall complete a development charge background study. A development charge by-law expires five years after the day it comes into force.

The City of North Bay currently has a development charges By-law, By-law No.2019-72, which came into effect on October 8, 2019.

The current development charges by-law exempts industrial and residential uses from development charges. Industrial uses are defined as “the use of land, structure, or building for the purpose of carrying out manufacturing processes, and also includes transportation, wholesale, warehousing, storage or shipping

Schedule F- Policy Framework

Provincial Policy Statement, 2014

The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act* and provides direction on matters of provincial significance related to land use planning and development. The *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”. The vision for land use planning in Ontario in the PPS states that “the long-term prosperity and social well-being of Ontarians depends on planning for strong, sustainable communities for people of all ages, a clean and healthy environment, and a strong competitive economy”.

The PPS supports the preparation of a Growth CIP directly tied to employment lands, infill and the intensification of housing options and downtown rejuvenation.

Growth Plan for Northern Ontario

The Growth Plan for Northern Ontario has been prepared under the Places to Grow Act, 2005. The Act sets out the following purposes:

- a) to enable decisions about growth to be made in ways that sustain a robust economy, build strong communities and promote a healthy environment and a culture of conservation;
- b) to promote a rationale and balanced approach to decisions about growth that builds on community priorities, strengths and opportunities and makes efficient use of infrastructure;
- c) to enable planning for growth in a manner that reflects a broad geographical perspective and is integrated across natural and municipal boundaries;
- d) to ensure that a long-term vision and long-term goals guide decision-making about growth and provide for the co-ordination of growth policies among all levels of government.

The Growth Plan for Northern Ontario provides six (6) guiding principles. One (1) of the guiding principles relating to employment lands is “creating a highly productive region, with a diverse, globally competitive economy that offers a range of career opportunities for all residents”.

The Growth Plan sets out an Economic Action Plan for Northern Ontario; the plan promotes collaboration with the federal government, as well as business and industry, municipalities, Aboriginal communities and organizations, the education and research sectors, and community organizations on economic development strategies for existing and emerging priority economic sectors.

The Growth Plan has identified existing and emerging priority economic sectors and the distinct competitive advantages that Northern Ontario can offer in advanced manufacturing, agriculture, aquaculture, and food processing, arts, culture and creative industries, digital economy, forestry and value-added forestry-related industries, health sciences, minerals sector and mining supply and services, renewable energy and services, tourism, transportation, aviation and aerospace and water technologies and services.

North Bay Strategic Plan, 2017-2027

The vision of North Bay's Strategic Plan is "our North Bay will be economically prosperous for all residents, by ensuring that we have a vibrant, integrated and balanced community rooted in the natural beauty of Ontario's near north".

The values identified through the Strategic Plan, 2017-2027 is "Integrity and trust, community focused, respect, excellence and stewardship". The challenges we are currently facing are "population growth, jobs, public engagement, fiscal sustainability and awareness of our City".

The strategic priorities are; natural, north and near, economic prosperity, affordable balanced growth, spirited safe community, and responsible and responsive government.

The strategic plan for economic prosperity states "Our North Bay is open for business and creates a diverse range of employment opportunities for all residents". In meeting this goal the City will identify and pursue opportunities to:

- Promote and support public and private sector investments;
- Explore and implement opportunities to streamline processes, policies and practices that make it easier and more effective to do business in North Bay;
- Attract investment by better telling the North Bay story regionally and across Ontario;
- Leverage North Bay's significant unique assets to drive economic growth, such as the airport and deep knowledge of relevant industry sectors;
- Create an environment that supports entrepreneurship in North Bay;
- Cultivate the growth and expansion of existing businesses in North Bay and in surrounding communities;
- Engage the business community stakeholders in defining long term work force needs and development, attraction and retention of talent;
- Engage Canadore College and Nipissing University with local employers in developing skilled labour and development opportunities;

- Be engaged in immigration activities as a tactic to increase the size and diversity of the labour force;
- Celebrate and encourage multi-culturalism, recognizing its role in economic development;
- Build on existing sports community to drive sports tourism;
- Foster arts and culture as a key contributor to attracting talent and supporting creative businesses; and
- Identify existing business sectors and explore opportunities for future growth.

Economic Strategic Plan

The vision of the plan is “North Bay is a model for economic prosperity, a magnet for business investment and home to the skilled workers, community resources and networks needed to support a vibrant community”.

A goal identified through the plan is to provide for “a diversified and resilient local economy”, the strategic objective to reach the goal is to “grow the economy through targeted investment attraction, entrepreneurship development and business expansion”. The selected action to meet this goal is to “target investment attraction to sectors with a strong value proposition, develop a formal ambassadors program; strengthen collaboration among entrepreneurship; encourage innovation; and implementation of the Downtown Waterfront Master Plan”.

The Economic Development Strategic Plan identifies specific industry sectors that hold growth potential in North Bay; the sectors are categorized as high, medium or exploratory in terms of priority. The sectors identified as high priority include rail car refurbishment, mining sector and supply chain, aviation MRO and film and television. All of these high priority sectors have an industrial use associated with them.

