



VILLAGE OF HAVELOCK

COMMUNITY IMPROVEMENT PLAN
MARCH 2017



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Acknowledgements

The Village of Havelock Community Improvement Plan (CIP) was made possible through the efforts of a committed and passionate group of individuals. Special thanks to the Township of Havelock-Belmont-Methuen Council, who initiated the CIP project and will preside over its implementation. Township Staff was instrumental in coordinating communications, organizing consultation events and liaising with all interested parties.

The Township and the consulting team would also like to extend thanks to the members of the community who took part in the Project Review Team (PRT), comprised of representatives from a range of organizations with an interest in the future of the community. The group provided valuable input consultations hosted throughout the process, and will continue to play a critical role in the implementation of the CIP. Members of the PRT include the H-B-M Economic Development Committee which is made up of the following representatives:

Member	Organization
Hart Webb	Township of H-B-M, Councillor
David Gerow	Township of H-B-M, Councillor
Trevor Day	Township of H-B-M, Township Ward Business Owner
Elmer Buchanan	Township of H-B-M, H-B-M & District Chamber of Commerce
Pat Kemp	Township of H-B-M, Chief Administrative Officer
Brian Grattan	Township of H-B-M, Economic Development Officer
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1 Introduction

1.1 Overview

The Township of Havelock-Belmont-Methuen (H-B-M) has initiated a Community Improvement Plan (CIP) for the Village of Havelock. The Village straddles Highway 7 (known as Ottawa Street between Mary Street and Concession Street) and is situated at the southern extent of the amalgamated Township. Given its strategic location along Highway 7 between Toronto and Ottawa, the Village of Havelock is uniquely placed to offer a range of services and amenities to residents and visitors to the community. Figure 1 is a photo of the former train station, now home to multiple restaurants, including a local pizza business. The old train station is a prominent landmark on the south side of Ottawa Street and is a valuable asset to the community's visual identity. The station is located in an extensive community park adjacent to an operative rail yard, both are also notable aspects of Havelock's heritage and character.



Figure 1: Havelock Station

The Village of Havelock is one of three municipalities that were incorporated in 1998 to form the present amalgamated Township, the other two municipalities being the Township of Belmont and Methuen. The Township covers a vast area, roughly 595



square kilometres of beautiful rural Ontario lakes and landscape. The community is located roughly halfway between Belleville and Peterborough and is only 90 minutes northeast of Toronto.

With approximately 1,300 residents, the Village of Havelock is the largest settlement area in the Township. The Village is home to the municipal office and major community facilities such as Rotary Park, the H-B-M Soccer Field, and the H-B-M Community Centre. Havelock also hosts the annual Havelock Country Jamboree, Canada's largest live country music and camping festival.

The Village is a close knit community with a range of architectural styles and built forms. Numerous commercial and service facilities exist, with the commercial uses primarily clustering in proximity to Ottawa Street, either directly on Ottawa Street or on a nearby parallel street (George Street).

1.2 What is a Community Improvement Plan (CIP)?

A CIP is a planning tool permitted under Section 28 of the *Planning Act*. CIPs also include financial incentives, which are legislated under Section 365.1 of the Municipal Act. CIPs provide the planning and economic development framework for municipalities to respond to local needs, priorities and circumstances for CIP areas.

CIP areas must be established in municipal Official Plans and delineated on Official Plan Schedules and/or through policy in order for municipalities to initiate community improvement planning activities. CIP project areas can cover large or small areas of a municipality, such as a neighbourhood, specific areas in a community or a municipality in its entirety.

CIPs can provide several benefits for a community:

- ✓ Stimulate private sector investment in targeted areas through grants and loans from the municipality;
- ✓ Enhance streetscapes and building façades;
- ✓ Promote revitalization and place-making to attract tourism, business investment and economic development opportunities;
- ✓ Develop affordable housing, for example by rehabilitating existing rental residential accommodation or converting commercial to residential;
- ✓ Promote brownfield cleanup and redevelopment; and



- ✓ Effectively use community infrastructure.

In addition to implementing municipal programs and financial incentives, CIPs often contain strategies for marketing the programs to the public as well as monitoring progress over the life cycle of the Plan.

1.3 What is the Village of Havelock CIP?

Section 2.1.25.2.3 of the Township of Havelock-Belmont-Methuen Official Plan (OP) designated Havelock, Cordova Mines and Blairton as Community Improvement Areas. The OP requires that any new Community Improvement Areas be subject to an Official Plan Amendment process. The approved OP is an update of the previous OP, which also designated Havelock Ward as a Community Improvement Area under Section 7.4.

The policy framework exists, to proceed with a Community Improvement Plan for the Village of Havelock without requiring amendment to the Official Plan. The OP allows flexibility in the boundaries of the specific project areas, therefore the purpose of this CIP is to identify the boundaries of the CIP Area for the Village. This CIP also provides detailed community improvement policies and incentives that can be implemented in the short and long term.

At the launch of this CIP Project, the consultant met with the CIP Project Review Team (PRT) and discussed the initial direction that the project would take. This meeting was followed by a walkabout tour which provided the consultants with a comprehensive examination of the commercial areas of Havelock. The consultants followed the walkabout with a windshield survey of the commercial and industrial areas on the outskirts of the Village and periphery area.

The PRT and the consultant hosted an Open House on August 11, 2016. The event was well attended by motivated stakeholders such as community members and business owners. The purpose of this event was to seek guidance from the community with respect to what is important to them about Havelock as well as to discuss the desired boundaries of the CIP area and to provide a background on the benefits of a CIP with its financial incentive programs.

Initial consultation with the PRT led the consultants to tentatively designate only the commercial area of Havelock as part of the CIP. At the Open House, it was made clear that the community would like to see the project area expanded to capture the entire

Village with further consideration to include the entire Township if possible to ensure equality to all residents. As a result, the CIP project area has been broadened to include the entire Village of Havelock but with the limitation of the official plan the rural areas have not been included.

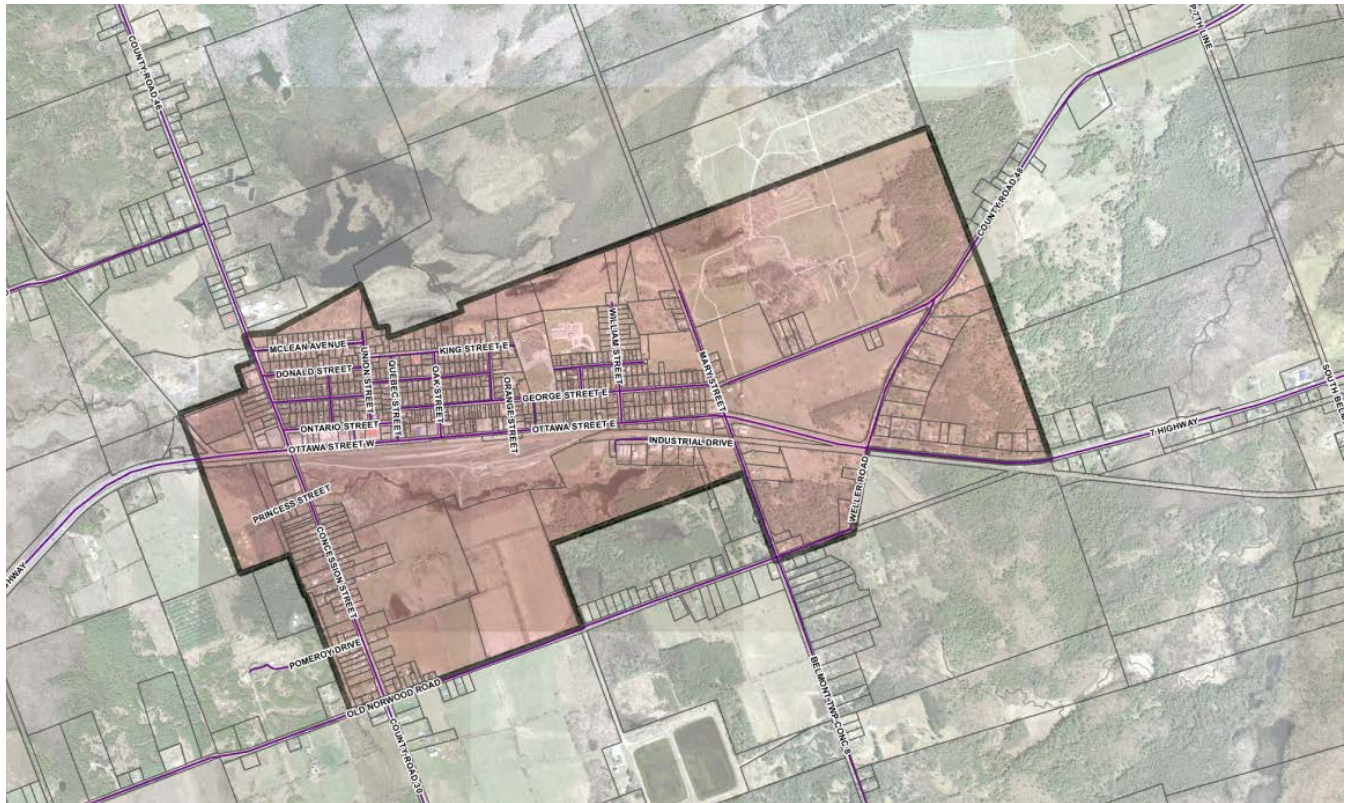


Figure 2: Village of Havelock Community Improvement Project Area

Following on the feedback received at the Open House, this CIP focuses primarily on façade improvements and accessibility and includes additional economic incentive programs. Details of the proposed financial incentive programs are provided in Section 5, below.

The financial incentive programs apply to properties within the Village of Havelock Community Improvement Project Area, the boundaries of which are illustrated in Figure 2, above. The precise boundaries of the Project Area are intended to follow property lines. The financial incentive programs are intended to apply exclusively to properties with a commercial land use component. For example, residential single-detached dwellings will not be eligible for any financial incentive programs.

1.4 Streetscape and Façade Improvements

The character and quality of Havelock is partially reflected in the aesthetic appeal of its streets and building façades. Critical streetscaping elements such as benches, signs, trees, paving materials, and street lamps can improve the look and experience of streets such as Ottawa Street and George Street. Similarly, improvements to building façades along these streets, and the streets linking these two streets, can play a crucial role in the revitalization of the neighbourhood. This improved appearance could contribute to a sense of community and strengthen local businesses by enhancing street activity. Strategic programs and incentives can contribute to achieving the aesthetic and financial objectives of the CIP.

The ‘Township Revitalization Improvement Project: Façade Improvement Guidelines and Models’ prepared by Stempski Kelly Associates Inc. (SKA) in 2008, provides a valuable tool for Township staff and applicants to determine potential improvements that could be supported under the CIP. This document provides a detailed guideline for Township staff to consider when evaluating applications under the CIP. Figure 3 is an extract from SKA’s design guidelines, showing a rendering of the potential façade improvement to an existing business at the intersection of Oak Street and George Street. This is only one example which could alter the entire character of the streetscape on both George and Oak Streets:



Figure 3: Sample Façade Improvement of Joss Enterprises Havelock



Figure 4: Front Façade at 22 Ottawa Street West, Havelock



Figure 5: Rear Façade at 22 Ottawa Street West, Havelock



1.5 Brownfields

A “brownfield” is an abandoned, idle, underutilized, derelict, or vacant commercial or industrial property and/or building which may be contaminated but also has with a potential for redevelopment. Brownfield sites typically pose environmental, social and economic concerns for a community, but also present an opportunity for revitalization of the surrounding area. As many sites are located within the existing urban fabric and enjoy good visibility, access, and servicing, redevelopment of brownfield sites represents a sustainable form of development.

The 2014 Provincial Policy Statement directs municipalities to explore opportunities to redevelop brownfield sites as a means to improve environmental conditions and achieve intensification goals. A common example of a brownfield site is a former gas station property where gasoline or other hydrocarbons have contaminated the soil and often present a significant cost for rehabilitation or clean-up. There are a small number of prominent sites in Havelock that may qualify for funding under a Brownfields program.

1.6 Affordable Housing / Residential Intensification

Ensuring an appropriate housing stock fulfills a fundamental human need and represents a critical ingredient for community success. Providing access to adequate, suitable, and affordable housing is a solid foundation on which to build socially, culturally, and economically strong communities. From anecdotal accounts, there is a strong demand for rental housing in Havelock but the supply is not adequate. Encouraging the development of new, affordable housing that is appropriate for Havelock is an important component of this CIP.

The Village of Havelock CIP builds on the direction provided in Section 2.1.2 of the Official Plan, specifically: “*The Township will encourage affordable housing opportunities. Affordable housing will be directed to Havelock where services are available to support residents.*” For the purpose of the CIP, affordable housing programs shall apply to housing developments that are affordable to those earning the median income or less per year, as defined by Statistics Canada. In moving towards our ideal for housing affordability, for the purposes of the Village of Havelock Community Improvement Plan, the definition for affordable housing will be housing that costs 80% of average market rate or below. Affordable housing is therefore a context-specific consideration and Township staff are encouraged to use a broad scope when evaluating the average market price in H-B-M.



Providing affordable housing in a community generates several benefits, including:

- Provides a foundation for securing employment;
- Boosts economic competitiveness;
- Provides appropriate shelter conducive to raising families;
- Improves individual and public health outcomes; and
- Represents a vehicle for social inclusion.

For the purposes of the Village of Havelock CIP, affordable housing does **not** include social housing. Whereas social housing is funded directly by public agencies or non-profit organizations, the affordable housing encouraged in this CIP consists of market-based residential units that are designed to be affordable to community residents. These units provide affordable shelter for a range of markets, including first-time households, young professionals, small households, seniors, and people with special needs. This CIP does not preclude the development of any social housing in the area in the future.

A principal goal of this CIP is to increase the supply of affordable rental accommodation in the neighbourhood. Although all housing types will be encouraged, it is anticipated that these units will be converted upper floor residential units or new secondary suites under a Residential Rehabilitation and Intensification Grant or Loan program. In addition to benefiting current residents, new housing units will greatly support the Township's efforts to attract newcomers and to increase the size of the local market for commercial uses.



2 Regulatory and Policy Framework

Community improvement planning is intended to provide opportunities for municipalities to develop financial incentives that can be offered to the private sector for development projects that will provide broader community benefits. The 2014 Provincial Policy Statement, Municipal Act, and Planning Act include provisions that work together to enable municipalities to direct financial incentives toward specific improvement projects. The following section summarizes the policy framework and enabling legislation for the allocation of municipal funds to support and encourage private community improvement projects.

2.1 Municipal Act, Section 106

The Municipal Act provides rules to regulate the provision of financial or other similar incentives to private business operations, a practice known as ‘bonusing’. The purpose of the regulation is to ensure public finances are accounted for and distributed in a transparent manner. Section 106 of the *Municipal Act* prohibits municipalities from assisting “...*directly or indirectly any manufacturing business other industrial or commercial enterprise through the granting of bonuses for that purpose*” (Section 106(1)).

Such prohibited actions include:

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

2.2 Planning Act, Section 28

Section 28 of the Planning Act provides the enabling legislation for a municipality to implement a Community Improvement Plan. Community improvement is defined 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(1))

It further clarifies that the provision of affordable housing is also included in the definition cited above (Section 28(1.1)).

In order to create a Community Improvement Plan and allocate funds accordingly, a municipality must identify a community improvement project area. The *Planning Act* defines the community improvement project area as “*a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason*” (Section 28(1)). The area subject to a CIP must be established in the municipality’s Official Plan (Section 28(2)).

Once a community improvement project area is defined in the Official Plan and through by-law, a municipality may prepare and implement a Community Improvement Plan. Through the *Planning Act*, a municipality may:

- a) *acquire, grade, clear, hold or otherwise prepare the land for community improvement (Section 28(3));*
- b) *construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the CIP (Section 28(6a));*
- c) *sell, lease or otherwise dispose of any land acquired or held by it in the community improvement project area to any person or governmental authority for use in conformity with the CIP (Section 28(6b)); and*
- d) *make grants or loans, in conformity with the CIP, to registered owners, assessed owners and tenants of lands and buildings (Section 28(7)).*

Section 7.1 of the *Planning Act* identifies costs eligible for CIP financing including: “*costs related to the 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.*”



2.3 Municipal Act, Section 365.1

Financial tools to encourage redevelopment can be implemented through Section 365.1 of the *Municipal Act*. This exception allows municipalities to provide incremental municipal property tax relief to landowners seeking to redevelop property. The tax relief includes a freeze of a portion or all of the taxes levied against a property for a period of time. The municipality can apply for an equivalent freeze in the provincial educational portion of the property taxes. The Section 365.1 exception provisions must operate in tandem with Section 28 of the *Planning Act*, which relates to community improvement planning. The rationale for this form of tax relief is that an improved property will lead to an increased tax assessment, thereby providing future increased tax revenue, while remediating and/or redeveloping deteriorated sites. The intent being that temporary tax relief will result in a net gain to the municipality over time, both in terms of revenue and from the community improvement. This tax incentive can only be applied to properties that have failed the Phase II – Environmental Site Assessment (ESA) and qualify as brownfield sites.

2.4 Provincial Policy Statement, 2014

The Provincial Policy Statement (PPS), issued under Section 3 of the *Planning Act*, provides policy direction to ensure growth and development occurs in a sustainable manner respecting the Province’s environmental, social, and economic resources. The *Planning Act* includes strong wording to ensure that the decision making of planning authorities “*shall be consistent with*” the policy direction set forth within the PPS.

The PPS specifically acknowledges the need to provide an appropriate range of housing types and the importance of affordable housing to communities (Section 1.4). The document envisions efficient and sustainable land use patterns across the province that include a mix of housing, including affordable housing (Vision). Provision of a range of housing choices, including affordable housing, is a critical component of healthy, livable, and safe communities (Section 1.1.1(b)).

The PPS also highlights the importance of remediating brownfields, stating that “Long-term economic prosperity should be supported by promoting the redevelopment of brownfield sites” (Section 1.7.1(e)). These sites are specifically identified as strategic locations for intensification and redevelopment (Section 1.1.3.3). 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.”

In addition, the PPS contains policies promoting healthy and active communities (Section 1.5) and accessibility (Section 1.1.1 (f)). Creating active and accessible streetscapes aids in the promotion of healthy and active communities by encouraging residents and visitors to take advantage of the active transportation amenities available in public spaces.

2.5 Township of Havelock-Belmont-Methuen Official Plan, CIP Compliance

The Township of H-B-M OP allows for the establishment of Community Improvement Plans in the Village of Havelock. No changes to the OP are required in order to allow the implementation of this CIP as recommended. Specifically, section 2.1.25.2.3 of the OP designated Havelock, Cordova Mines and Blairton as Community Improvement Areas. The OP requires that any new Community Improvement Areas be subject to an Official Plan Amendment process.

During the community consultation process, there was some discussion of expanding the CIP boundaries beyond the initially proposed scope which was limited to the primarily commercial streets in Havelock. There was also discussion of expanding the scope of the CIP to areas outside of Havelock. The OP allows for only a limited expansion of the CIP boundaries as noted above, specifically Cordova Mines and Blairton. Should there be a comprehensive desire in the community to expand the CIP project area, for example to provide accessibility improvements, to include the entire Township of H-B-M, an Official Plan Amendment would be required.

Council and Township staff recognize that there are CIP programs that may be better suited to a broad application than others. The impact and effectiveness of a façade improvement program is more readily identifiable when the number of successful applications of that program is located within a concentrated geographic area. By contrast, an accessibility improvement program is one of functionality and not necessarily visual impact and can therefore be more widely spaced.



2.6 Township of Havelock-Belmont-Methuen Official Plan, Policy Direction

The Official Plan of the Township of Havelock-Belmont-Methuen describes a 20-year Vision for the community of H-B-M:

“1.1.5 The Township will be promoted as an – ‘Economic Development and Tourism Destination – A Caring Community Bridging Past and Present, Working Together, Making Dreams Come True...’”

The vision statement above provides direction for the CIP as well. The CIP is intended to contribute to the economic development and the traditional and contemporary character of the Township. The proposed financial incentive programs provide a variety of tools for local businesses to improve their viability and success. The purpose of these programs is to meet a range of economic development needs. The façade improvement program is also intended to be applied with direction provided by SKA’s Façade Improvement Guidelines and Models, February 2008. These guidelines pay particular attention to maintaining the traditional architectural character of the existing built resources in the Village while making use of modern technique and materials.

The Township’s Guiding Principles (Section 1.2) address core concepts such as the Economy, the Rural Area, Growth and Settlement, the Natural Environment and the Lakes, Sustainability, and Municipal Infrastructure.

Section 1.2.1 outlines economic principles which encourage a diversified economic base which improves ***“economic and employment conditions in the Township while ensuring that the quality of the environment is maintained.”*** A number of financial incentive programs are designed to assist in brownfield remediation or redevelopment of otherwise underutilized sites. Programs of this nature provide both economic benefits and environmental improvements and are consistent with the guiding principles of the Official Plan.

Section 1.2.3 of the OP provides guiding principles for Growth and Settlement, anticipating an increase of 9.2% over the 20-year lifespan of the OP. This principle directs that the projected population increase be accommodated in existing settlement areas, such as Havelock. The CIP’s contribution will be through financial incentive programs that facilitate the rehabilitation of deteriorated residential space (e.g. upper floors of buildings with commercial space on the ground floor) to residential use as well as residential intensification programs to increase the stock of secondary suites in the Village of Havelock.



The Township's OP provides strong Sustainability principles in Section 1.2.5. The following two core principles are of particular note:

“b) *The Economy: a strong, diversified and resilient economy that provides a variety of employment opportunities for citizens and is attractive to commercial and industrial investment;*

The dual-nature of the term ‘attractive’ in the economic principle is notable. While this term can be read to mean that the Township will promote conditions that are favourable to commercial and industrial investment, the term can also refer to aesthetic qualities that may also draw investment, particular by drawing tourists and the traveling public. Section 1.2.5.2 further states Council's intention to maintain support programs and services for citizens. This CIP is one such program that provides financial support and the resources for citizens to take an active role in contributing to community improvement.

c) *The Socio-Cultural Fabric: a strong sense of culture and heritage and the provision of affordable public services and amenities.*”

Three components of this CIP are closely linked with the socio-cultural fabric principle stated above. It is intended to encourage applicants that wish to access façade improvement incentives to use the direction provided by SKA's Façade Improvement Guidelines which promote the traditional heritage character of the Village. Accessibility enhancements contribute to the provision of a respectable and safe quality of life for residents and visitors. The promotion of residential rehabilitation, intensification and conversion of existing space for residential use is also a means by which this CIP is intended to contribute to the basic housing needs of the community and the long-term goals of Council.

The Community Improvement Plan Area is located entirely within the Havelock Urban Area established on ‘Schedule A3 – Land Use and Transportation, Havelock Urban Area’ of the Official Plan. The land uses designated in the Village span the standard range of residential, commercial, industrial, institutional, open space, and future development uses. It is anticipated that there will be no major changes to land uses over the lifetime of the Official Plan with the exception of the possible development of lands designated for this purpose in the eastern portion of the urban area. Figure 6 illustrates an extract from Official Plan Schedule A3.

The Official Plan establishes the specific land use policies for the Havelock Urban Area (s.3.2.9). Select policies are provided below:



- ***The Hamlet of Havelock has been designated as the primary growth centre within the Municipality; and is intended to accommodate the majority of growth during the planning period.
It is the intent of the plan that, as designated growth centre, Havelock shall provide for a mix of land uses, including low, medium and high density residential uses, commercial industrial, community facility, and open space uses. (s.3.2.9.1)***
- ***Areas designated as Residential are intended primarily for single detached residential and two unit residential land uses and multiple residential uses where compatible with the existing pattern and mix of development.
(3.2.9.2)***
- ***Areas designated as Commercial are intended primarily for General and Highway Commercial uses. (3.2.10)***
- ***The uses permitted include those uses which are normally associated with the downtown area which provide for the sale of goods and services to meet the needs of the Community, as well as the surrounding market area and those uses which primarily serve the travelling public and which rely heavily upon such traffic for their economic existence.
[...] A residence in part of a permitted use, or an apartment above a commercial use, except when the use is a service station or vehicle sales and service establishment, shall also be permitted. (3.2.10.1)***

The Official Plan of
The Township of Havelock-Belmont-Methuen

Schedule 'A3'
Land Use And Transportation
Havelock Urban Area

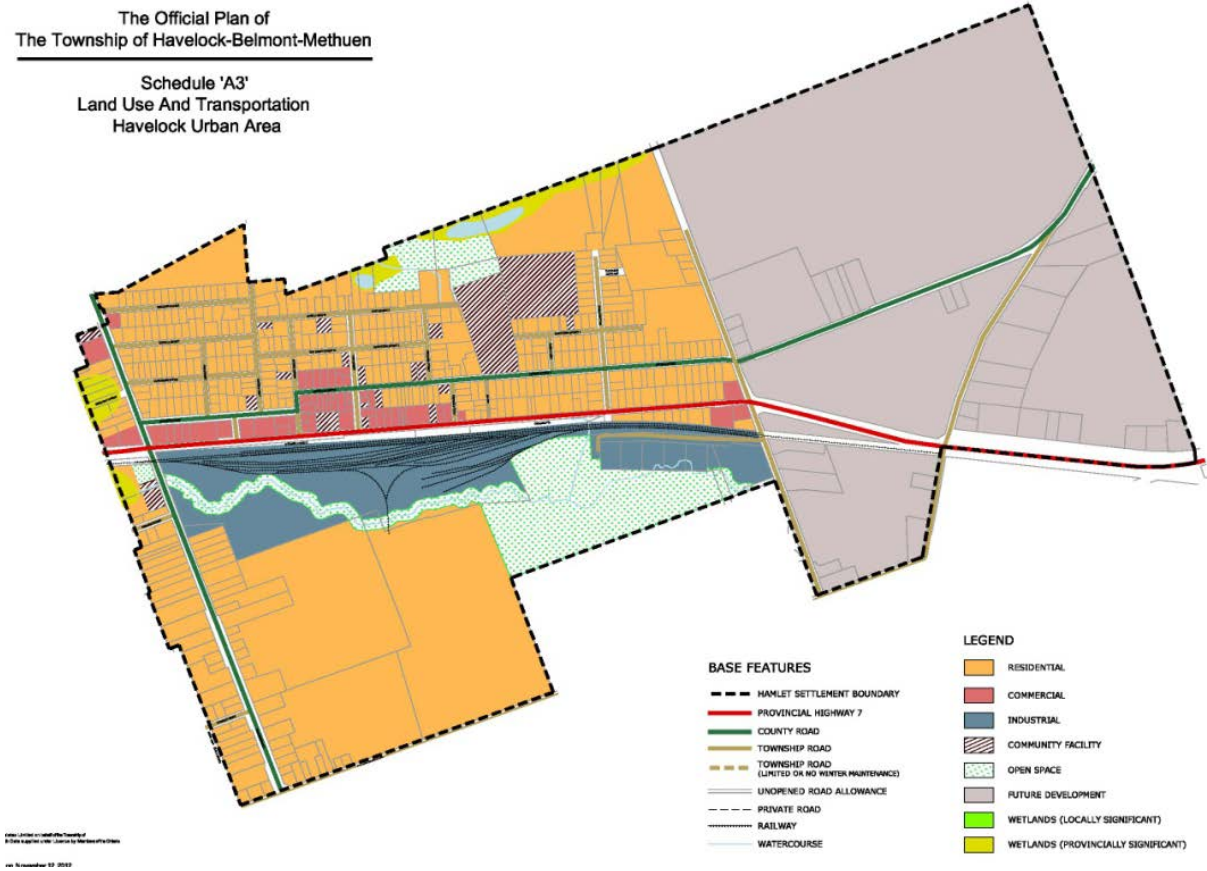


Figure 6: Schedule A3 - Land Use and Transportation, Havelock Urban Area

The commercial and industrial land uses in the Village cluster along Ottawa Street (Highway 7). Community facilities and open space are scattered within the core urban area, north of Ottawa Street with a major open space area on the south side of Ottawa Street adjacent to the rail yards. The remainder of the Village is designated for residential use or, in the case of the eastern portion, for future development.

The Residential designation allows for a range of residential uses from single-detached dwellings to multi-unit residential while the Commercial is also broadly permissive of mixed commercial/residential buildings.

Section 2.1.25 of the Official Plan establishes the policies guiding the preparation of CIPs in H-B-M. The goals of a CIP are provided in Section 2.1.25.1.1:

- ***continue to encourage the maintenance, development, redevelopment, and rehabilitation of the Municipality's built environment, so as to enhance the***



image of the Municipality as an attractive place to live, work in, and visit; and

- ***maintain and improve the economic and tourism base through the promotion of employment, new capital investment, and increases in the municipal tax base while minimizing increases in the Municipality's long-term capital debt.***

Section 2.1.25.1.2 establishes more detailed 8.2.1(b) objectives for the CIP, stating that the Municipality will:

- ***encourage, by all means available to the Municipality, private sector efforts to upgrade and rehabilitate existing properties and facilities;***
- ***where financially feasible, continue to develop and improve municipal services, public utilities, and community facilities and services;***
- ***participate in and/or encourage projects, programs, and volunteer efforts which improve the Municipality's built environment and expand the economic base; and***
- ***encourage expansion and new development by both the private and public sectors to improve the Municipality's property and business tax base, providing such development conforms with all other applicable policies of this Plan.***

In addition to the broad direction reproduced above, the OP provides detailed implementation guidelines in Section 2.1.25.3, which reflect Council's intention to apply a variety of methods, including but not limited to:

- a) Use of municipal authority under the Planning Act to***
 - ***designate community improvement project areas by by-law;***
 - ***adopt community improvement plans;***
 - ***acquire, grade, service, and otherwise improve land; and***
 - ***assist the Municipality by any other means possible.***
- b) Participation in community improvement programs funded by other agencies.***
- c) Enforcement of the Municipality's property standards by-law at such time as a by-law is passed by Council.***
- d) Encouragement of infill development.***



- e) ***Encouragement of the redevelopment of private property and facilities, by providing owners with information concerning government financial subsidies and programs.***
- f) ***Cooperation with school boards, other educational institutions, community and business associations, and individual businesses to provide new facilities, redevelopment projects, or new services in the Municipality.***
- g) ***Use of the provisions of the Ontario Heritage Act, to encourage the preservation of buildings, structures, and features of historical significance.***
- h) ***Encouragement of public input in the development of community improvement plans.***

This CIP is consistent with the direction provided in the Official Plan for community improvement areas.

2.7 Township of Havelock-Belmont-Methuen Zoning By-law (101-2015)

Much like with Official Plan, the Township of H-B-M's Comprehensive Zoning By-law was updated in 2012 but sections remain under appeal and are therefore not yet entirely in effect. The land use zones within the proposed CIP area are:

Residential Type 1 (R1)

The R1 Zone allows for the development of single-detached and semi-detached/duplex housing and other compatible uses serviced either privately or by the municipality. This zone also permits the conversion of existing single-detached dwellings with a minimum floor area of 186 square metres (2,000 square feet) to a semi-detached dwelling or duplex, or the development of a park.

Residential Type 2 (R2)

The R2 Zone allows for three-unit dwellings, four-unit dwellings, converted dwellings with fewer than four dwelling units, row dwellings with no more than eight dwelling units, and low rise apartment buildings, only on municipal water and sanitary servicing. Boarding houses and home occupations are also permitted.



Residential Type 3 (R3)

The R3 Zone allows for higher density residential development in the form of apartment buildings of 20 dwelling units or less, on municipal water and sanitary servicing. A park is also permitted.

Local Commercial Zone (C1)

The C1 zone is the primary, local commercial zone in the Village. It permits a broad scope of retail and service commercial uses which are intended to service the local community. In a rural municipality such as H-B-M, the “local” sphere is not a measure of absolute distance but rather of relative proximity. The C1 zone also permits an accessory dwelling unit in a building other than an automobile gas or service station, as well as an accessory single-detached dwelling.

Restricted Industrial Zone (M1)

The M1 Zone permits a wide range of light industrial land uses, including various petroleum or natural-gas related uses, accessory retail and office uses, and a single-detached dwelling occupied by a person employed at the primary non-residential use.

Open Space Zone (OS)

The OS Zone provides land for active and passive recreational uses. Permitted uses are limited to agricultural uses excluding buildings, forestry and conservation uses, parks, picnic grounds, playing fields, open skating rinks and similar uses, golf courses and driving ranges, marine facilities, hunting lodges, race courses, fair grounds and/or exhibition grounds.

Institutional Zone (I)

The I Zone permits the development of public and privately-owned facilities of an institutional or community service nature. Permitted uses include a place of worship, a school, an assembly hall or community centre, police station, jail, firehall, retail postal outlet, hospital, nursing home, senior citizen’s home, daycare centre, municipal office, municipal garage, library or museum, skating rink, curling rink or arena, cemetery.

Development (D)

The D Zone is intended as a holding zone which only permits the uses existing on the site at the time of passing of the zoning by-law. Limited enlargement or expansion of the

existing use is also permitted. The intent of the D zone is to require a zoning by-law amendment prior to any further development, to ensure that site-specific zoning regulations can be put into place.

Special District (S.D.)

The S.D. zone is reserved for sites that have undergone a site-specific zoning by-law amendment to address unique site characteristics or requirements. There are a small number of S.D. zones in the Village.

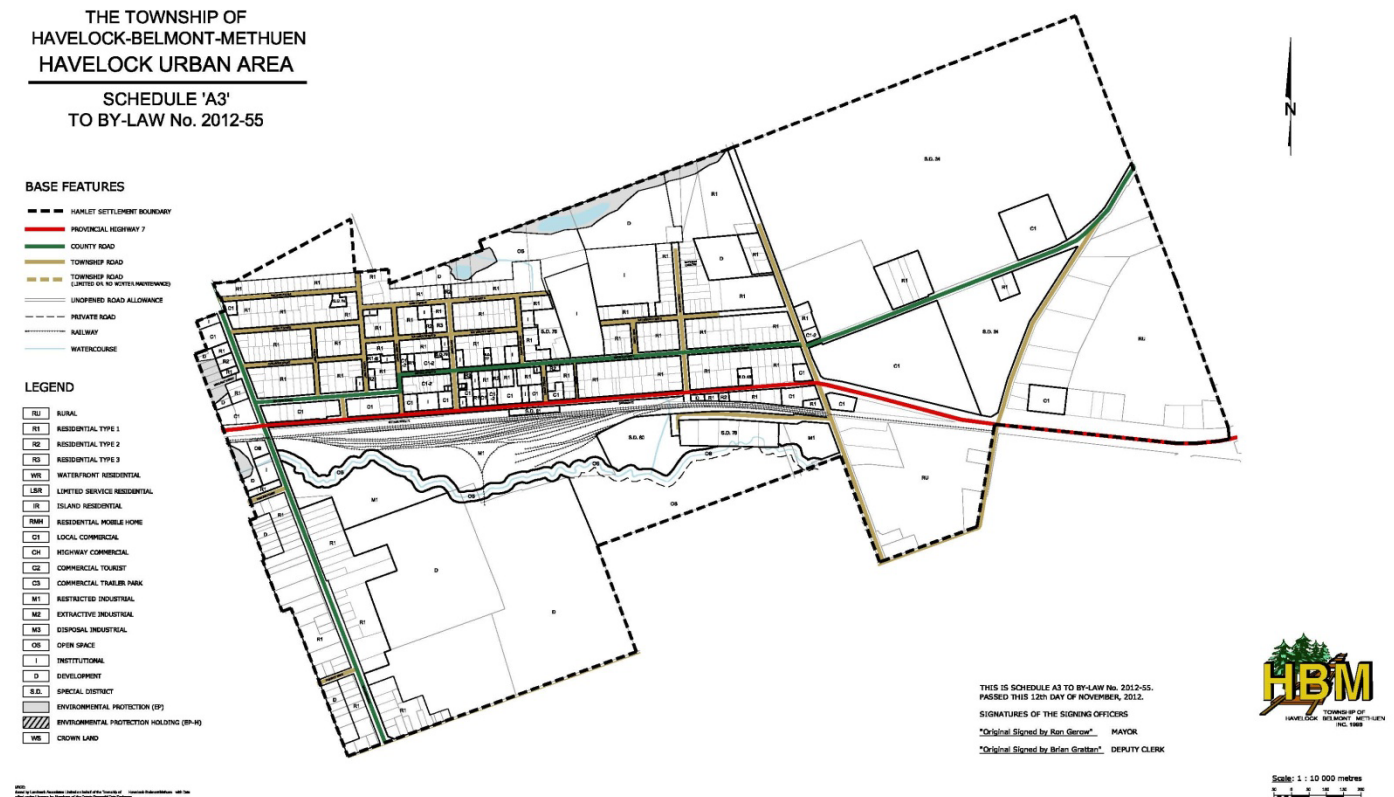


Figure 7: Extract from Zoning By-law Schedule

Generally-speaking, the current zoning in the Village is broad and permissive of a wide range of uses that are appropriate and desirable. The permitted uses within the zones also allow an appropriate and flexible variety of development options, such as residential units in commercial zones.



2.8 Township Revitalization Improvement Project: Façade Improvement Guidelines and Models (2008)

The Township Revitalization Improvement Project: Façade Improvement Guidelines and Models, prepared by Stempski Kelly Associates Inc. (SKA), contain detailed design guidelines for façade improvement in the Village of Havelock. The SKA report can be divided into two primary sections, Façade Improvement Guidelines and Façade Models. The detailed guidelines include a checklist that can be utilized by Township staff when evaluating applications under the Façade Improvement Program. The community indicated to SKA that a 'Traditional Heritage' theme was preferred for the Village. SKA provided detailed guidelines for various components of the building façades with the intent that these guidelines would apply to three distinct architectural styles (Historic, Non-historic, Contemporary) that are found in the Village:



Retractable and fixed awning - the fixed awning highlights entrance



Fixed canvas awnings - highlights both entrances. note: old building with new materials in keeping with historic charac-



A corner flower store highlights windows and doors with permanent awnings. Note lower window boxes and simple yet effective signage on awnings.



Fixed awnings - various colours, with signage



Traditional Awning - multi-coloured note: signage



Fixed awnings - various colours, with planting

Figure 8: Awning Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



Mounted red numbers attached to panel and hanging sign



Extruded letters painted gold



Painted metal letters and logos mounted directly onto building



Hanging sign with custom decorative metal arm



Painted board sign mounted above awning



Signage printed on fixed awning.



of streetscape, while maintaining logo and brand power.

Figure 9: Signage Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



Decorative urn with winter faux topiary



Combination of Hanging baskets and planters



Large heavy decorative urns placed between windows.



Co-ordinated window boxes on upper levels and urns along street

Figure 10: Planter Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



Coloured vinyl shutters on upper and lower windows.



Brown wood shutters accent upper windows. Note signage and awning.



Multiple black shutters accent upper windows across two buildings. Note signage, lighting and co-ordinated effort between businesses.



Figure 11: Shutter Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



Village of Havelock Community Improvement Plan



Figure 12: Colour Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



Traditional 'yard' style light with modern updates such as dark sky compliance rating and light shields



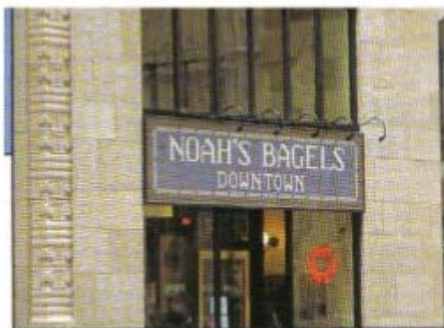
Traditional gooseneck lighting painted to match building colour scheme.



Traditional lantern flanks doorway.



Small spotlights highlight sign. Note decorative bracket, and painted sign.



Simple multiple gooseneck lights illuminate sign.



Ornamental arm holds a small subtle light

Figure 13: Lighting Guideline, Example of Guidelines included in 'Façade Improvement Guidelines and Models, 2008' prepared by SKA – Refer to Appendix I



The “Guidelines” are not intended to be read as a manual of what is and is not permitted from a façade improvement perspective. Rather, these “Guidelines” provide staff with clear direction as to what a Traditional Heritage theme seeks to achieve, and provides examples of the types of architectural components and styles that achieve the goals of the chosen theme. The “Guidelines” prepared by SKA are included as Appendix 1.

The second key component of SKA’s report is a series of renderings that demonstrate what could be achieved should the guidelines detailed above be applied to several key buildings throughout Havelock. It is notable that minor improvements on individual sites can lead to significant streetscape improvement when taken as a collective set of improvements.



3 Vision and Goals of the Village of Havelock CIP

3.1 Community Improvement Plan Project Area

As illustrated in Figure 2, the CIP project area captures the entire Village of Havelock, including the large vacant tract of land east of Mary Street which is intended for future development. This broad scope ensures that the entire Village will have the benefit of the financial incentives described in this CIP without diluting the benefits by expanding the scope outside of Havelock. This strikes a satisfactory balance of inclusivity and effectiveness.

3.2 Existing Conditions Analysis

The Village of Havelock is located in the southern portion of the Township of H-B-M and serves as a gateway to the Township from the Trans-Canada Highway (Highway 7 or Ottawa Street). There are a range of land uses in the Village, primarily Residential, Commercial and Institutional. The existing railyard on the south side of Ottawa Street remains in operation and serves as a powerful reminder of the community's heritage. This railyard, along with a small industrial district south of the eastern portion of Ottawa Street, are the only industrial lands within the Village.

Havelock contains several institutional and community facility uses such as the Township office, the Royal Canadian Legion Branch 389, the Independent Order of Odd Fellow Lodge No. 286, Masonic Lodge No. 435, Havelock Pentecostal Church, Knox Presbyterian Church, St. John the Evangelist Anglican Church, the old Havelock Town Hall, Fire Station No. 1, Fellowship Baptist Church, Havelock Public Library, Church of Our Lady of Mount Carmel, Havelock Belmont Public School, H-B-M Medical Centre, Havelock United Church, Havelock Post Office, and the H-B-M Community Centre. The Community Centre is also connected to a major community park space with walking paths and sport fields.

The Village also contains a variety of commercial retail and service providers. Typically, national brand franchises are clustered along the western half of Ottawa Street, while the remainder of the commercial operations are locally-owned and operated businesses.

The adaptive re-use of the old train station at the south side of the intersection of Orange Street and Ottawa Street is a great example of local businesses/franchise



owners making use of the community's existing building stock. This building stands as an example of a historical building that meets the standards of today's businesses while contributing to the Traditional Heritage streetscape preferred by the community.

3.3 Design Guidelines

A goal of this CIP is to assist the Township in developing a strategy to implement the design guidelines developed by SKA in 2008. These design guidelines provide detailed direction to the Township and community with respect to matters of physical design and streetscaping. The design guidelines prepared by SKA are comprehensive and already have the support of Council. These design guidelines are included as Appendix 1.

3.4 Open House #1

The Township hosted an Open House on August 11, 2016, at the Havelock Community Centre. The purpose of the open house was to solicit feedback from the community regarding the proposed CIP project area boundaries, the preliminary financial incentive programs, and get a sense of the community's opinions regarding the CIP project. The insightful comments provided by community members and stakeholders present at the open house have played a key role in shaping this CIP.

- **Project Area Boundaries**

The initial project area boundary proposed by the consultant, in consultation with the PRT, sought to capture the Highway 7 area of the Township as well as the primary commercial streets within the Village and the north/south industrial areas at the east and west extents of Havelock.

The attendees raised concerns that the proposed area may be too restrictive in scope and would leave out important areas of the Village that could otherwise benefit from the CIP, and in turn benefit the Village by their improvement. It was recommended that the project area boundaries be expanded to include the entire Village of Havelock. There was discussion at the time of expanding the scope of certain financial incentives to the entire Township as well to ensure access to the incentives by all residents of the township.



• **Financial Incentive Programs**

A total of nine (9) financial incentive programs were presented and discussed at the Open House: 1) Façade Improvement Program; 2) Accessibility Enhancements; 3) Municipal Fees Grant Program; 4) Residential Rehabilitation and Intensification Grant or Loan; 5) Residential Conversion Grant or Loan; 6) Revitalization Tax Increment Grant; 7) Commercial Building Improvement Loan; 8) Parkland Dedication Exemption; 9) Brownfields Tax Incentive Program.

Attendees were asked to score the programs from ‘most preferred’ (1) to ‘least preferred’ (5) and were not given any other restrictions. A respondent could therefore have scored each item a ‘3’ or scored only a single item, this flexibility allowed the respondents to vote freely in accordance with their perception of the community’s greatest needs. Twenty (20) surveys were completed and submitted to the consultant team. The survey scores were weighted as follows:

Rank	Weight / Score
1	5
2	4
3	3
4	2
5	1

The weighted scores are shown as percentages in Figure 14, below. For example, if a program received two “1’s”, two “2’s” and one “4”, it would receive a score of “20” and this score would be converted to a percentage of the overall total.

The Façade Improvement and Accessibility Enhancement programs received the greatest amount of community support. With the exception of the Parkland Dedication Exemption program, the other financial incentive programs all scored similarly. While this may not show an overwhelming degree of support for one program over another, it is sufficient to demonstrate that there is at least some demand for these programs and that their inclusion in the CIP would ensure that they would be of benefit to the community. The clear direction from the community is that façade improvement and accessibility should be the prioritized financial programs for this CIP. The proposed parkland dedication exemption has also been removed from the proposed CIP as this program received a very low score and a small number of votes. Half of all attendees did not rank the parkland dedication program in their score sheets.

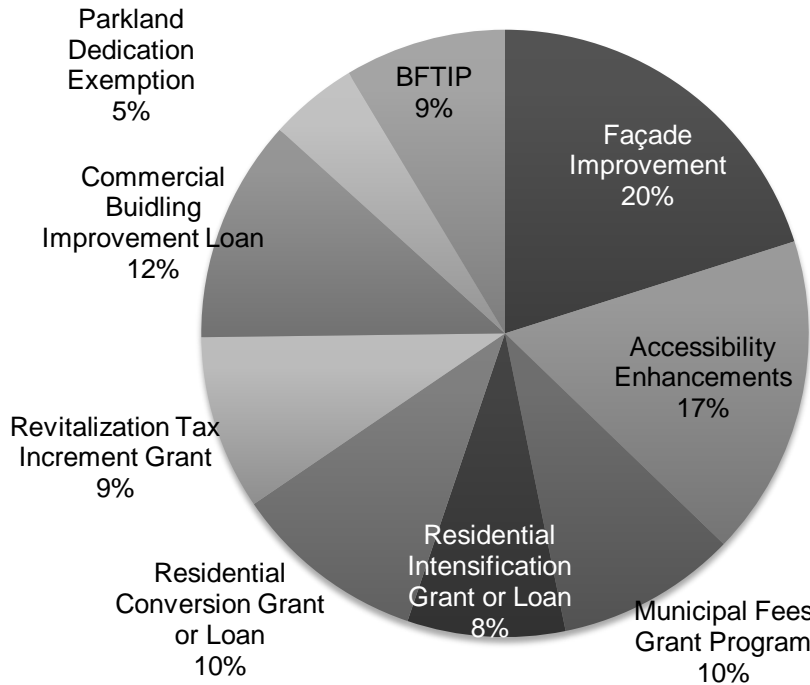


Figure 14: Top areas of priority for respondents of Havelock CIP Survey

- **New Signage**

Attendees raised concerns regarding the existing signage in the Village. Although the Village is located on the busy Highway 7 corridor, attendees felt that the existing Township signage is not sufficient to raise awareness of the existing commercial area within the Village, particularly that along Oak Street, Quebec Street and George Street. The attendees expressed their concern that the CIP may not generate anticipated results if the traveling public is not drawn into the Village and convinced to explore the existing commercial area. This consideration was raised at the initial walkabout with the Economic Development Officer who indicated that a number of sandwich boards or ‘A’-frames and impromptu signage exists for the purpose of directing visitors into the commercial area (Figure 15, below).



Figure 15: 'A'-Frames at Ottawa Street and Oak Street

Attendees expressed a desire to see the Township invest in a consistent signage scheme throughout Havelock to attract visitors and the travelling public to George Street. There is existing Township signage, such as a sign at the south side of the Ottawa/Oak Street intersection. This sign directs traffic to “George Street” and lists a number of businesses in the Village. Above the stationary sign is a digital scroll board. The intent of the stationary sign is consistent with the comments received from the community, however the signage is not positioned optimally to be read at driving speed along Ottawa Street, nor would many visitors know what George Street is. The design of the sign is also not consistent with the traditional heritage design desired for Havelock.



4 Township-Initiated Projects

The Township has a key role in promoting the CIP among the local business community. Capturing the attention of the travelling public and visitors and drawing these groups to the commercial district in the Village are important factors to the success of the CIP program. An increase in consumer traffic in the Village could go a long way towards encouraging business and/or land owners to invest in their properties as it provides confidence that businesses will see a return on their investment.

The following section details simple, cost-effective methods that might allow the Township to play a leadership role and spur confidence in the business community. Additional investment, such as infrastructure maintenance and upgrading, are also proposed. In order to assist in the launch of the CIP, it is recommended that the signage program be implemented as soon as possible. The community will follow the lead of the Township, and if business owners see that the Township is prepared to invest in community improvement, there is more likely to be uptake among members of the community. Similarly, an initial investment from the Township may serve to generate early momentum for the CIP.

Signage

Stakeholders that attended the August 11 Open House indicated a strong desire to see an improvement in the signage promoting the businesses in Havelock that are not readily visible from Ottawa Street. This concern was also raised during the village walkabout at the onset of the CIP project. It is recommended that the Township:

- Consider installation of a new '**Business District**', directional signage on Township property at the following intersections:
 - **Ottawa Street / Oak Street**
 - **Ottawa Street / Quebec Street**
 - **Ottawa Street / Orange Street**
 - **Ontario Street / Quebec Street**
 - **Ottawa Street / Concession Street**
 - **Ottawa Street / Mary Street**

The purpose of these signs would be to direct visitors and the traveling public to the commercial area on George Street. It is recommended that the "Havelock Streetscape Guidelines" prepared by Stempksi Kelly & Associates, 2008, be referenced by Township staff particularly with respect to the Streetscaping Guidelines and Gateway identification recommendations to



guide any work the Township may undertake regarding signage, infrastructure and streetscaping.

In addition to a more ornate type of signage, the Ministry of Tourism, Culture and Sport and Canadian Tourism-Oriented Directional Signage Limited, a private third-party company that operates, manages, maintains and finances this program, can be approached to provide additional, high-visibility signage on the Trans-Canada Highway, providing the travelling public with a cue to look for signage before they arrive in the Village.

Infrastructure & Streetscaping

It is recommended that the Township also explore the following infrastructure and streetscape improvements as additional opportunities to demonstrate the Township's commitment to the success of the CIP in the community. The following improvements are recommended to be implemented gradually over the life of the CIP:

- **Improve the usability of key streets and sidewalks for pedestrians**, especially on Ottawa Street, Ontario Street and George Street through the installation of temporary or permanent planters, banners, and pedestrian-oriented lighting and signage. Street furniture such as benches and public waste receptacles can also serve to support the pedestrian use of public streets. These should be of a consistent style and colour throughout the Village and can be another means of generating community buy-in. The Township currently uses hanging baskets and banners, a refreshing of these existing items in addition to the installation of new street furniture can also send the message to the community that the Township is undergoing a revitalization program.
- **Provide improved landscape treatments** along Ottawa Street, Orange Street, Quebec Street, Oak Street and George Street. Where the road allowance is of sufficient width, the Township may be able to install temporary or permanent planters and street furniture. Where the municipal road allowance is of insufficient width to accommodate planters or street furniture, but the adjacent private property is commercial and is of an appropriate scale, it is proposed that the Township explore agreements with land/business owners to allow the placement of temporary, removable planters. As the Township already maintains hanging baskets, the addition of temporary planters could be incorporated into the regular duties of Township staff.



5 Financial Incentive Programs

5.1 Introduction

A comprehensive set of financial incentive programs has been established to achieve the goals of this CIP. The incentive programs listed in this section were developed based on discussions with community members, Township staff, and the PRT, as well as a review of best practices used by other municipalities.

The financial incentive programs have been created to encourage private sector redevelopment in Havelock. Applicants may use individual incentive programs, or combine multiple programs for a single site or development. The total of all grants, loans and tax assistance provided shall not exceed the eligible costs of the improvements to the property. This section outlines the purpose, description, and eligibility requirements for each financial incentive program, as well as a discussion of the public consultation process contributing to the selection of the financial incentive programs. Eligible projects may also be augmented with other federal and provincial programs.

All programs are subject to funding allocated by Township Council on an annual basis.

5.2 General Program 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:

- a) An application for any financial incentive program contained in this CIP must be submitted to, and approved by, 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;
- b) 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;



- c) An application for any financial incentive program contained in this CIP 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 CIP, as well as all municipal by-laws, policies, procedures, standards and guidelines, including applicable Official Plan, Zoning By-law, and Site Plan requirements and approvals;
- d) Township Staff will review applications and supporting materials for CIP programs relating to residential, commercial, mixed-use, and accessible development. Applications will be reviewed by a committee of Township Staff, comprised of: Chief Administrative Officer; Economic Development Officer; Chief Building Official; and other designates, as required. The committee will evaluate applications against program eligibility requirements and approve applications and a recommendation to Township Council or Council's designate. The application is subject to approval by Township Council or Council's designate;
- e) 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;
- f) 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;
- g) 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;
- h) The Township is not responsible for any costs incurred by an applicant in relation to any of the programs, including and without limitation, costs incurred in anticipation of a tax assistance and/or grant payment;
- i) 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;



- j) The Township may discontinue any of the programs contained in this CIP at any time, but applicants with approved tax assistance and/or grant payments will still receive said payment, subject to meeting the general and program specific requirements;
- k) Township staff, officials, and/or agents of the Township may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Township; and
- l) Eligible applicants can apply for one, more, or all of the incentive programs contained in this CIP, but **no two programs may be used to pay for the same eligible cost**. Also, the total of all tax assistance and grants provided in respect of the subject property for which an applicant is making application under the programs contained in this CIP **shall not** exceed the eligible cost of the improvements to that property.
- m) In order to be eligible to apply for the CIP programs, applicants cannot be in arrears of any Township fees or charges, including taxes.

5.3 Village of Havelock CIP Incentive Programs

1) Façade Improvement Grant

Purpose: In 2008, Stempski Kelly Associates (SKA) prepared a document titled ‘Township Revitalization Improvement Project: Façade Improvement Guidelines and Models’. The intent of the Façade Improvement Grant program is to assist in the implementation of the detailed design guidelines prepared by SKA. Funding is available to assist property owners to improve a building façade in accordance with the Village of Havelock Community Improvement Plan. Funding is available for improvements to each exterior side that fronts or backs onto a street, provided that the existing and/or proposed land use includes a commercial component.

Funding is available to assist with improving the aesthetics of buildings including, but not limited to, façades, signage, lighting, and awnings. This program is intended to renovate the appearance of commercial and residential buildings in order to improve the overall appearance and character of the community.



Description: The Township shall provide a one-time grant of 50%, to a maximum of \$2,500, to fund the cost of improving exterior building features. The grant would include building materials, labour and professional fees.

This grant would be paid at 50% (to a maximum of \$1,250 each) upon completion of design, and the remaining 50% after completion.

Requirements: The following projects would be considered to be eligible projects under this program:

- repairing or replacement of exterior façades including cladding materials, windows, and doors;
- brick cleaning façade treatments, such as power washing;
- repairing, repointing or repainting of façade masonry and brickwork. Simple maintenance of brick facades will be encouraged;
- installation, repair or replacement of architectural details and features;
- installation, repair or replacement of awnings or canopies;
- façade restoration, including painting and cleaning;
- installation of exterior decorative lighting and upgrading of fixtures;
- installation of landscaping;
- installation of new features to provide ‘out-of-sight’ storage on rear façades;
- redesign of business front;
- traditional heritage commercial signage;
- professional design services required to complete eligible work; and
- other similar improvement projects may be approved that demonstrate an improvement to the quality of the property.

Eligible façades include both front and rear facades as well as side façades for corner properties. The improvement grant may not be used solely for window improvements.

Grants would be paid upon completion of the work in accordance with the agreement between the Township and the landowner. The grant will be conditional on Township approval of the submitted plans. When considering applications, Staff shall have regard to the guidelines outlined in the Township Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008.



2) Accessibility Grant

Purpose: To improve the accessibility to existing buildings in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). The purpose of AODA is to achieve accessibility for people with disabilities to services, facilities, employment, and buildings. The historic development of communities and buildings did not necessarily recognize the importance of accessible design as we consider it today. CIP funding is available to encourage commercial property owners to retrofit entranceways and other access points to ensure facilities and commercial outlets are accessible to all members of the community.

Description: Property owners or businesses within the CIP project area are eligible to apply for a onetime grant of 50% to a maximum of \$2,500 dollars of eligible project costs in order to renovated existing buildings to make them accessible according to the standards set out in AODA.

Requirements: Eligible projects must demonstrate the degree of possible conformity with the Ontario Building Code and *the Accessibility for Ontarians with Disabilities Act, 2005* with respect to accessible design. Grants are provided once the work has been completed in accordance with an agreement with the Township. Where a project includes physical changes that have an impact on the façade of a building, staff are encouraged to have regard to the Township Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008, to an appropriate but not restrictive degree. The AODA guidelines shall take precedence over the SKA design guidelines.

3) Municipal Fees Grant Program

Purpose: To encourage development and rehabilitation of the existing building stock, this program allows the Township to offset planning approval and building permit fees for the landowner/developer where these are required for development and/or rehabilitation that contributes to the quality of the community. Although this incentive is not included under Section 28 of the *Planning Act*, the offsetting of building permit fees is permitted under Section 7 of the *Ontario Building Code Act*.

Description: The Township will provide a grant equivalent to the cost of the Township's planning application and building permit fees for approved projects in



accordance with Section 69 of the *Planning Act* and the Township’s *Tariff of Fees for Planning Matters* By-law.

The Township is subject to Development Charges (DCs) levied by the County of Peterborough. At the time of preparing this CIP, there was no mechanism in place at the County level to allow the County to offset or reduce Development Charges for CIP applicants at the Township level. However, the County is undertaking a review of its Development Charge by-law and invited the Township to submit formal comments on this matter. In anticipation that a future exemption to the County’s Development Charge will be possible, this incentive program is also proposed to provide relief from Development Charges equivalent to the 2016 DC rate for creating a single additional residential unit.

Requirements: Any property or business owner who undertakes redevelopment of lands and/or buildings in the CIP project area is eligible for this grant. The owner would be responsible for all mapping and registration costs for agreements and plans where applicable. All grants for planning application fees and building permit fees will be equal to 100% of the application fees paid by the applicant, to a maximum of \$5,750. The Township’s planning application fees, as of October 2016, are provided below for reference:

<i>Application</i>	<i>Fee</i>
Official Plan Amendment	\$5,000
County fee for Township Official Plan Amendment Approval	\$700
Zoning By-law Amendment	\$3,000
Minor Variance	\$725
Parkland Fee	\$1,000
Pre-Development Agreement	\$5,000
Plan of Subdivision/Condominium	\$10,000
Site Plan Approval	\$2,000

4) Residential Intensification and Rehabilitation Grant or Loan

Purpose: This CIP can be used to provide funding for the development or redevelopment of an existing residential building to rehabilitate existing secondary suites and rental units, or to increase the number of residential units by up to one (1) residential unit. The intent is to allow existing property owners to develop a secondary suite or a second dwelling unit within, or as a complementary addition to, an existing building. This program can also serve to improve the existing stock of apartment rental units in the Village, however this grant will not apply to single-detached residential dwellings.



Description: A one-time grant of 50% to a maximum of \$2,500 dollars of eligible project costs for projects that contribute to residential intensification or rehabilitation of existing building stock within the CIP area.

One-time, **no-interest** loan of up to \$10,000 of eligible project costs, for projects that contribute to the commercial building stock within the CIP area. This loan would be repayable such that the annual amount to be repaid would gradually increase. The applicant would be responsible for repaying 5% of the loan in the first year, 10% in year 2, 15% in year 3, 25% in year 4, 35% in year 5, 50% in year 6, 65% in year 7, 80% in year 8, and the full amount of the loan must be repaid at the end of no more than ten (10) years.

Requirements: Eligible projects include interior renovations associated with the installation of a new residential unit, exterior renovations for the purpose of improving an existing residential unit, or interior renovations for the purpose of converting non-living space to living space or improving (e.g. bringing up to Code) existing apartment rental units. Applications for a grant or loan can only be triggered when an application is submitted under the *Planning Act* or when a Building Permit application is submitted. Township staff shall have regard to the Township Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008 when evaluating proposals with a component that will have an impact on the streetscape (e.g. a rear addition where a dwelling backs onto a street). In commercially-zoned areas, this incentive program does not apply to ground floor spaces, only to residential or non-residential space located on second storey and upper floors.

5) Commercial Space Conversion Grant or Loan

Purpose: Existing residential properties in the Village may be desirable for conversion into new businesses to increase the overall business activity within the village. The program provides financial assistance for projects seeking to create new commercial/employment opportunities within existing buildings or through additions. Projects of this nature are subject to the policies and requirements of the Official Plan and Zoning By-law, and professional consulting fees are intended to be eligible under this program.



Description: A one-time grant of 50% to a maximum of \$2,500 dollars of eligible project costs for projects that increase commercial building stock within the CIP area.

A one-time, **no-interest** loan of up to \$10,000 of eligible project costs, for projects that contribute to the commercial building stock within the CIP area. This loan would be repayable on a sliding scale, where the annual amount to be repaid would gradually increase. The full amount must be recouped by the Township at the end of no more than ten (10) years.

Requirements: Eligible projects can include: conversion of existing residential units to commercial uses; redevelopment of vacant commercial space; additions to existing commercial buildings; or construction of new commercial buildings to support new businesses. Equipment or other movable items are not eligible. All projects must comply with the Ontario Building Code and the *Accessibility for Ontarians with Disabilities Act, 2005*. Where any exterior changes are proposed, these shall have regard to the Township Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008. Where an application under the *Planning Act* is required, the municipal application fees are not eligible under this program, although the professional fees of any consultants whose services are required by the Township to provide input (e.g. Planning Justification Report) are eligible for funding.

6) Revitalization Tax Increment Program

Purpose: To encourage the revitalization of existing building stock or the redevelopment of lands, a tax increment grant program enables the Township to grant back to the owner a portion of the increased tax revenue collected as a result of any property improvements. The premise of this grant is that a rehabilitated or redeveloped property will receive an increased tax assessment, providing increased revenue to the municipality. In order to stimulate and incentivize redevelopment, this program anticipates the increased tax revenue and pays a portion back to the owner to cover costs.

Like other tax incentive programs, there is no 'cost' to the Township, per se. Property taxes collected for underutilized or vacant sites and/or buildings are low. Without any incentive to invest, property owners are not likely to develop their lands or improve existing buildings. While the municipality foregoes tax increases from a



redeveloped property in the short term, the investment spurs economic activity and eventually results in a higher tax revenue, both from the subject site and from resulting additional economic activity.

Description: This program would provide a grant to property owners who undertake rehabilitation projects that would result in a reassessment of their properties. The amount of the grant is calculated based on the incremental increase in the municipal taxes that result from the completed work. The total amount of the grant provided would not exceed the value of the work that resulted in the reassessment. For that reason, the total value of the work, plus the amount of the municipal taxes paid prior to and after the redevelopment, must be known. In this program, “municipal taxes” refers only to the general portion of municipal taxes, and excludes any other taxes or fees such as education and all urban service levies.

This program would be implemented over a ten (10) year period. Owners of properties participating in this grant program who apply in any year of the program will be eligible for the full grant.

The grant amount for this program shall not exceed 100% of the increase in the municipal portion of the taxes in years one to five of the program, decreasing to 80% in year six, 60% in year seven, 40% in year eight, 20% in year nine and with the owner paying the full amount of taxes in year ten.

The property owner would be responsible for the full payment of taxes, after which the Township would provide the grant. For that period beyond ten years, the owner will be required to pay the full amount of the taxes with no grant provisions.

Applicants participating in the program will file a grant application along with an application for Building Permit. The amount of municipal taxes paid would be determined and, upon completion of the works, the municipal taxes to be paid would be calculated based on the result of the final reassessment by the Municipal Property Assessment Corporation (MPAC). The difference between the municipal taxes paid prior to the works being undertaken and the municipal taxes after the completion of the works would be the portion eligible for a grant under this program.

The grant will be provided on a declining rate basis for a 10-year period with a grant generally equal to 100% of the incremented taxes for the redeveloped property in Year 1. Year 1 is defined as the first full calendar year in which taxes are paid after the project has been completed and reassessed. By using the Building Permit process as the “trigger” for establishing participation in the program, the



approximate value of the rehabilitation/redevelopment work to be undertaken can also be determined. The total value of the grant will not exceed the value of the completed work. At the Building Permit stage, the construction value of the project is known, as this is what establishes the cost of the permit. In some cases, an audit may be required to confirm the construction value.

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

Requirements: Grants shall be provided for the revitalization of existing building stock or the redevelopment of lands. Township staff shall have regard to the Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008 when assessing project eligibility. This program may be combined with other programs in the CIP but may not be used to pay for the same works that are paid for through another financial incentive program.

7) Commercial Building Improvement Grant

Purpose: The quality of the commercial component of Havelock's streetscapes plays a key role in establishing the character of the Village. The Commercial Building Improvement Grant seeks to revitalize the existing commercial building stock beyond basic façade improvement and to assist with the development of commercial lands.

Description: The Township will provide a grant of 50% (up to a maximum of \$2,500) of the costs associated with revitalization of commercial buildings or redevelopment of commercial lands.

Requirements: Grants shall be provided for the revitalization of existing commercial building stock or the redevelopment of commercial lands. Township staff shall have regard to the Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008 when assessing project eligibility.

8) Brownfields Initial Study Grant

Purpose: Lack of information is one of the key barriers to rehabilitating and redeveloping brownfield sites. The lack of information on specific properties, and the



reluctance of property owners to undertake and fund environmental studies, inhibits interest in rehabilitation and development of these properties. The Brownfields Initial Study Grant is a grant designed to stimulate the undertaking of private sector environmental studies of properties within the CIP area. It is anticipated that more information will become available through these studies with respect to the type of contamination and potential rehabilitation costs associated with the property in question.

Description: The Township will provide a grant of 50% (up to a maximum of \$2,500) of the costs associated with the initial studies. Eligible studies include Phase II and Phase III Environmental Site Assessments (ESA) and Site-Specific Risk Assessments (SSRA). These grants will assist owners of potential brownfield sites in acquiring the environmental information needed to determine if the site will qualify for the Brownfields Financial Tax Incentive Program.

Requirements: The property must be advancing to development/redevelopment of the site to be eligible for this grant. The Applicant must provide a copy of the ESA to the Township for record-keeping purposes.

9) Brownfields Financial Tax Incentive Program (BFTIP)

Purpose: There are a small number of brownfield sites in the Village that would be required to undergo rehabilitation prior to being developed or redeveloped. The rehabilitation of a brownfield site is a costly process, requiring Environmental Site Assessments, a Record of Site Condition and significant soil rehabilitation or replacement. As an incentive to prospective applications, a Brownfields Financial Tax Incentive Program (BFTIP) provides for cancellation of up to 100% of municipal property taxes, as authorized under Section 365.1 of the *Municipal Act, 2001*. In addition, a matching cancellation of education taxes is available when the application is approved by the Minister of Finance. The maximum tax assistance available is **equal to or less than** the cost of reducing the concentration of contaminants on site to enable the owner to obtain a Record of Site Condition, including costs to comply with any certificate of proper use.

Description: Tax cancellation is effective following approval of a by-law authorizing the BFTIP application and would continue throughout the Rehabilitation and Development Period, which would be defined as part of a Brownfields Program for municipal taxes and for 36 months in respect of education taxes.



Requirements: A property must be contaminated from historic activities such that a Record of Site Condition is required to redevelop the property. The Township will only accept Phase II Environmental Site Assessments conducted by a qualified person that comply with O. Reg 153/04 as proof that a site requires a Record of Site Condition. Township staff shall have regard to the Revitalization Improvement Project: Façade Improvement Guidelines and Models prepared by Stempski Kelly Associates, dated February 2008 when assessing project eligibility.



6 Implementation Strategy

6.1 Interpretation

The Village of Havelock Community Improvement Plan shall be read and interpreted in its entirety, and in conjunction with the *Planning Act*, *Municipal Act* and all other municipal planning documents for the Township of Havelock-Belmont-Methuen and the County of Peterborough.

In addition, this Community Improvement Plan will be interpreted at the sole discretion of the Township of H-B-M in consultation with, or based on advice from the Township's planner or contract planning consultant.

6.2 Timing

The Village of Havelock Community Improvement Plan will remain in effect for ten (10) years. After five (5) years, the CIP may be reviewed by Township Council to evaluate its effectiveness and the degree of uptake. If necessary, amendments may be made to the CIP to improve its programs.

6.3 Severability

If a court of competent jurisdiction declares any section or part of a section of the Village of Havelock CIP by-law to be invalid, such section or part thereof shall not be construed as having persuaded or influenced Township Council to pass the remainder of the by-law, and it is hereby declared that the impugned section shall be severable and distinct from the remainder of the by-law, and the remainder of the by-law shall be valid and remain in force.

6.4 Application Process

Prior to submitting an application for funding under one of the financial incentive programs contained in this CIP, all applicants will be required to have a pre-application consultation meeting with Township of H-B-M staff to evaluate the project's eligibility for the program. At this meeting, the applicant should present the following materials:



- the details of the work to be completed;
- an estimate, from appropriate trades people or professionals, of the associated costs to complete the work. In-kind work performed by the applicant or their family members, or work performed by the applicant's business, will not be considered for the purpose of matching funding;
- a timeline for completion;
- plans or drawings illustrating the details of the project; and
- any additional materials required to review the application, as determined by staff;
- proof that municipal taxes are current.

Subsequent to the meeting, Staff will provide comments on whether the project (or which components of the work) meets the objectives of the CIP and which incentive programs could be accessed. If a project is determined to be eligible, Staff will accept the application. Acceptance of the application does **not** imply program approval. The applicant will be advised of approval or non-approval within 30 business days of the receipt of a complete application.

Application submission materials will generally include a detailed work plan and estimated costs to complete the eligible work. However, at the discretion of Township Staff, additional submission materials may be required to assist in the review of the application. Applications that are determined to meet the objectives of the CIP will be recommended for approval by Township Staff. A recommending report will be prepared by Township Staff and submitted to the Council's designate for review and approval. Upon approval, an agreement will be enacted between the Township and the applicant outlining the nature of the works to be completed and the details of the financial incentive and timeframe. Generally the payments of grants will occur once the work has been completed as outlined in the agreement to the satisfaction of Township Staff. Figure 16 illustrates the administrative steps involved in accessing the CIP program.



Step 1 Pre-consultation and Application Submission	Step 2 Application Review and Evaluation	Step 3 Application Approval	Step 4 Payment of Funds
<p>Applicant presents project to Township Staff</p> <p>Staff provides comments regarding project eligibility and required application submission materials</p> <p>Applicant submits complete application</p>	<p>Staff reviews application in relation to CIP objectives</p> <p>Staff prepares report to Council's designate for review and the appropriateness of the project to access program funding</p>	<p>Application is approved by Council or its designate and an agreement is executed between the Township and the applicant</p>	<p>Applicant demonstrates to Staff work has been completed, as outlined in agreement</p> <p>Funds are distributed to applicant, or tax incentives are applied, or fees waived</p>

Figure 16: Village of Havelock CIP Application Process

Final decisions regarding applications and allocation of funds shall be made by Council. Applicants shall be afforded an opportunity to appeal the decision of Council's designated approval authority directly to Council.

6.5 Other Funding Opportunities, Not Included in this CIP

Investment in Affordable Housing for Ontario Program

The Investment in Affordable Housing for Ontario program (IAH) provides funds for the creation and repair of affordable housing in the province. Funding may be provided to municipal Service Managers, housing proponents, or other housing partners. The program has the following objectives:

- Improve access to affordable housing that is safe, sound, suitable, and sustainable for households across Ontario.
- Provide Service Managers and housing proponents with the flexibility to meet local needs and priorities.
- Offer funding for an array of housing options that address affordable housing needs across the housing continuum.
- Incorporate energy efficiency requirements and accessibility into affordable housing units and building design.
- Provide Service Managers with the flexibility to design strategies to alleviate homelessness and help move households in their communities along the housing continuum.

The IAH originally began in 2011 and was extended to March 31, 2020.



Municipal Heritage Incentives

Under the Ontario Heritage Act, the Township may offer incentives, such as property tax relief, for preservation of cultural heritage assets in Havelock.



7 Marketing Strategy

The successful implementation of the CIP is dependent on the ability to effectively communicate the initiatives and funding opportunities to property owners, developers, business owners, and the community. A Marketing Strategy targeting potential participants is recommended to include information on the Township's website outlining the nature of the programs and examples of eligible projects.

Social media also represents an effective tool to disseminate information about the CIP to members of the community. The Township of H-B-M could produce a short video (approximately 1 minute in length) explaining the intent of the CIP, eligible projects, and the application process. The video would provide a short summary of the CIP and should refer viewers to additional resources or contacts for more information. Once complete, the video could be posted on YouTube or a similar website, along with direct links to the video from the Township's website and from social media platforms such as Facebook and Twitter. The advantage of a video of this nature is that it can be utilized by community champions at trade shows throughout the province and at large as a means of attracting new business to H-B-M.

Township staff may also consider the preparation of a marketing brochure for the CIP programs, to be made available at the Township office, library, key business areas, real estate agencies, and other key locations throughout H-B-M and, conceivably, throughout the County. The brochure would provide information for the purpose of raising awareness of the program's objectives and financial incentive programs.

Residents of Havelock are encouraged to invite out-of-town relatives, friends, and business associates to visit the community. The Township may consider implementing an awareness campaign to encourage word-of-mouth promotion, which may involve printing simple marketing messages on residents' monthly utility or tax statements, posting information on the Township of H-B-M website, or including promotions in the local media.

An advertising campaign promoting the initiative could appear in a range of local media, such as newspapers, radio, television, and online. Further initiatives may be developed by the Township of H-B-M staff.

Hosting regional events in Havelock is an effective way to bring people to the community and increase business activity. Existing venues such as the H-B-M Community Centre or one (or several) of the community gathering places in Havelock



could be used to host events or small, local- and regional-oriented trade shows. Additionally, other major tourism draws such as the Havelock Country Jamboree, the HaveROCK Revival Music Festival, and the Recreation and Performance Motor (RPM) Show are major economic drivers for the community. Similar events that can be hosted outside of the summer tourist season can provide similar economic incentives, year-round. For example, a Christmas light festival or Midnight Madness sales, concerts, or outdoor skating parties could also be combined to create synergy.

A “community champions” program is another recommended marketing strategy. Small municipalities such as H-B-M may not have the resources to allow staff to travel to trade shows, conferences or other events around the region and province. It is recommended that the Township recruit local business leaders that travel outside of the immediate locality to attend industry events, to promote the CIP. The Township’s role would be to provide marketing materials and possibly training for the community champion(s). The volunteer business leader’s role would be to act as an ambassador for H-B-M while at industry events.

Other innovative methods of communication may be effective in promoting the CIP to visitors and the travelling public when they are in Havelock. Informational signs or billboards can direct travelers or passersby to a website, telephone hotline, or radio station frequency, where information can be accessed or marketing material presented. Voice-over-Internet Protocol (VoIP) technology allows organizations to create cloud-based telephony systems without the requirement of call-centre staff. Generally, pre-recorded messages of approximately 10-15 minutes are recorded, and are available to multiple callers simultaneously. Similarly, a non-commercial, short-range radio station can be established to broadcast information, on a permanent or temporary basis, for a nominal licensing fee.



8 Monitoring Program

The purpose of this CIP is to contribute to the economic development and revitalization of the Village of Havelock. Regular monitoring of how the incentive programs perform over the life of the plan is strongly recommended, with results reported to Council regularly. Feedback from applicants that have benefited from the incentive programs should be solicited and utilized to make adjustments to the incentive programs in order to improve their effectiveness and ensure that the incentive programs remain effective for the range of project types and sizes in the project area. Over the life of a CIP, where the CIP has generated significant changes in a project area, it is also important to ensure that the incentives remain appropriate for the project area. The following list provides qualitative and quantitative measures that the Township should track to monitor the effectiveness of the program and provide a basis for future amendments:

- Monitor the number of approved applications by financial 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;
- Encourage program participants to submit comments based on their experiences accessing program funding;
- Document completed projects and build a portfolio of projects successfully funded through the CIP; and
- Annually report on the success of the Plan.

Based on information from these monitoring procedures, required revisions to the CIP may become evident over time. Refinements to the CIP can occur without amendment to the plan, however, the County of Peterborough should be consulted regarding proposed changes to the CIP.



8.1 Review of the CIP

This CIP and the programs contained within it will be valid for ten (10) years (2026) from the date of Council adoption (2016). Township staff will have an opportunity to conduct a review of this Plan after five (5) years, and may bring forward a recommendation to Council on whether the CIP requires amendment or an extension of the timeframe. It is recommended that the future (2018) Council consider extension of this CIP as a corporate strategic issue.



9 Amendments to the CIP

As the CIP is implemented, the Plan may be refined to better achieve its objectives. The individual financial incentive programs contained within this CIP can be reduced at any time by Council without amendment to the Plan. The following criteria describe amendments to this Plan that would require Council approval, in accordance with Section 28 of the *Planning Act*:

- 1) Change or expansion in the geography to which financial programs outlined in the CIP apply (i.e. the CIP area);
- 2) Change in the criteria to which area-wide CIPs apply;
- 3) Addition of new municipal assistance programs involving grants, loans, tax assistance or land; or
- 4) Increase in the proportion of a financial incentive to be offered within the CIP program.



10 Conclusion

The Village of Havelock Community Improvement Plan is designed to provide a framework that encourages economic development and beautification to the community. It outlines a set of goals and objectives to implement a vision detailed in the Official Plan. The overall direction and priorities established in this CIP were devised in consultation with members of the community, the Project Review Team and other stakeholders.

The CIP focuses on façade improvements, accessibility enhancements, residential intensification, commercial expansion, and brownfield redevelopment. Programs apply to the Havelock Urban Settlement Area, located in the southern extent of the Township of Havelock-Belmont-Methuen, on the Trans-Canada Highway.

A set of financial incentives are established to stimulate and leverage private sector investment in Havelock. Implementation and monitoring of this plan will be undertaken by the Township of H-B-M, in partnership with community stakeholders.

The Village of Havelock Community Improvement Plan will remain in effect for ten (10) years. After five (5) years, the CIP may be reviewed by Council to evaluate its effectiveness and the degree of community uptake. If necessary, amendments may be made to the CIP to improve its programs as the program and community evolve.

The success of this CIP is rooted in the community. Township staff, Council, the Economic Development Committee, and business leaders have the critical responsibility of keeping the spirit of the CIP alive moving forward. Success builds upon success. Working together, establishing tangible and realistic priorities and / or action items, and patience will help to achieve the community's vision:

Community Improvement Goals

The Municipality will:

- continue to encourage the maintenance, development, redevelopment, and rehabilitation of the Municipality's built environment, so as to enhance the image of the Municipality as an attractive place to live, work in, and visit; and
- maintain and improve the economic and tourism base through the promotion of employment, new capital investment, and increases in the municipal tax base while minimizing increases in the Municipality's long-term capital debt.



Appendix A:
Township Revitalization Improvement Report:
Façade Improvement Guidelines and Models
Stempski Kelly Associates Inc.
February 2008



**Appendix B:
Community Consultation**