An action item identified through the strategic plan for achieving a “diversified and resilient local economy” is to “focus incentives on target sectors through Community Improvement Plans to supplement provincial and federal funding programs”.

Official Plan

The City of North Bay's Official Plan has specific policies which speak to employment lands, housing and the downtown of the City. The following sections identify the overall planning direction for these areas and support the creation of a Growth CIP.

The vision of the Official Plan is:

“North Bay is a City where:

- Individuals and families can enjoy a safe, healthy and secure quality of life;
- Employment and education for all levels of qualification will be provided; and
- Economic and community development that represents good planning and maintains or enhances the City's natural and cultural setting will be encouraged.

A goal of Council is to grow and develop North Bay in a sustainable manner.

“Sustainability’ in the City of North Bay land use context means that the community will continue to work towards maintaining and enhancing its attributes and improve conditions that lead to a better quality of life for future generations. The three elements of sustainable development being economic, social/cultural and environment will be considered in an integrated manner by Council in order to make good land use planning decisions” (Official Plan, p.4).

The proposed CIP will encourage growth and development through new Industrial operations while social and cultural growth will be captured in the housing and downtown target areas of this CIP.

Housing Policies

The objective of the Plan is to “concentrate new growth and redevelopment within the Settlement Area and to develop new land for residential, employment, commercial, park and open space and institutional uses. The Settlement Area is sized to meet current and future land uses requiring full municipal services.

The Housing Target area is to support the intensification of existing units is supported by the following policies within the Official Plan. The Housing Target area has been established in the CIP, and has the same boundaries as Schedule 11-‘Residential Intensification Area’ of the Official Plan.

2.1.1 Infill and intensification developments will be primarily encouraged in the Central Business District (CBD) and surrounding neighbourhoods, where appropriate, and where adequate municipal services, facilities, and transit routes exist. Infilling and

intensification will also be promoted in other areas of the City where there is appropriate infrastructure and new development or redevelopment is compatible with surrounding land uses.

2.1.11 It is the general intent of this Plan to encourage the development and maintenance of an efficient and pleasant environment for all lifestyles. In providing for these demands, the objective is an appropriate mixture of densities and an arrangement that will minimize conflicts between different forms of housing.

2.1.11.1 It is intended that a balanced program providing for the conservation, rehabilitation and redevelopment of the existing housing stock shall be carried out as appropriate, so that dwellings in the community may not fall below an acceptable minimum standard of maintenance and occupancy.

2.1.11.2 The following general policies are intended to assist the City in its determination of housing requirements for the various special needs groups in the City:

- a) To encourage the existence of an adequate supply and diversity of residential accommodation by type and tenure to satisfy the social and economic requirements to the population;
- b) To increase the life span of existing housing stock by encouraging maintenance and repair, and to ensure that all housing units meet the minimum standards of safety and health related regulations;
- c) To encourage the provision of special housing for the older adults, physically challenged, low income, and group homes within the residential environment of the community.

2.1.13.6 Secondary dwelling units can help to achieve intensification targets and increase the availability of affordable housing choices for residents. Secondary dwellings units may also assist with aging in place concepts.

2.1.13.7 The areas bounded by the North Bay By-Pass, Stockdale Road, Airport Road, O'Brien Street, ONR Railway, Oak Street and Algonquin Avenue will be referred to as the "Residential Intensification Area" and are shown on Schedule 11 to this plan. [Added by OPA #20].

Employment Policies

The City of North Bay's Official Plan identifies areas which are designated for Employment Lands (industrial) as General Industry on Schedule 1 of the Official Plan.

Section 2.2.2.1.5 of the Official Plan identifies the major uses of land in the General Industry areas, these include, “all forms of manufacturing, processing of goods, data and materials, warehousing, storage, builders’ yards, transportation and communication related facilities and public utilities”.

The Official Plan requires that the City provide “adequate supply of and a stable price for serviced industrial land, the City shall continue to take the necessary steps to acquire, service and offer for sale, and where appropriate lease, industrial land”. The Official Plan “divides employment land between General Industry and Restricted industrial Uses. It is the intent of this Plan to permit fully serviced industries in the General Industrial areas and to provide for limited unserviced industrial development in the Restricted Industrial area”.

The City of North Bay currently has two (2) industrial Business Parks, they are the Gateway industrial Park and the Airport Business Park. Seymour Street is known as the Seymour Street industrial Park, and has a cluster of industrial uses. The “business park concept provides for industrial and industrial service and support uses in architecturally treated and finished buildings located in a specifically landscaped setting. The finished appearance of the buildings, the signage, the landscaping and the finished character of the driveways, entryways, and parking areas provided a site context which promotes both corporate image and community image. Business park developments provide industrial and industrial support firms with a business setting which emphasizes a high degree of site design development and maintenance which is reflective of a positive community attitude and more compatible with adjacent land uses of a different nature”.

The City has created the Airport Business Park. The Business Park consists of both airside and groundside development potential. The Airport Business Park has seen success since being developed and will need to expand to the north side of the runway within the near future.

The permitted uses within the groundside area are the same as any other industrial use within the City.

Downtown Area Policies

"The Central Business District is comprised of a Downtown area consisting primarily of retail and service uses and adjacent lands which represent a mix of retail, service and residential uses".

It is anticipated that existing low density residential uses on lands adjacent to the Downtown area, within the Central Business District, will be redeveloped to a density of development that is more compatible with and supports the Downtown uses.

This Plan recognizes that in order to maintain and enhance the economic viability and function of the Downtown area, it is essential to preserve a compact core and restrict strip or linear commercial development.

The City has maintained its commitment to the revitalization of the Downtown over the past three decades. A variety of businesses in the core of the Downtown, with the support of the City, formed the Downtown Improvement Area (DIA) in 1978. The DIA was created to market, promote and provide improvements to the Downtown area. In an attempt to address concerns over the City Centre's deterioration, a variety of studies and revitalization and investment efforts were completed.

Even with these substantial investments, the Downtown requires continued assistance to encourage development and redevelopment of existing underutilized sites and buildings. Council will work over the long term to implement the Downtown Waterfront Master Plan vision, and invest in continued infrastructure improvements and access to the Downtown. These projects may include the development of a Civic Square, purchase, development and management of properties for parking; the widening of Cassells Street; improved Downtown signage; and the improvement to the aesthetics of major road networks to the Downtown. (Official Plan, p.21)

Community Improvement Plan

Section 5.1.12 of the Official Plan provides policy with regards to Community Improvement Plans. The Official Plan permits the City to designate by by-law one or more Community Improvement Project Area(s); the boundary of which may be part, or all, of the City. Community Improvement Plans will be prepared to promote the maintenance, rehabilitation, revitalization and/or conservation of selected lands and buildings facing challenges of transition, deficiency or deterioration or for any other environmental, social or community economic development reason.

Section 5.1.12.2 Community Improvement Plans will be prepared to provide direction regarding one or more of the following:

- a) Facilitate strategic and coordinate public investment to repair or upgrade municipal infrastructure, community services and/or public amenity;
- b) Allocate public funds, in the form of grants, loans or other financial instruments, to encourage private sector investment in the physical rehabilitation or improvement of private lands and/or buildings including rehabilitation of contaminated properties;
- c) Municipal acquisition of lands or buildings and any subsequent clearance, rehabilitation, redevelopment or resale of these properties;
- d) Municipal investment to complement the Downtown Improvement Area;
- e) Municipal investment to promote the rehabilitation of Brownfield sites;
- f) Municipal investment to promote the development and implementation of the Airport Business Park;
- g) Promote and encourage new residential developments Downtown and increase density development around existing commercial nodes;
- h) Encourage the Downtown to be the focus for economic, employment, and housing opportunities; and
- i) Improve the design of urban streetscapes to encourage greater pedestrian movement to help create a safer Downtown.

5.1.12.3 When developing a Community Improvement Plan, the following shall be included in the Plan:

- a) Basis for selection of the area for the Plan;
- b) Boundaries of the area of the Plan;
- c) Existing land uses and level of services;
- d) Natural and built heritage features;
- e) The nature of improvements proposed;
- f) Estimated cost and financing of the Plan;
- g) Staging and administration of the Plan;
- h) Revision flexibility; and
- i) Citizen involvement.

Developments which occur as a result of a Community Improvement Plan will be encouraged to incorporate Urban Design Guidelines as part of the overall project and may be subject to Site Plan Control.

Schedule G – Evaluation Chart under Section 4.6– Façade Improvement Grant

Evaluation Criteria	Points Awarded	Comments
Proposed work maintains existing historic and natural façade materials such as brick, stone or wood or includes such materials.	/5	
Proposed work includes materials that are of durable quality. Vinyl siding, metal siding, and cultured stone/brick are strongly avoided.	/5	
Proposed work implements paint and material colours that are of a historic aesthetic.	/5	
Proposed work considers the height of cornices, signage bands, and other elements of the immediately adjacent buildings.	/5	
Proposed work maintains or implements roof cornice.	/5	
Proposed work maintains or implements lower cornice.	/5	
Proposed work maintains or implements a low window sill line at first floor level.	/5	
Proposed work includes a minimum of 50% glazing at ground level, or the existing glazing percentage, whichever is more.	/5	
Proposed work includes display windows that are fully transparent, not mirrored or tinted.	/5	
Proposed work implements or maintains signage band.	/5	
Proposed work implements residential entrances that are easy to differentiate from commercial entrances in mixed use buildings.	/5	
Proposed work includes lighting fixtures that illuminate the façade or signage band and are of an historic aesthetic, such as goosenecks.	/5	
Total Application Score	/60**	

** Ineligible categories will be subtracted from the overall score.**

Points Legend

16%-40% = \$5,000
 40.1%-73% = \$10,000
 73.1%-100% = \$15,000

Scoring

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree