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1 INTRODUCTION

1.1 WHAT IS A COMMUNITY IMPROVEMENT PLAN?

The Town of Hawkesbury (the Town) has prepared a Community Improvement Plan (CIP). A CIP is a planning and economic development tool for municipalities to promote community revitalization and often serves as a catalyst for achieving economic, community planning and urban development goals. Municipalities use CIPs to enable a wide range of programs and policies that encourage private investment, and to support strategic municipal initiatives aimed at the revitalization of targeted areas. CIPs can provide several benefits for a community, including:

- Stimulating private sector investment in targeted areas through grants and loans from the Town;
- Promoting revitalization and place-making to attract tourism, business investment and economic development opportunities;
- Developing affordable housing;
- Promoting brownfield cleanup and redevelopment;
- Enhancing streetscapes and building façades; and
- Encouraging the effective use of community infrastructure.

Section 106 of the *Municipal Act* prohibits municipalities from directly or indirectly assisting industrial or commercial enterprises. However, municipalities are exempt from the restrictions under Section 106 if they are exercising their authority under Section 28 of the *Planning Act*. Section 28 of the *Planning Act* permits municipalities to designate all or part of an area covered by an Official Plan as a community improvement project area. Under Section 28, once an area has been designated a community improvement project area, a variety of financial assistance programs may be implemented. These programs may include grants or loans to property owners and tenants to help defray the costs of improvements to eligible properties. Municipalities may also incorporate a “municipal leadership strategy” to identify other actions, programs, capital projects and policies that may help revitalize target areas. A municipal leadership strategy may address issues related to policy and regulatory gaps or conflicts (e.g., changes required to the Zoning By-law), streetscaping and public realm improvements or guidelines, or the implementation of other projects related to community revitalization.

In general, CIPs are not used to support greenfield development, but rather to improve conditions in existing urban areas. The most common use of a CIP is to enable grants to help property owners make improvements to private property, including improvements to façades, signage, landscaping, and to assist with the costs of improving historic properties. CIPs are also often used to promote the remediation and redevelopment of brownfield sites, as well as the revitalization of commercial, industrial, institutional and even rural areas. Under a CIP, a municipality may issue grants and loans to help support redevelopment and infill development projects by providing incentives to increase the assessed value of a property (tax increment equivalent grants), offering rebates on planning and application fees, or providing direct grants or loans to help finance redevelopment and intensification projects.

A key component of a CIP is the eligibility criteria that set out the conditions and goals by which an application for a financial incentive will be evaluated. For example, to be eligible for a façade

improvement grant, a CIP may require that the proposed improvements be consistent with urban design guidelines or criteria. Through the thoughtful identification of eligibility criteria for financial incentive programs, the CIP can advance a wide range of planning, urban design and economic development objectives.

1.2 PURPOSE OF THIS DOCUMENT

The purpose of this CIP document is to describe the framework for the preparation of the Town's CIP, state the Plan's vision and goals, identify financial incentive programs to meet the goals of the Plan, and set out an implementation strategy including administration, marketing and monitoring.

This report is organized as follows:

- Section 2 outlines the legislative, policy and regulatory framework for the preparation of the Plan;
- Section 3 reviews the Town's strengths, weaknesses, opportunities, and threats to be considered in the development of the Plan;
- Section 4 summarizes the community engagement completed during the development of the Plan;
- Section 5 presents the vision for the Town and the goals of the Plan;
- Section 6 describes municipal initiatives that are recommended in support of the Plan;
- Section 7 sets out financial incentive programs for private developers to achieve CIP goals; and
- Section 8 provides details on the implementation of the Plan, including administration, eligibility and application requirements, a municipal marketing strategy and monitoring/evaluation program, and the processes required for any CIP amendments.

Sections 7 and 8 of this report are the operative sections of the document for the purposes of any by-law implementing this Plan. Sections 2 through 6 are non-operative and are provided as background information for the reader.

1.3 PROJECT AREA

The Town of Hawkesbury is located approximately 100 km east of Ottawa and 100 km west of Montreal, and encompasses approximately 9.6 square kilometres (960 hectares or 2,372 acres) (Statistics Canada, 2016). Hawkesbury is located on the Ottawa River waterfront and offers the only bridge connection across the river east of the City of Ottawa, to Grenville, Quebec. It is home to numerous regional services and a number of schools and recreation facilities, and serves as an economic and commercial centre for surrounding Eastern Ontario communities. In particular, the Hawkesbury General Hospital is a major employer, and numerous complementary health service providers, including a long-term care facility operated by the United Counties of Prescott and Russell, are also located in the Town.

The Town is situated along County Road 17, which continues westward along the Ottawa River to Ottawa. Approximately 10 km east of the Town, County Road 17 meets Highway 417, which provides a highway connection to Montreal. The Town's large-scale commercial and industrial lands are located mainly in the southeast area of the Town, with good access to County Road 17. An active CN rail line passes through this area between County Road 17 and Spence Avenue and extends north between Cameron Street and Tupper Street as far as Aberdeen Street.

As of the 2016 Census of Canada, the Town’s population was 10,263 residents. This represents a 2.7% decrease in population from 2011; however, the Town had experienced modest growth over the preceding 10 years, and is anticipating modest growth to a population of between 12,600 and 13,800 by the 2029 planning horizon (Hawkesbury Official Plan, 2010).

Section 5.5.1 of the Town’s Official Plan (2010) indicates that the entire Municipality (Figure 1) is designated as a Community Improvement Area, which permits Council to designate, by by-law, any lands within the Municipality as a Community Improvement Project Area (CIP Project Area). Section 3.1.2, Policy 8 indicates that the lands designated Downtown Core Policy Area are considered a high priority as a CIP project area.

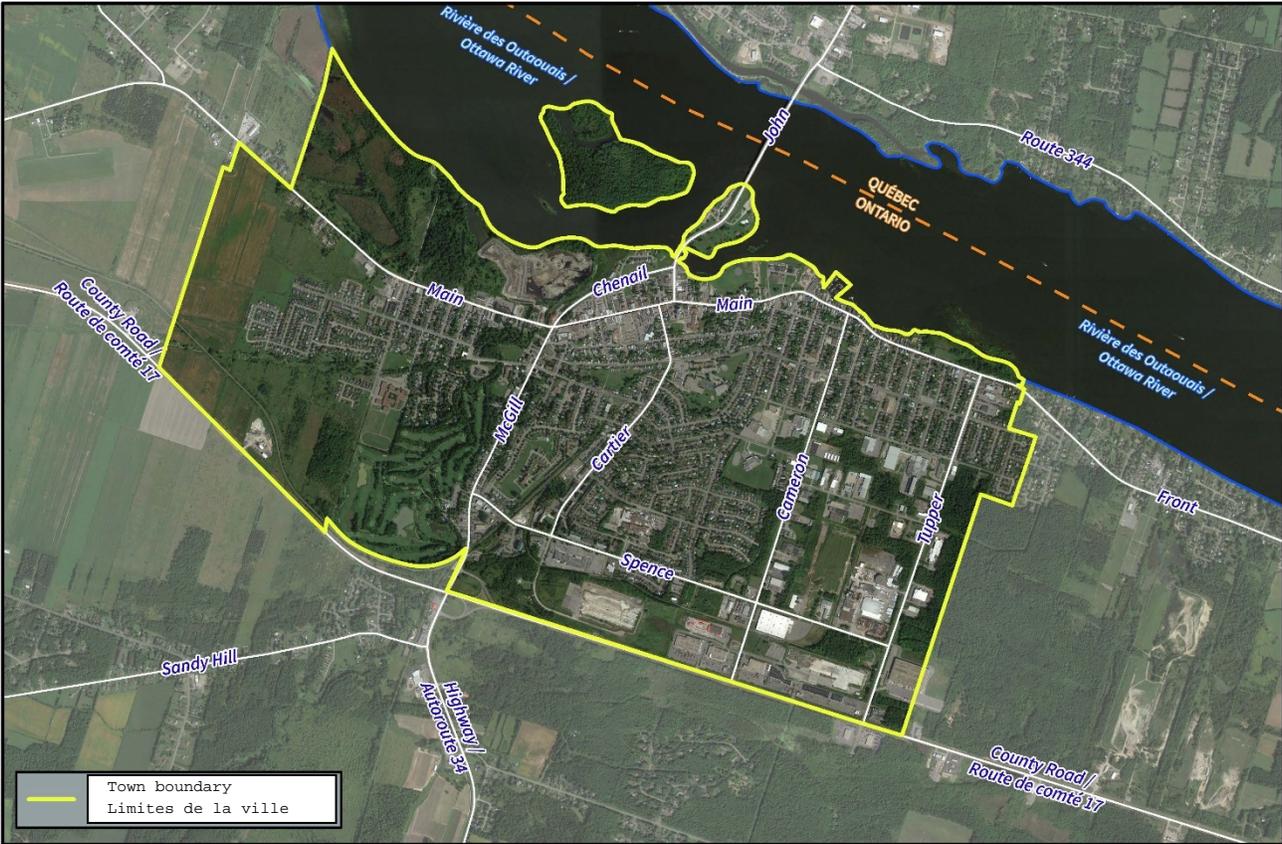


Figure 1: Town of Hawkesbury - Designated Community Improvement Area, Official Plan (2010)

2 PLANNING CONTEXT & POLICY REVIEW

2.1 PLANNING ACT

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

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

“...the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary.”

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

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

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

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

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

Where a by-law designating a community improvement project area has been passed, Council may adopt a plan in accordance with certain subsections of Section 17 of the *Planning Act*. Section 17 outlines the statutory process for adopting the document, including the provision of at least one public meeting, which must be held 20 days prior to making the Community Improvement Plan publicly available for review.

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

“construct, repair, rehabilitate or improve buildings on land acquired or held by it in the community improvement project area in conformity with the Community Improvement Plan,

and sell, lease or otherwise dispose of any such buildings and land appurtenant thereto.”
(Section 28(6a))

and/or:

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

This permits the municipality to make direct interventions to improve properties, or to build new buildings and facilities, as needed.

Under Section 28(7), the municipality may issue grants and loans to property owners and tenants to help pay for eligible costs. Eligible costs is broadly defined to include “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities” (Section 28(7.1)). Under no circumstance can the amount of a grant or loan made in respect of particular lands and buildings exceed the eligible cost of the community improvement plan with respect to those lands and buildings (Section 28(7.3)).

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

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

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

2.2 MUNICIPAL ACT

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

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

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

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

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

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

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

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

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

2.3 ONTARIO HERITAGE ACT

The *Ontario Heritage Act* is relevant to the preparation of a CIP, as the CIP may support heritage conservation through financial incentives or municipal leadership programs.

Under Section 39(1) of the *Ontario Heritage Act*, municipalities may pass by-laws to implement separate grant or loan programs to help owners of heritage properties designated under Part IV of the Act to pay for alterations to the property, in accordance with the terms established by the by-laws. There are currently no designated heritage properties in the Town, and the Town does not administer any grant or loan programs for the preservation and maintenance of historic buildings.

2.4 ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT

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

2.5 PROVINCIAL POLICY STATEMENT

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

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

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

Healthy, livable and safe communities should be promoted through various means including the improvement of accessibility for persons with disabilities and older persons, by identifying, preventing and removing land use barriers which restrict their full participation (Policy 1.1.1(f)). Long term economic prosperity is promoted by Policy 1.7, which is to be supported by, among other means, the revitalization of downtowns and main streets (Policy 1.7.1(c)), and the promotion of brownfield site redevelopment (Policy 1.7.1 (e)).

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

Through Policy 2.6, the PPS requires the conservation of cultural heritage resources. Specifically, Policy 2.6.1 states that “Significant built heritage resources and significant cultural heritage landscapes are to be conserved.”

Additionally, proponents of development and site alteration on lands adjacent to protected heritage resources must demonstrate that the heritage attributes of the protected property will be conserved (Policy 2.6.3).

The PPS therefore supports the maintenance and revitalization of the Town of Hawkesbury through measures that could include the use of a Community Improvement Plan to:

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

2.6 UNITED COUNTIES OF PRESCOTT AND RUSSELL OFFICIAL PLAN (2015, CONSOLIDATED 2016)

The Official Plan for the United Counties of Prescott and Russell (the County), the upper-tier municipality for the Town of Hawkesbury, was adopted by Council in 2015. It provides the guiding policy framework for growth and development in the County to the year 2035. It includes broad land use designations, including Urban, Community, Trade and Industry, and Rural policy areas, which are refined in lower-tier Official Plans. It also includes policies concerning infrastructure, agricultural and mineral aggregate resources, natural heritage, and natural and human-made hazards. Finally, it provides direction regarding the implementation of the Official Plan, which includes permitted uses, development control, economic development, social and housing policy, cultural heritage, and overall administration.

The entire Town of Hawkesbury is designated as an Urban Policy Area in the County Official Plan, as shown in Figure 2.

Several of the objectives for sustainable communities, as set out in Section 2.1.3 of the County Official Plan, are relevant to community improvement. Notably, Objective 7 indicates that “priority will be given to growth and development which can take place on existing water, sewer and waste disposal infrastructures” and Objective 9 states that “the distinct character of our towns, villages, hamlets and rural areas will be maintained.” Objective 14 directs the County to “plan for infrastructure and public service facilities in a manner that is coordinated and integrated with land use planning so that they are financially viable over their lifecycle, which may be demonstrated through asset management planning, and so that they are available to meet current and projected needs.”

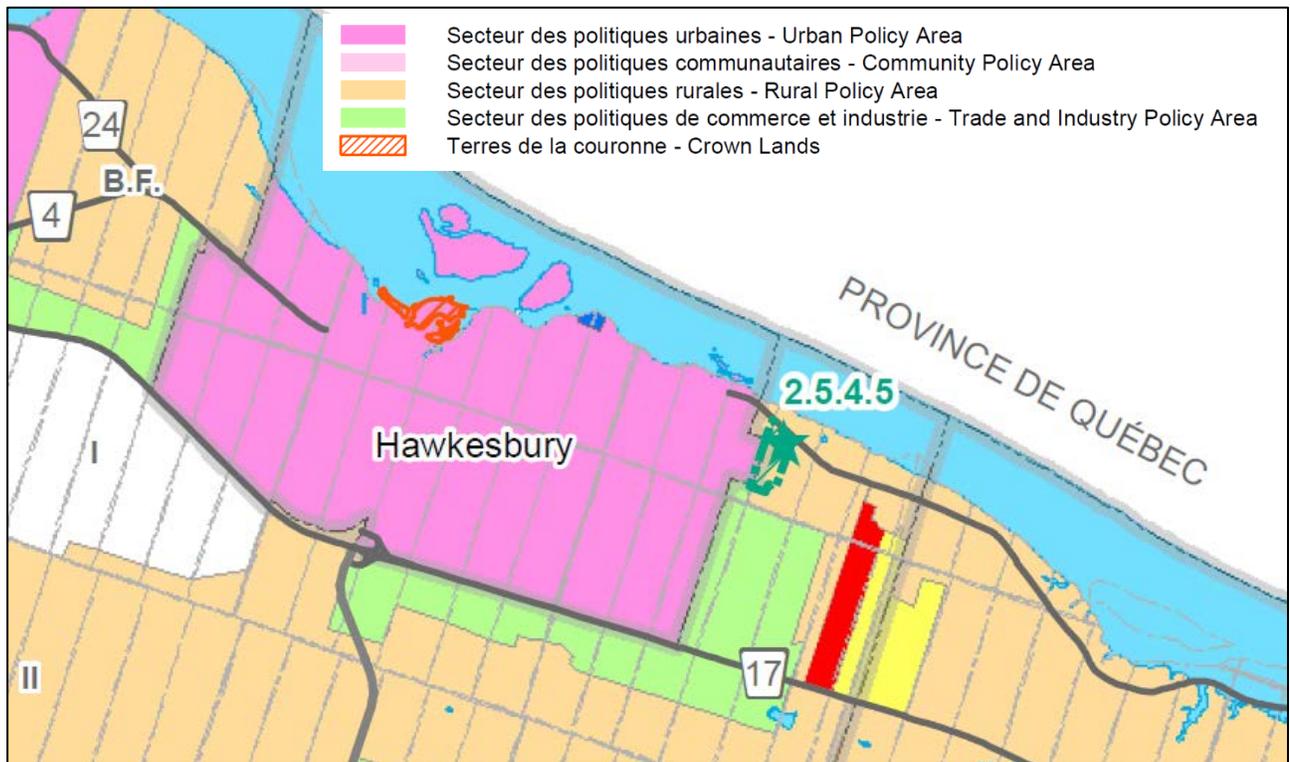


Figure 2: Land Use Designations, United Counties of Prescott and Russell Official Plan (2015, Consolidated 2016)

Section 7.4.13 of the County Official Plan sets out several specific policy objectives relating to community improvement:

1. To upgrade and maintain all essential municipal services and community facilities.
2. To ensure that community improvement projects are carried out within the built up areas of the United Counties.
3. To ensure the maintenance of the existing building stock.
4. To preserve heritage buildings.
5. To encourage private sector investment and the strengthening of the economic base.
6. To enhance the visual appearance of Community Improvement Areas.
7. To redevelop brownfield sites.

The intent of these community improvement policies is to “achieve and maintain a standard of municipal services for the Urban Policy Area and the Community Policy Area and Trade and Industry Policy Area designations which provides for the safety and convenience of residents and visitors and is within the financial capacity of local municipalities” (Section 7.4.13, Community Improvement).

The County Official Plan indicates that part or all of a built-up area within a designated Urban Policy Area, Community Policy Area and Trade and Industry Area, as identified in the County Official Plan, may be designated as a CIP area in a local Official Plan. The designation is to be made based on the following criteria:

1. That there is evidence of a need to improve municipal services such as roads, sidewalks, street lighting, parking, sanitary and storm sewers, water supply, parks and recreation, community facilities, the waterfront areas or street scraping. Improvements may apply to some or all of the above services.
2. That the phasing of improvements corresponds to the timing of improvements by the county and/or senior governments and is within the financial capability of the local municipality.
3. That a significant number of buildings in an area show signs of deterioration and need of repair.
4. That improvement to the visual appearance or aesthetics be required.
5. That improvements will have a significant impact on strengthening the economic base of the community. (Section 7.4.13)

Section 7.5.4 of the County Official Plan also indicates that the County will support community improvement programs as a general economic development policy aimed at sustaining, strengthening and diversifying the economic base.

Four closed waste disposal sites are located within the Town of Hawkesbury, as identified on Schedule C of the County Official Plan. Section 6.8.1 of the Official Plan sets out policies to guide the redevelopment of such sites in accordance with Ministry of the Environment and Climate Change (MOECC) requirements and the *Environmental Protection Act*. Policies elsewhere in Section 6.8 provide guidance on redevelopment requirements for other types of potentially contaminated sites. In particular, section 6.8.4 of the County Official Plan indicates that the County and local municipalities “shall identify and promote opportunities for intensification and redevelopment of brownfield industrial sites. Private sector investment in the re-use and/or redevelopment of underutilized and/or abandoned brownfield industrial lands will be encouraged.”

2.7 TOWN OF HAWKESBURY OFFICIAL PLAN (2010)

The Town of Hawkesbury’s Official Plan was adopted in 2010 and sets out a policy framework to guide the Town’s development to the year 2030. It identifies a vision and guiding principles for the Town and provides direction regarding the downtown core, residential, commercial, employment, and waterfront lands, as well as related planning considerations including heritage, the natural environment, development constraints, infrastructure and implementation. Major land use designations within the Town are shown in Figure 3.

The Vision for the Town (Section 2.1) is relevant to the identification of appropriate objectives for the CIP: “The Town of Hawkesbury is committed to balanced and sustainable growth to achieve a sense of place respectful of our municipality’s unique historical, cultural and natural heritage where citizens can enjoy an unparalleled quality of life.”

Similarly, several of the Guiding Principles (Section 2.2) are particularly relevant to the CIP:

- Principle 1 identifies overall development priorities, as follows: “We will ensure that growth and development occurs through sustainable and economically viable land use development patterns which will include a broad range of uses and a balanced mix of appropriate residential densities.”

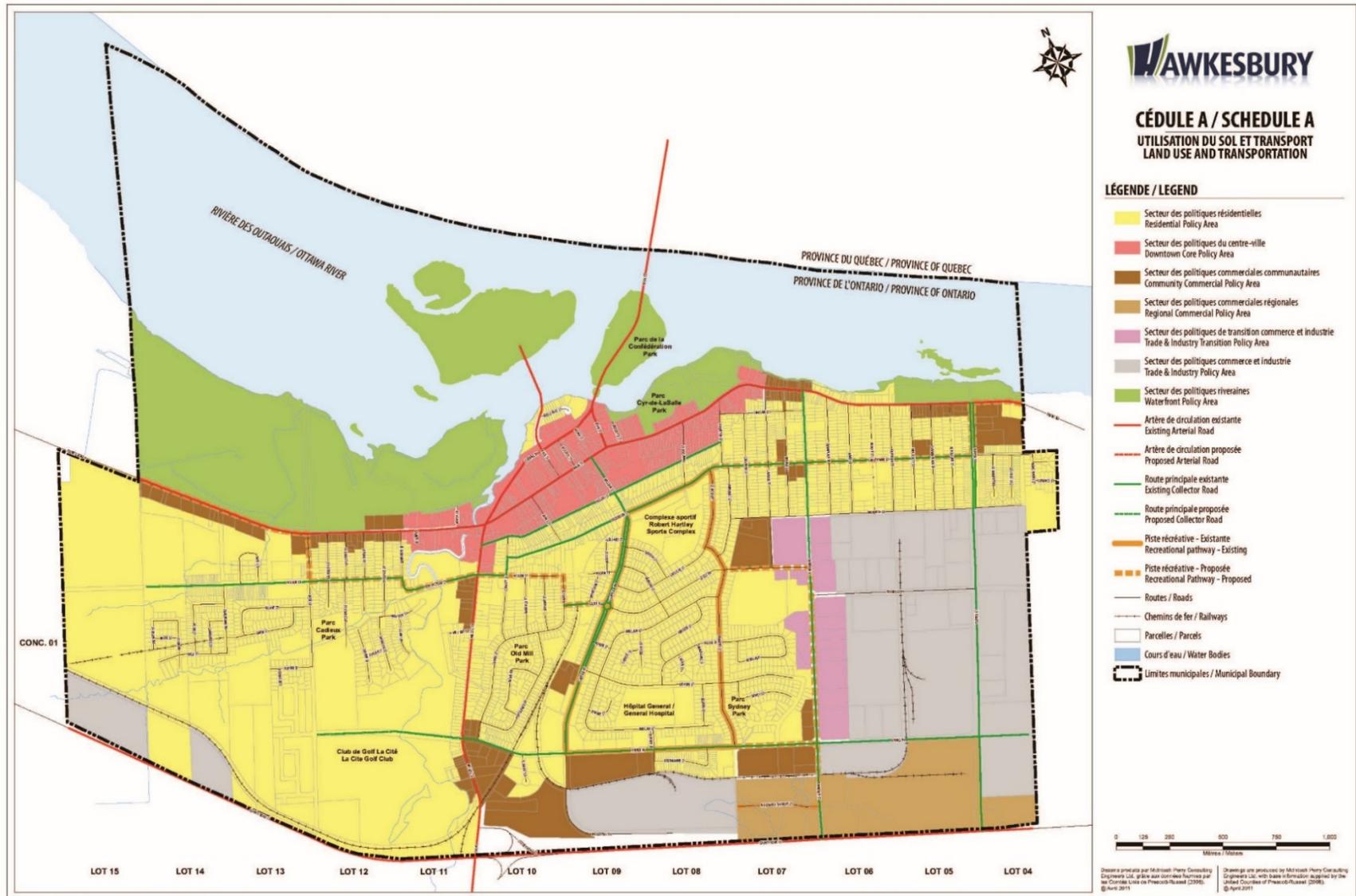


Figure 3:
Land Use

Designations in Hawkesbury (Town of Hawkesbury Official Plan, 2010, Schedule A)

- Principle 2 provides guidance regarding economic development as it relates to land use: “We will help maintain and increase the Town’s employment base through clear and transparent land use policies which support the development of commercial, institutional and industrial opportunities.”
- Principle 3 provides guidance regarding potential waterfront development, as follows: “We will continue to protect and value our waterfront lands as we provide for appropriate development to generate residential, recreational, environmental and economic opportunities respectful of private and public property rights.”
- Principle 4 contemplates initiatives that may include an environmental remediation component: “We will protect and enhance our natural environment in accordance with provincial policy and in a manner which is respectful of land owner concerns and recognizes the need for long term sustainability.”
- Principle 5 supports CIP initiatives that promote heritage preservation, as follows: “We are committed to the preservation of our cultural heritage including historical connections to First Nations and early settlers and to our natural heritage including the Ottawa River and the traditional thoroughfares of the waterways.”
- Principle 7 emphasizes the importance of appropriate infrastructure provision as the Town develops: “We will ensure that effective infrastructure services will be provided by the appropriate level of government or the private sector in a cost efficient manner which recognizes development priorities and which ensures the protection of our environment.”

In Section 3.1.2, which sets out policies regarding the Downtown Core Policy Area designation, Policy 8 indicates that the lands designated Downtown Core Policy Area (Figure 4) are considered a high priority as a CIP project area.

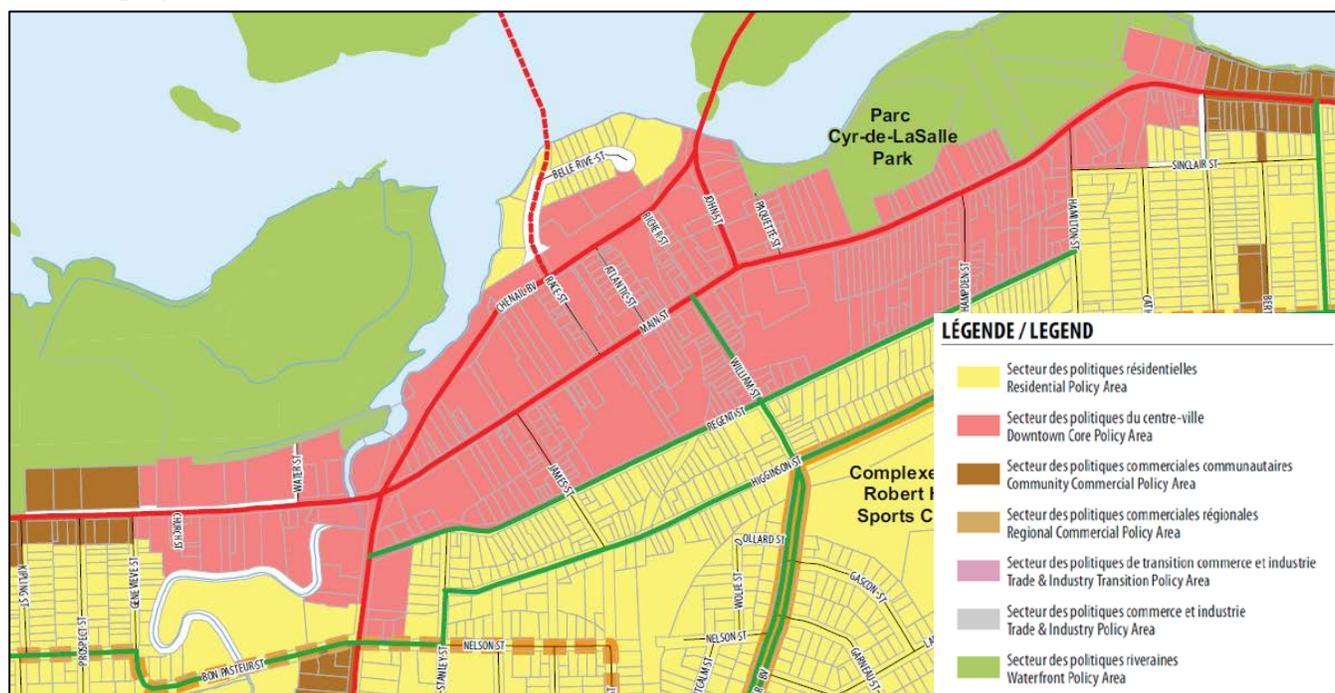


Figure 4: Downtown Core Policy Area (Town of Hawkesbury Official Plan, 2010, Schedule A)

Section 3.3.2 of the OP, which provides direction regarding the Hawkesbury Waterfront Masterplan, contemplates a CIP as a supporting mechanism for waterfront development. It indicates that a Community Improvement Plan may be considered for implementation as a regulatory tool once a Waterfront Secondary Plan, which is not currently in place, has been adopted and approved (Section 3.3.2.3).

Section 5.5 of the Town's Official Plan (2010) addresses Community Improvement Areas. Section 5.5.1 indicates that the entire Municipality is designated as a Community Improvement Area. This section also indicates that,

Subject to Section 28 of the *Planning Act*, in pursuing the objectives of the Official Plan's Community Improvement Policies Council may:

1. sell, lease or dispose of lands and buildings acquired or held by the municipality;
2. give loans and grants to owners, tenants and their assignees for rehabilitation purposes;
3. provide tax assistance by freezing or canceling the municipal portion of the property tax on eligible properties for remediation purposes; and
4. issue debentures with the approval of the Ontario Municipal Board.

Section 5.5.1.1 states that the specific policy objectives for Community Improvement Plans are to:

1. Upgrade and maintain all essential municipal services and community facilities.
2. Ensure that community improvement projects are carried out within the built up areas of the Town.
3. Ensure the maintenance of the existing building stock.
4. Preserve heritage buildings.
5. Facilitate the remediation, rehabilitation and/or redevelopment of existing Brownfield sites;
6. Encourage private sector investment and the strengthening of the economic base.
7. Enhance the visual appearance of Community Improvement Areas.
8. Revitalize our downtown commercial district as a mixed use area and a vibrant shopping destination.
9. Encourage and facilitate the implementation of the Waterfront Secondary Plan.

Section 5.5.1.2 lists the following matters to be considered by Council in the preparation and adoption of a CIP:

1. the basis for selection of the community improvement project areas, specifically considering that:
 - i. There is evidence of a need to improve municipal services such as roads, sidewalks, street lighting, parking, sanitary and storm sewers, water supply, parks and recreation, community facilities, the waterfront areas or streetscaping. Improvements may apply to some or all of the above services;
 - ii. The phasing of improvements corresponds to the timing of improvements by the Town and/or senior governments and is within the financial capability of the municipality;

- iii. A significant number of buildings in an area show signs of deterioration and need of repair;
 - iv. There is evidence that a site can be classified as a Brownfield and that the adoption of a community improvement plan would assist in the remediation, rehabilitation and/or redevelopment of a property or area;
 - v. Improvement to the visual appearance or aesthetics is required;
 - vi. Improvements will have a significant impact on strengthening the economic base of the community.
2. the boundary of the area and the land use designations contained in this Plan;
 3. properties proposed for acquisition and/or rehabilitation;
 4. the estimated costs, means of financing and the staging and administration of the project;
 5. the provision of sufficient flexibility, as circumstances warrant, where project and costing revisions are necessary;
 6. the phasing of improvements and the means of their implementation; and
 7. citizen involvement during the preparation of a Community Improvement Plan.

Section 5.5.1.3 indicates a variety of strategies that may be used by Council to implement community improvement principles and policies, including the preparation of CIPs and the acquisition of land to implement adopted CIPs.

Council is also directed, in Section 5.5.1.4, to “have regard for the phasing of improvements in order to permit a logical sequence of events to occur without unnecessary hardship to area residents and the business community. The improvements should be prioritized having regard for available municipal funding.”

The OP indicates, as a general economic development policy, that Council will “undertake ... measures to sustain, strengthen and diversify the economic base including ... supporting community improvement programs” (Section 5.9.4, Policy 3).

Section 5.9.6 of the OP, which focuses on brownfield redevelopment, states that:

the Town shall identify and promote opportunities for intensification and redevelopment of Brownfield industrial sites. Private sector investment in the re-use and/or redevelopment of underutilized and/or abandoned Brownfield industrial lands will be encouraged through the use of Community Improvement as described in section 5.5 and the related financial tools including property tax and building permit fee incentives.

2.8 TOWN OF HAWKESBURY ZONING BY-LAW (20-2012)

The Town of Hawkesbury Zoning By-law was adopted by Council in February 2012 and consolidated in September 2012. It identifies permitted land uses and sets out requirements concerning lot sizes and dimensions, building heights and locations, and parking. It contains a set of general provisions that apply to all lands within the Town, as well as specific provisions that apply to individual zones. There are four Residential (R) zones and four Commercial (C) zones, as well as a Future Development (D),

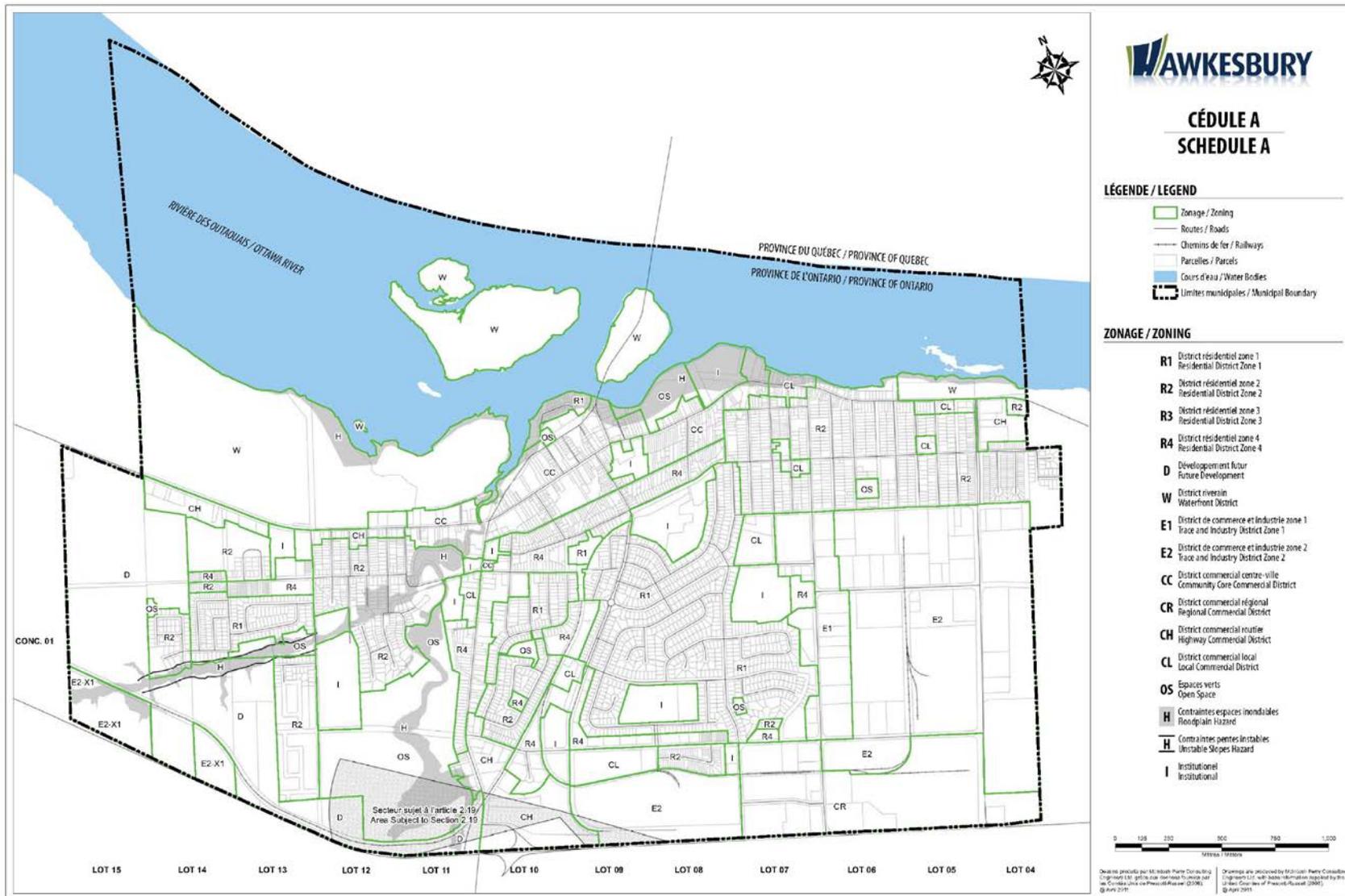


Figure 5: Zoning Designations in Hawkesbury (Zoning By-law 20-2012, Schedule A)

Waterfront District (W), Trade and Industry District (T), Open Space (OS), Floodplain Hazard (H), and Institutional (I) zones in the Town. These zones are illustrated in Figure 5.

The legislated five-year review of the Zoning By-law is underway, and the updated Zoning By-law is anticipated to be adopted by December 2017.

2.9 OTHER PLANNING CONSIDERATIONS

2.9.1 STRATEGIC PLAN – HAWKESBURY HORIZON 2030

The Town of Hawkesbury’s Strategic Plan was completed in December 2013 and identifies goals and priority actions to support the Town’s development to the year 2030. A complementary document to the Official Plan, it includes an analysis of the community’s strengths, weaknesses, and perceived opportunities and threats concerning development. Key areas of focus for the analysis include demographics, planning and development choices, lifestyles, and training/employment opportunities.

The vision statement for the Town that is set out in the Strategic Plan is:

In 2030, Hawkesbury will be a sustainable city that:

1. Turned the tide on youth migration;
2. Welcomes newcomers in search of an inclusive and engaging living environment;
3. Provides a setting for urban developments adapted to new lifestyles;
4. Values the quality of the environment and landscape aesthetics; and
5. Encourages economic growth based on industrial and social expertise.

Each of the five elements of the vision statement listed above is associated with a focus area for strategic development. The Sustainable Town and Urban Revitalization focus area is particularly relevant to the CIP process. The development of Community Improvement Plans for the downtown and for the former CIP area are specifically included as recommendations under this focus area. Broader objectives of this focus area include:

- A housing platform that encourages population growth and new contemporary lifestyles;
- Develop higher density eco-neighbourhoods to encourage community use and diverse population;
- Use downtown’s rejuvenation as an incubator for urban renewal, enhancing the existing eco, heritage and cultural identity of the town;
- Link the development and the beautification of the river bank to downtown in order to create a waterfront tourism destination;
- Develop a strategy for the redevelopment of brownfields and vacant lots;
- Build on existing and projected urban focus areas as well as on the development of areas of interest as a basis for the implementation of an active and collective transportation network connected to the regional network;
- Plan industrial development in an integrated way across the region and with urban development.

2.9.2 HIGHEST AND BEST USE ANALYSIS, 1423 CAMERON STREET

The Highest and Best Use Analysis for 1423 Cameron Street, the former site of the Amoco Fabrics and Fibers factory, was completed in June 2014. Now owned by the Association communautaire de développement stratégique industriel de Hawkesbury (ACDSIH), the site has access to full municipal water and sanitary servicing and is subject to provincial monitoring for residual groundwater contamination until 2018. The purpose of the Highest and Best Use Analysis was to propose an appropriate site layout for the redevelopment of the site.

The preferred development concept (Figure 6) subdivides the site into approximately 15 lots ranging from 0.4 hectares (0.1 acres) to 1.61 hectares (4.0 acres) in size, accessed by new public roads where required. The proposed lots would feature commercial uses including retail development along Tupper Street and business park uses elsewhere on the site. A potential public interest use on a Town-owned lot on Cameron Street, as well as a stormwater management pond along Spence Avenue, are also included in the concept plan. Other types of uses may be considered, subject to Official Plan or Zoning By-law amendments.

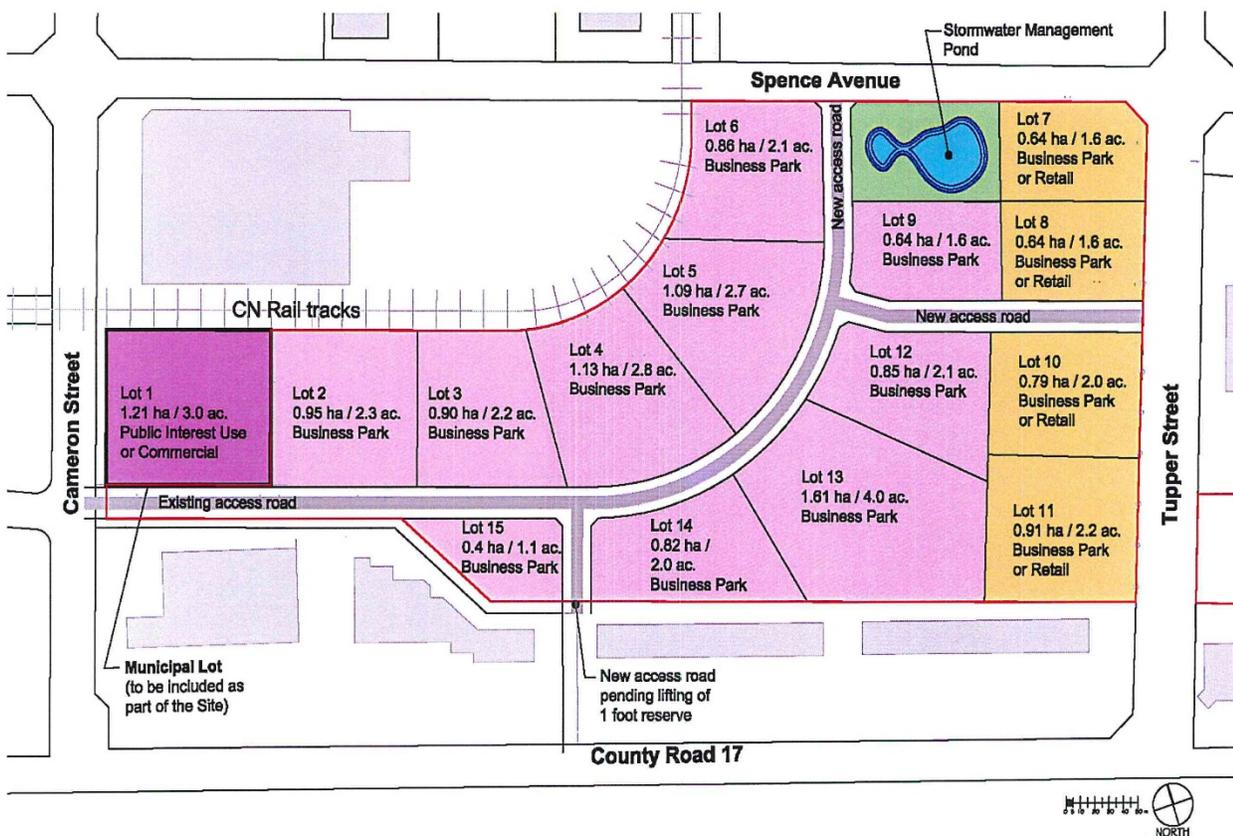


Figure 6: Development Concept for 1423 Cameron Street

The preferred development concept was modified by the Town in 2017 to include a municipal snow storage area at Spence Avenue and Tupper Street, as well as new commercial plazas along County Road 17 and Tupper Street (Figure 7).

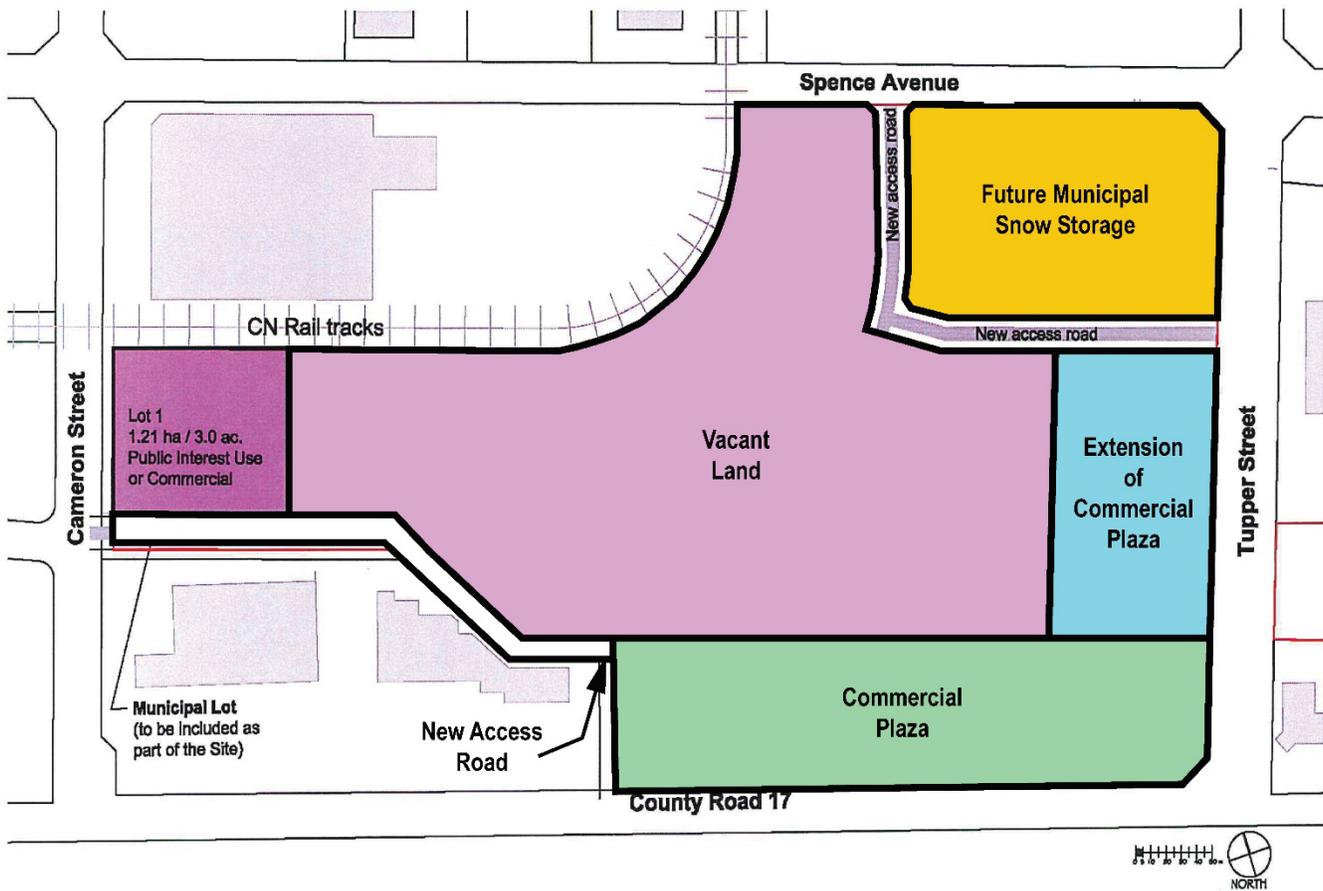


Figure 7: Development Concept for 1423 Cameron Street, as modified 2017

2.9.3 SOCIO-ECONOMIC BENEFITS STUDY – HAWKESBURY CIP LAGOONS REMEDIATION

The Socio-Economic Benefits Study was completed in January 2008, for the former Canadian International Paper cellulose manufacturing plant, a 254-acre (103-hectare) site located between the south shore of the Ottawa River and Main Street West, immediately west of Hawkesbury’s downtown core. The site, which has been vacant since the closure of the plant in the mid-1980s, contains a variety of waste materials remaining from the industrial use. The site consists of a “wet lagoon” owned by the Crown and administered by the Ministry of Natural Resources and Forestry (MNR), as well as “dry lagoons,” which are privately owned and may be considered brownfield sites. The Socio-Economic Benefits Study was undertaken concurrently with an Environmental Assessment study that examined the environmental effects of remediating and re-naturalizing the site.

The Socio-Economic Benefits Study involved the examination of site constraints and the preparation of a Conceptual Development Plan illustrating how the lands could be redeveloped over a 30-year period following remediation by the Crown. Key elements of this development concept (Figure 8) include providing greenspace and public access to the waterfront, including a marina; maintaining a block pattern

that is integrated with the existing nearby street network; and maximizing development land with a mix of land uses and housing types.

The study also identified anticipated municipal tax revenues and other social and economic benefits associated with the redevelopment. The development concept was estimated to generate just over \$38M new retail and service establishment sales and an increase in municipal property tax revenues of \$11M (both in 2006 dollars) at build out. It was also associated with up to 485 new permanent jobs and 3,780 temporary construction jobs and a broader range of housing options, services, and recreational and cultural activities.

A Community Improvement Plan was identified as one of several tools for implementing the Conceptual Development Plan. The study recommended that a Community Improvement section be included in the Town's Official Plan during the review process that was to be initiated in 2008, to provide the policy framework for a CIP. This section was subsequently included in the Town's 2010 Official Plan.

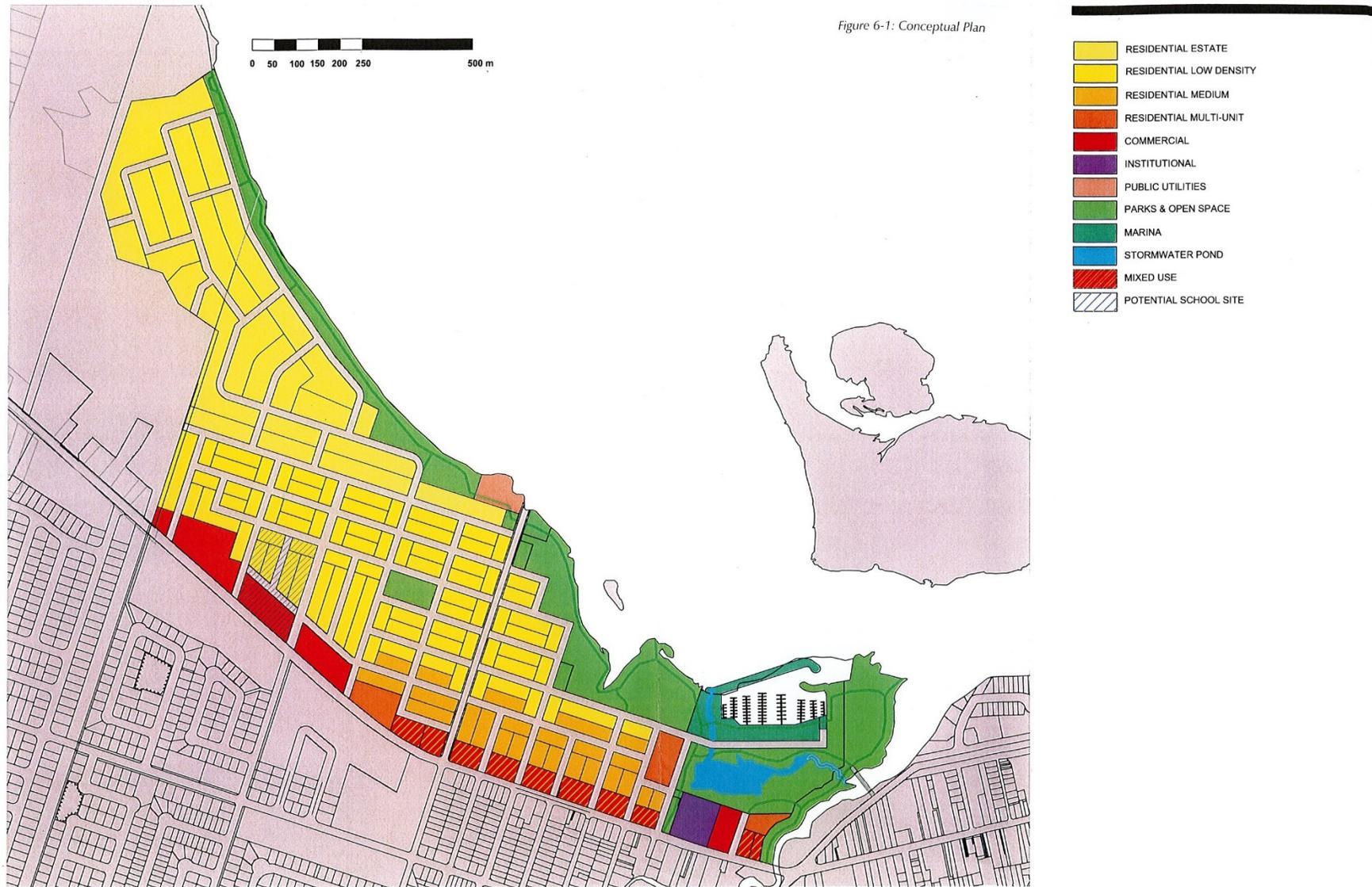


Figure 8: Development Concept for Former Canadian International Paper Plant Site

3 IDENTIFICATION OF CIP OPPORTUNITIES

3.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

This section provides an analysis of the Town of Hawkesbury’s strengths, weaknesses, opportunities and threats (SWOT analysis) in order to understand what types of CIP policies and programs will be most important for improving and revitalizing the CIP Policy Area. The SWOT analysis considers a wide range of different subjects that are relevant to the CIP. Key considerations in each subject are outlined in Table 1 and illustrated in Table 2.

These factors have been identified based on existing background documentation and should be considered preliminary. They will be refined based on further discussion and input from the CIP Advisory Committee, Council, residents, business owners and other stakeholders.

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

| | Strengths | Weaknesses | Opportunities | Threats |
|-----------------------------|--|---|---|---|
| <i>Building Composition</i> | <p>Downtown Main Street is generally well-framed by commercial storefronts with no setback from the sidewalk.</p> <p>Consistent 1- to 3-storey building heights on Main Street are visually appealing and contribute to pedestrian-oriented built forms.</p> | <p>Several newer buildings downtown lack architectural features or are set back from the street, behind parking lots.</p> | <p>Presence of numerous older buildings with heritage character (Table 2, Image 1).</p> <p>Potential for modest increases in downtown building heights and residential densities that are consistent with existing streetscapes (2-3 storeys is desirable).</p> | <p>Potential for deterioration of building stock with insufficient maintenance and no heritage designations or preservation programs.</p> |
| <i>Building Façades</i> | <p>Many building façades along Main Street are well-maintained and have appropriate architectural details.</p> | <p>Façades of some vacant buildings along Main Street are in disrepair.</p> <p>Frequent use of large, backlit signage is not consistent with the overall historic appeal of the core.</p> <p>Historic character of some Main Street buildings not evident due to the use of façade materials that hide original building materials and details. Minimal coordination among façade styles and materials.</p> | <p>Numerous opportunities to improve existing façades through repair or use of more historically appropriate materials, designs and colour schemes.</p> | <p>Possible deterioration of façades that are not adequately maintained.</p> |

| | Strengths | Weaknesses | Opportunities | Threats |
|-----------------------------|---|---|--|--|
| <i>Parking</i> | <p>Good availability of free parking in downtown, with a mix of on- and off-street parking.</p> <p>Private parking downtown is frequently placed at side, rather than front, of buildings, maintaining continuity of façades.</p> <p>On-street parking on both sides of Main Street provides a buffer for pedestrian environment.</p> | <p>Some newer buildings on Main Street have parking located between the building and the street, interrupting the consistency of façades (Image 2).</p> | <p>Opportunities to improve appearance and landscaping of front-yard lots adjacent to Main Street.</p> <p>Opportunities to improve signage to rear-yard lots serving downtown businesses.</p> <p>Opportunities to incorporate visible and attractive bicycle parking at businesses and public buildings.</p> | <p>Potential users of off-street lots may be deterred if signage and pedestrian connections to Main Street are not clear or conditions are poor.</p> <p>Potential clients may be discouraged if parking in front of businesses is primarily used by staff.</p> |
| <i>Streetscaping</i> | <p>Main Street has consistent streetscaping features including decorative trees, planters, light standards, and pavers, as well as wide sidewalks and marked crosswalks (Image 3).</p> <p>Dedicated cycle track on Lansdowne Street improves cycling accessibility.</p> | <p>Provision of public (rather than commercial) seating downtown is inconsistent.</p> <p>Some storefronts have accessibility barriers such as steps at entrances, or narrow doorways (Image 4).</p> | <p>Wide sidewalks downtown offer opportunities to develop outdoor seating and street life.</p> | <p>Aging population will have greater accessibility needs, resulting in a greater need to retrofit existing buildings and create streetscapes that meet accessible design standards.</p> |
| <i>Parks and Waterfront</i> | <p>Parks and cultural centre on Ile du Chenail (Image 5) provides attractive public access to Ottawa River shoreline.</p> | <p>Use of waterfront lands east of downtown for municipal garage and large-format retail.</p> | <p>Large expanse of unremediated lands west of downtown offers significant opportunities for redevelopment and public</p> | <p>Redevelopment that privatizes large areas of waterfront for residential and commercial purposes, and does not provide ample</p> |

| | Strengths | Weaknesses | Opportunities | Threats |
|-------------------|---|--|---|---|
| | <p>Various recreation-oriented waterfront businesses, including marinas and restaurants, capitalize on shoreline location and views.</p> <p>Place des Pionniers provides public gathering space adjacent to Main Street (Image 6).</p> <p>Neighbourhood parks and open spaces are well distributed throughout the Town; larger sports complex and recreation centre is centrally located.</p> | <p>Wide, open Chenail Boulevard, with adjacent cul-de-sacs and rear-yard parking lots for Main Street businesses, discourages waterfront access from downtown.</p> | <p>access, including pedestrian and cycling connections.</p> <p>Opportunities to create more inviting, vibrant waterfront access along Chenail Boulevard, at Parc Cyr-de-Lasalle, and at the east end of Main Street East.</p> | <p>public space and welcoming connections to the shoreline, will not make effective use of this community resource.</p> |
| <i>Wayfinding</i> | <p>Town-branded gateway signage at Maison de l’Ile welcomes visitors crossing the bridge from Quebec.</p> <p>Town currently implementing new gateway signage at six locations.</p> | <p>Lack of clear signage to indicate location of downtown Main Street or industrial park area from County Road 17.</p> | <p>Opportunities for improved signage directing visitors to downtown, the industrial area, and/or the waterfront from the interprovincial bridge and County Road 17.</p> <p>Opportunities to provide smaller scale wayfinding signage oriented to pedestrians and cyclists.</p> | <p>Lack of clear and inviting signage that is consistent with other Town branding may result in missed opportunities to capture pass-by traffic along Highway 417 or County Road 17, or to encourage visitors to see different areas of the Town.</p> |

| | Strengths | Weaknesses | Opportunities | Threats |
|--------------------------|---|--|--|---|
| <i>Land Use</i> | <p>Good mix of retail, services, restaurants and public uses along downtown Main Street, with some residential uses above storefronts and on side streets within walking distance.</p> <p>Numerous active manufacturing and warehousing businesses (Image 7) are co-located in industrial areas of town with good access to Highway 17.</p> | <p>Vacant storefronts and industrial sites can create areas of inactivity.</p> <p>Commercial areas outside of downtown (e.g., Lansdowne and Bertha Streets) may present compatibility issues (noise, parking, buffer areas).</p> | <p>Numerous brownfield sites represent significant development opportunities.</p> <p>Diverse commercial and industrial vacancies offer size and location choices for new developments (Image 8).</p> <p>Opportunities for upper-storey residential development along Main Street.</p> <p>Opportunities for significant recreational and cultural development associated with waterfront lands.</p> | <p>Brownfield sites will require remediation and rehabilitation prior to development.</p> <p>Growth of car-oriented commercial uses along County Road 17, particularly for “anchor” uses such as grocery and hardware, may draw traffic away from downtown Main Street.</p> |
| <i>Policy/Regulatory</i> | <p>Downtown District zoning designation is largely consistent with small-scale, mixed land uses and pedestrian-focused character. Appropriate designations are also in effect for Highway, Regional, and Local Commercial.</p> <p>By-law is in effect permitting and regulating</p> | | <p>Official Plans at both County and Town level provide for CIPs and identify key goals such as economic development and brownfield revitalization.</p> <p>Previous strategic planning activities have highlighted the importance of revitalization and identified goals that are compatible with CIPs.</p> | <p>Urban design guidelines and Waterfront Master Plan, while provided for in the Town’s Official Plan, have not been adopted.</p> |

| | Strengths | Weaknesses | Opportunities | Threats |
|-------------------------------|--|--|--|---|
| | seasonal Main Street terraces. | | | |
| <i>Economic</i> | <p>Town acts as a regional commercial and cultural centre, with public services and major businesses not normally found in a town of its size.</p> <p>Strategic location between Ottawa and Montreal offers opportunities to attract businesses that serve both markets.</p> | <p>Decline in employment generating land uses.</p> <p>Limited capacity to generate municipal taxes.</p> | <p>Presence of public institutions and infrastructure draws users to the Town and may support business development.</p> | <p>Continued population decline, especially among working-age population, could result in declining demand for goods, services, and housing, which could result in increased vacancies, a smaller tax base and challenges for property maintenance.</p> |
| <i>Program Administration</i> | <p>Staff are committed to economic revitalization and CIP implementation.</p> | <p>May be challenging for small municipal departments to keep up with applications due to limited resources.</p> | <p>Partnerships with the County and other committed stakeholders could increase staff capacity and/or available funding to implement the CIP.</p> <p>Existing resources, including development concepts for several brownfield sites, offer a good base for CIP design and implementation.</p> | <p>Any staff turnover may create significant disruption in CIP implementation due to loss of continuity and institutional memory.</p> |

Table 2: SWOT Images



Image 1 - Heritage character



Image 2 - Front yard parking



Image 3 - Streetscaping features



Image 4 - Accessibility barriers



Image 5 - Maison de l'île



Image 6 - Place des Pionniers



Image 7 - Active manufacturing/warehousing



Image 8 - Commercial/industrial vacancies

3.2 KEY CIP OPPORTUNITIES

The SWOT analysis highlighted several major opportunities relevant to community improvement in Hawkesbury:

- Improving building façades and accessibility in the downtown core, while promoting heritage preservation;
- Developing a more cohesive, vibrant and accessible streetscape in the downtown core;
- Improving the signage and visual identity associated with key areas of the Town;
- Providing more accessible and inviting public waterfront areas;
- Promoting the redevelopment of vacant and brownfield sites.

Although the Official Plan designates the entire Town as a CIP area, the strengths and opportunities identified through the SWOT analysis fall into several main thematic areas: downtown revitalization, streetscaping improvements, redevelopment of brownfield sites, and redevelopment of other vacant parcels. Additionally, it became evident through the Visioning Workshop and the Municipal Workshop (see Section 4 of this report) that these thematic areas are high priorities for the Town. Therefore, WSP recommends that the CIP Area include the following precincts, with specific implementation objectives for each one:

- A Downtown Precinct as illustrated in Figure 9;
- A Gateway Precinct as illustrated in Figure 10; and
- A Brownfields and Adaptive Reuse Precinct as illustrated in Figure 11.

The precincts are discussed in greater detail in Section 7.0 of this Plan.

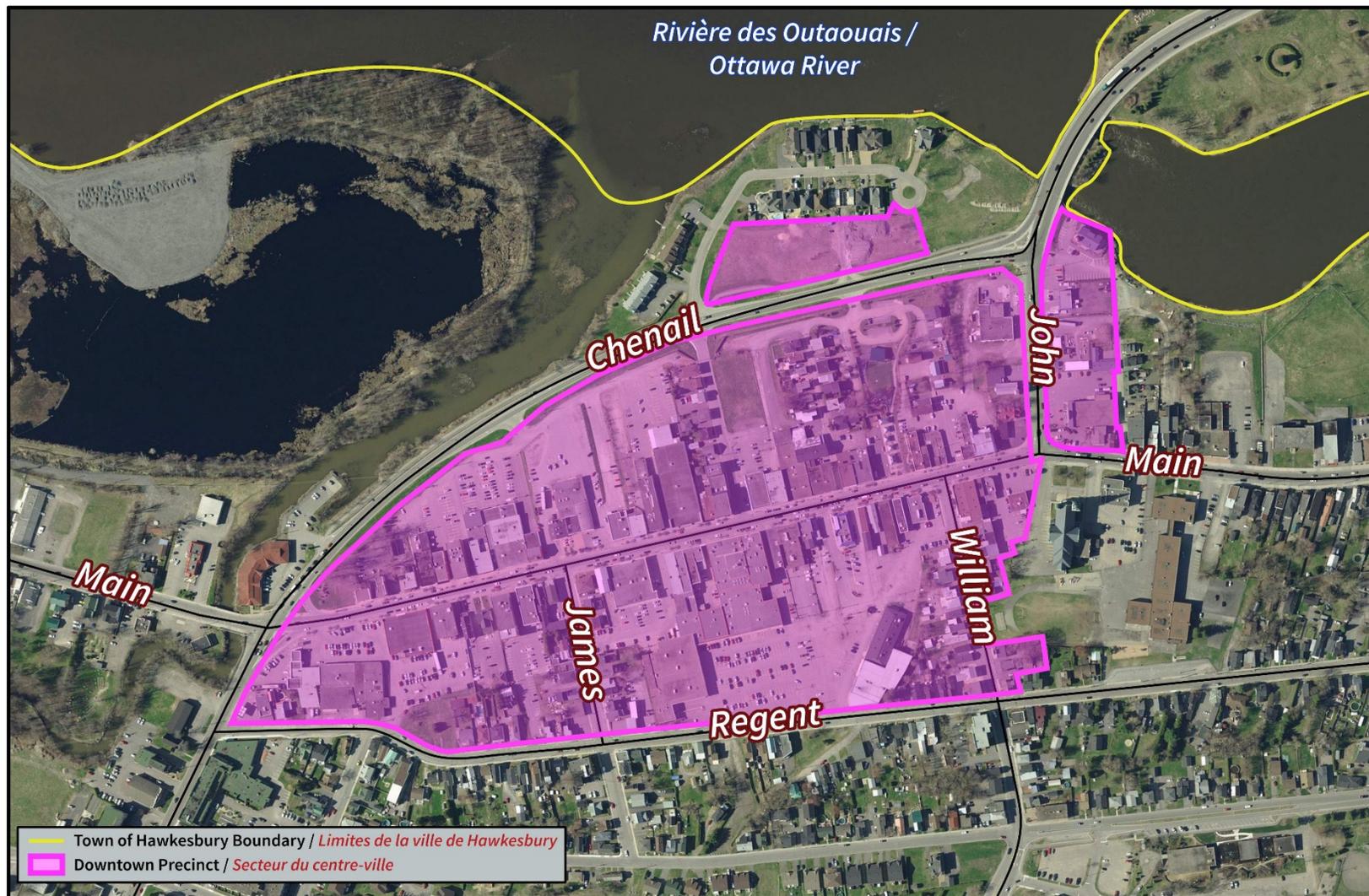


Figure 9: Recommended Downtown Precinct



Figure 10: Recommended Gateway Precinct



Figure 11: Recommended Brownfields and Adaptive Reuse Precinct

4 COMMUNITY ENGAGEMENT

A comprehensive community engagement program was undertaken as part of the development of this Plan, to ensure it reflected community priorities and concerns.

CIP Advisory Committee

A CIP Advisory Committee was established in June 2017 to guide and review the project as it progresses. The Advisory Committee includes the Mayor of Hawkesbury, Town Council members, County and Town staff, representatives from local business and community improvement associations (including COMZAC/BIA), and local land developers. A Visioning Workshop with the CIP Advisory Committee, facilitated by WSP, occurred on June 27, 2017 and provided the foundation for the CIP.

The Advisory Committee discussed the potential boundaries of CIP Project Areas within the Town of Hawkesbury. Through visioning and mapping exercises, the Advisory Committee also established a vision statement and a series of goals for the CIP, which are set out in Section 5 of this report. Detailed notes from the Visioning Workshop are provided in **Appendix A**.

Community and Business Surveys

Two surveys were also available online during the months of August and September 2017. The Community Survey sought public comments regarding redevelopment priorities, including specific locations where respondents believed change was needed. The Business Survey, which was aimed specifically at local business owners, asked for information on why businesses choose to locate in Hawkesbury and what challenges they face.

A total of 42 responses to the Community Survey were received. Downtown Main Street and the former CIP site were frequently identified as areas that should be the focus of redevelopment.

A total of 17 responses to the Business Survey were received. Common reasons for locating businesses in Hawkesbury included the Town's accessible location and a desire to be part of the community. Frequently cited challenges for business owners included finding or attracting qualified staff, and a perception that municipal taxes are high in relation to infrastructure and service quality. A summary of the results of both the Community and Business surveys is provided in **Appendix B**.

Council Presentation

Members of the Project Team made a presentation to Council on August 28, 2017 to provide the Mayor and members of Council with an introduction to the CIP process and an update on the progress of the CIP. A copy of the Council presentation is provided in **Appendix C**.

Municipal Workshop

A Municipal Workshop was held on September 6, 2017 to provide members of the CIP Advisory Committee with an opportunity to review and discuss a draft of the CIP document with members of the Project Team, with the objective of refining the proposed incentive programs to ensure they match the Town's priorities. Notes from the Municipal Workshop are provided in **Appendix D**.

5 VISION AND GOALS OF THE CIP

5.1 VISION STATEMENT

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

At the June 27, 2017 workshop, members of the Advisory Committee identified the components of its vision for Hawkesbury in the future. These elements were combined into a Vision Statement for the community.

We will rethink Hawkesbury as an active and prosperous regional hub that offers a high quality of life through access to health and social services, dynamic business opportunities, and a vibrant community.

5.2 GOALS

In order to implement the Vision Statement, a series of goals are identified below based on key themes from the Visioning Workshop and Community and Business surveys.

- Goal #1: Work together to build the community by facilitating investment in homes, businesses, recreation, and culture.
- Goal #2: Revitalize Hawkesbury's Main Street and waterfront.
- Goal #3: Actively redevelop brownfields and former industrial lands.
- Goal #4: Create a safe, welcoming, and accessible regional hub offering opportunities and services for all generations, in both official languages.

6 MUNICIPAL LEADERSHIP STRATEGY

The Town of Hawkesbury can play a crucial leadership role in promoting the success of the CIP through complementary improvements to public policies, lands and infrastructure. This section identifies recommended public projects that will help meet the goals of this Plan.

It is recognized that the Town has recently made investments that support the goals of this Plan, including installing unique pavers, street trees and lighting along Main Street in the downtown core, and placing Town-branded gateway signage at key road entrances to the Town.

6.1 PUBLIC POLICIES

The Town has opportunities to implement strategic initiatives that will support its CIP objectives. In particular, its Official Plan contains provisions for a future **Waterfront Master Plan** that can be implemented through a CIP. Objectives of such a Waterfront Master Plan could relate to public access and use, redevelopment opportunities, and environmental sustainability.

Additionally, the Town may wish to develop some or all of the following policy documents, either for the downtown area or for the Town as a whole. These documents would provide guidance to business and property owners contemplating improvements under the CIP incentive programs set out in Section 7 of this document:

- **Urban Design Guidelines:** Detailed design guidelines will help guide development, redevelopment, infill and other building improvements in a manner that is consistent with the community's character and future vision. The guidelines should complement the criteria and goals set out in this Plan.
- **Streetscape Strategy:** A streetscape strategy sets out the improvements to public streets, pathways and sidewalks that fall within the Town's area of responsibility. This strategy should build on existing streetscape features and the goals of this Plan, and should identify specific improvements, anticipated costs and a proposed implementation strategy.
- **Parking Strategy:** A parking strategy can help identify the required amount, preferred locations and most effective management framework for public and commercial parking in the Town. It can help match parking provision to land use and identify opportunities for redevelopment.

6.2 PUBLIC LANDS AND BUILDINGS

The Town's location on the Ottawa River waterfront represents a significant public amenity and tourism development opportunity. It offers the potential to develop waterfront facilities as a destination for both local residents and visitors. In particular, it is recommended that the Town:

- Enhance waterfront user facilities, including washrooms, change rooms, picnic areas, and other facilities for use by visitors and boaters;
- Improve pedestrian and cycling connections to and along waterfront areas, as well as associated wayfinding signage, to support regular use of these areas by residents and improve overall walkability in the Town;

— Through the development approval process, ensure that any new, large-scale private development on waterfront land provides public access to the waterfront for recreation and leisure, including appropriate facilities and transportation connections.

These actions could be implemented with the support of a Waterfront Master Plan providing a clearer vision and more detailed guidance regarding waterfront development, as noted in Section 6.1 of this document.

The Town may consider public-private partnership (P3) projects to promote redevelopment at strategic, highly visible locations, both on and away from the waterfront. It may also demonstrate municipal leadership through the acquisition of land for such purposes.

7 FINANCIAL INCENTIVE PROGRAMS

This section of the CIP sets out a comprehensive set of financial incentive programs that are recommended to achieve the goals of this CIP. The incentive programs listed in this section respond to the critical needs and issues to be addressed through the Plan, and were developed based on discussions with community members, Town staff, and Town Council, 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 Hawkesbury, particularly with respect to downtown commercial areas and former industrial (brownfield) sites. Applicants may use individual incentive programs, or combine multiple programs for a single site or development. This section outlines the purpose, description, and eligibility requirements for each financial incentive program. Eligible projects may also be augmented with other federal and provincial funding programs. All programs are subject to funding allocated by Town Council on an annual basis.

It is recommended that the incentive programs apply to the specific precincts identified in Section 3.2 of this document and described in this section, as indicated in Table 3.

The objective of the **Downtown Precinct** is to create a welcoming and economically vibrant town centre by taking actions toward the following priorities:

- Improving the aesthetics and heritage character of building façades;
- Facilitating the rehabilitation and ongoing use of existing storefronts;
- Increasing the supply and improving the condition of commercial and mixed-use building stock within a pedestrian-oriented streetscape;
- Improving wayfinding, building signage and building accessibility;
- Supporting the development of environmentally sustainable building and landscaping features.

The objective of the **Gateway Precinct** is to create a distinct and welcoming first impression and visual identity for the Town by taking actions toward the following priorities:

- Improving the aesthetics and heritage character of building façades;
- Improving wayfinding and building signage;
- Supporting the development of environmentally sustainable building and landscaping features.

The objective of the **Brownfields and Adaptive Reuse Precinct** is to promote the redevelopment of contaminated and/or underutilized properties by taking actions toward the following priorities:

- Supporting environmental remediation activities;
- Supporting the adaptive reuse of abandoned institutional or industrial properties.

Table 3: Implementation areas for proposed financial incentive programs

| | Downtown Precinct | Gateway Precinct | Brownfield and Adaptive Reuse Precinct |
|----------------------------|--------------------------|-------------------------|---|
| <i>Accessibility Grant</i> | X | | |

| | Downtown Precinct | Gateway Precinct | Brownfield and Adaptive Reuse Precinct |
|---|-------------------|------------------|--|
| <i>Brownfield Property Tax Assistance Grant</i> | X | X | X |
| <i>Commercial Space Conversion Grant</i> | X | | |
| <i>Downtown Housing Grant</i> | X | | |
| <i>Environmental Site Assessment Grant</i> | X | X | X |
| <i>Façade Improvement Grant</i> | X | X | |
| <i>Landscaping & Parking Area Grant</i> | X | X | |
| <i>Mixed Use Development Grant</i> | X | X | X |
| <i>Planning and Building Grant</i> | X | X | X |
| <i>Signage Improvement Grant</i> | X | X | |
| <i>Tax Increment Equivalent Grant</i> | X | X | X |

7.1 ACCESSIBILITY GRANT

Purpose

To improve the accessibility of existing buildings in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*, and to promote greater community participation and access for all residents. It is important that such improvements be consistent with the character of the building or property.

Eligible Costs

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



Image source: WSP

Program Details

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Only the commercial area of a property shall be eligible for this grant.
4. Accessibility improvements shall be in accordance with, or above and beyond, the requirements of the Ontario Building Code, as applicable to the property.

7.2 BROWNFIELD PROPERTY TAX ASSISTANCE GRANT

Purpose

To encourage the remediation and rehabilitation of brownfield sites by temporarily eliminating part or all of the property tax increase on a property that is undergoing or has undergone remediation and development to assist with payment of the cost of environmental remediation.



Image source: WSP

Eligible Costs

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

Program Details

1. Municipal Tax Assistance:
 - a The Town may, by by-law, defer or cancel all or part of the municipal taxes on a brownfield site during the Rehabilitation Period and Development Period, as defined in Section 365.1(1) of the *Municipal Act*.
 - b The total value deferred or cancelled will not exceed the total eligible costs, which are defined in the eligibility requirements above. The level and duration of the tax assistance will be considered on a case-by-case basis.
 - c Before passing the by-law approving the tax deferral or cancellation, the Town must notify the Ministry of Finance. Within 30 days of passing the by-law, the Town must also notify the Minister of Municipal Affairs and the Minister of Finance.
2. Provincial Tax Assistance:

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

Payment Details

1. Municipal Tax Assistance:

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

2. Provincial Tax Assistance:

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Successful applicants may also be eligible for other financial incentive programs, as long as the total value of incentives does not exceed the total eligible cost of rehabilitating the land and buildings.
4. The Town may require the applicant to prepare a business plan or feasibility study as a condition of approving tax assistance.

5. Application for Provincial tax assistance shall be at the sole discretion of the Town. Initially, the Town may wish to seek Provincial tax assistance on behalf of the owner as a pilot project only, and discontinue such applications in the future. Should the Town choose not to apply for Provincial tax assistance, such a decision shall not require an amendment to this Plan.
 6. The applicant must demonstrate that the subject property is a brownfield site, which is determined through an Environmental Site Assessment (ESA). The Town has the discretion to determine whether the subject property would be considered as a brownfield site.
 7. If the property is sold, in whole or in part, before the original grant period lapses, the original owner is not entitled to receive the remaining grant payments under the original agreement. The new owner is not entitled to receive any of the remaining grant. The grant is non-transferrable under *Section 365.1 of the Municipal Act*.
-

7.3 COMMERCIAL SPACE CONVERSION GRANT

Purpose

To help new businesses looking to locate in Hawkesbury by supporting the conversion of existing residential properties into new businesses that increase overall business activity in the neighbourhood. The program provides financial assistance for projects creating new commercial/employment opportunities within existing buildings.

Eligible Costs

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

Program Details

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.

7.4 DOWNTOWN HOUSING GRANT

Purpose

To encourage the creation of new residential units in Downtown Hawkesbury and to improve the condition of existing residential units on upper storeys.

Eligible Costs

1. Creation of new residential units in the upper storey(s) of a mixed-use building in the Hawkesbury COMZAC/BIA; and/or
2. Significant improvement in the quality of one or more existing residential units in the COMZAC/BIA which improve occupants' quality of life, increase the value of the unit(s), make currently uninhabitable units habitable, or increase the appeal of the unit(s) to a wider range of income groups. Eligible works may include those that improve the health and safety of the residential unit and are required to bring the building or unit into compliance with the current Ontario Building Code. This may include, but is not limited to, electrical system and wiring improvements, structural improvements or other health and safety related improvements.



Image source: WSP

Program Details

Grants for the rehabilitation of residential space or the conversion of non-residential space to residential space will be available to eligible applicants in order to provide improvements to existing residential units. Grants will be equal to half (50%) of the construction cost of each unit to a maximum of \$5,000 per unit, to a maximum of two (2) units per eligible address. In no case will the total grant exceed 50% of the total construction cost.

Eligibility Requirements

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Existing or proposed ground floor/at grade residential space within the designated Community Improvement Project Area will not be eligible for the grants through this program. For clarity, upper storey and rear residential units in mixed-use buildings are eligible for this program.
4. At the discretion of Council in consultation with the Review Panel, priority may be given to the conversion of upper storey space to new residential unit(s) and for the rehabilitation of affordable housing and rental units over other housing projects.

7.5 ENVIRONMENTAL SITE ASSESSMENT (ESA) GRANT

Purpose

To promote the completion of environmental studies to better understand the type of contamination and potential remediation costs for brownfield sites.

Eligible Costs

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

Program Details

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

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

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Applicants must complete and submit, for the Town's review, a Phase I ESA that demonstrates that site contamination is likely.
4. Applications will include:
 - a A detailed study work plan;
 - b A cost estimate for the study; and,
 - c Description of the planned redevelopment, including any planning applications that have been submitted/approved, if applicable.
5. All environmental studies should be completed by a "qualified person" as defined by Ontario Regulation 153/04.

7.6 FAÇADE IMPROVEMENT GRANT

Purpose

To encourage aesthetic improvements to buildings and properties, and to support maintenance and upkeep of the building stock. In particular, this grant is intended to promote building and streetscape improvements that contribute to the Town's historic character through the maintenance and restoration of original building materials and architectural details.

Eligible Costs

1. The following list of eligible improvements applies only to front, rear or exterior façades that front onto a public street:
 - a façade restoration of brickwork, wood, masonry and metal cladding;
 - b replace or repair of entablature, eaves, parapets and other architectural details;
 - c window and door repair or replacement;
 - d signage in accordance with the Town of Hawkesbury by-law respecting signs and the Ontario Building Code and Regulations;
 - e exterior lighting;
 - f repair, replacement or addition of awnings, marquees, and canopies;
 - g replacement of façade elements originally in place during initial construction of the building;
 - h redesigned shop fronts; and/or
 - i such other improvements/repairs as may be considered and approved by Council in consultation with the Town's Review Panel.
2. Painting or installation of murals or other wall art on exterior side walls.
3. Professional fees associated with the above improvements are also eligible under this grant.



Image source: WSP

Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) of the construction costs, to a maximum of \$5,000.
2. The value of grants may be increased to up to \$6,000 or 50% of eligible costs for properties designated under Part IV, or that lie within a Heritage Conservation District designated under Part V of the *Ontario Heritage Act*.
3. The maximum amount of a grant for professional architectural services or heritage professionals shall not exceed 50% of the grant that is calculated for eligible construction costs.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.

3. Only commercial, office, institutional and mixed-use buildings are eligible for this grant.

7.7 LANDSCAPING AND PARKING AREA IMPROVEMENT GRANT

Purpose

To encourage a more active and appealing pedestrian environment by supporting more efficient use of parking areas, improving their aesthetic appearance, and providing better pedestrian connections and seating. This grant will also promote sustainable parking improvements that are consistent with low impact development (LID) principles.

Eligible Costs

1. Professional landscaping, including the installation of water-efficient ground cover using native plants (xeriscaping) or tree planting;
2. Resodding as a component of a larger landscaping improvement project (i.e., associated with other eligible projects in this program);
3. Repair, replacement or improvement of front- or side-yard driveways and parking areas, provided a more sustainable surface is installed (for example, a lightly coloured surface rather than black asphalt, or a permeable paving surface);
4. Installation or improvement of decorative retaining walls or fences;
5. Installation or improvement of pedestrian walkways;
6. Installation of storm water management systems that are considered to be, in the opinion of the Town of Hawkesbury in consultation with South Nation Conservation Authority, innovative and beyond minimum requirements for storm water management. These may include bioswales, rainwater harvesting and reuse systems, rain gardens, etc.;
7. Installation of sustainable transportation infrastructure including bicycle parking or electric vehicle charging stations;
8. Installation of benches or permanent planters; and
9. Installation or improvement of a sidewalk café, provided it is located at the edge of the sidewalk. An outdoor sitting area that is not directly adjacent to the sidewalk is not eligible.



Photo Credit: Aaron Volkening, Flickr

Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) of the construction costs, to a maximum of \$5,000.
2. The maximum amount of a grant for professional landscape architectural services shall not exceed 50% of the grant that is calculated for eligible construction costs.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
 2. Applications shall be in accordance with the application process set out in Section 8.4.
 3. Only commercial, office, institutional and mixed-use buildings are eligible for this grant.
-

7.8 MIXED USE DEVELOPMENT GRANT

Purpose

To promote the development of mixed-use buildings in Hawkesbury that include new affordable living along with a commercial/retail use. This grant is intended to fund background studies, which may be applied to new projects or to the renovation of existing buildings. Funding for conversions may also be considered on a case-by-case basis, if the units are accessible. This grant is not intended for greenfield development.

Eligible Costs

1. Studies to support an affordable housing development in the CIP project area consisting of four (4) or more units and a commercial/retail component of 35 m² gross floor area, or in accordance with the Ontario Building Code. Examples of studies could include hydrogeological and terrain analyses, environmental reports, architectural drawings including site plan/landscape drawings, and business plans.

Program Details

1. Grants may be provided to eligible applicants for a total of half (50%) to a maximum of \$5,000 of eligible project costs.
2. Half of the total grant amount is to be paid upon completion of the study or studies, and the remaining half following the construction of the mixed use development that is the subject of the study or studies.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Eligible projects feature housing that is affordable to those households earning Hawkesbury's median income or less per year, as defined by Statistics Canada.

7.9 PLANNING AND BUILDING PERMIT FEE GRANT

Purpose

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

Eligible Costs

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

Program Details

1. Planning Fee Grant: A grant to a maximum of 50% may be provided to cover the cost of minor variance applications, zoning by-law amendment applications or site plan applications. The grant may equal 50% of the Town's fees.
2. Building Permit Fee Grant: A grant to a maximum of 50% may be provided to cover the cost of building permit fees or demolition permit fees. The grant may equal 50% of the Town's fees.

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.

7.10 SIGNAGE IMPROVEMENT GRANT

Purpose

To promote attractive, pedestrian-oriented new signage that contributes to the identity of the Town and represents its unique history.

Eligible Costs

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



Image source: WSP

Program Details

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. Improvements shall comply with the Town of Hawkesbury's by-law respecting signs.
4. Only commercial, office, institutional and mixed-use buildings are eligible for this grant.

7.11 TAX INCREMENT EQUIVALENT GRANT

Purpose

To encourage desirable and attractive infill development and redevelopment in the Town. The Tax Increment Equivalent Grant may not be combined with any other grant in this Plan, with the exception of the Brownfield Property Tax Assistance Grant. To ensure that the development or redevelopment proposal is in the Town's best interests, the design of the project will need to be consistent, in the opinion of the Review Panel, with the Plan's goals as described in Section 5.2 of this Plan, as well as with the objectives of the relevant precinct as described in Section 7 of this Plan. This grant is not intended for greenfield development.

Eligible Costs

Within the Downtown Precinct, the following costs shall be considered eligible:

1. Redevelopment of a property for commercial, retail, office, or a mix of uses;
2. Adaptive reuse of a property to suit a new commercial, retail, office, or mix of uses;
3. Major additions to a commercial or mixed-use property, involving an increase of at least 25% of the existing gross floor area or of at least \$500 of the assessed value of the property;
4. Conversion of upper-storey space in a mixed-use or commercial building to residential units, or major renovations or improvements to upper storey residential space;
5. Streetscaping or landscaping improvements required as part of a proposed development;
6. Professional services by an engineer, architect, or professional planner associated with the redevelopment or adaptive reuse; or
7. Any combination of the above.

Within the Brownfields and Adaptive Reuse Precinct, the following costs shall be considered eligible:

1. Redevelopment of a property for commercial, retail, office, or a mix of uses;
2. Adaptive reuse of a property to suit a new commercial, retail, office, or mix of uses;
3. Adaptive reuse of an industrial, commercial or institutional property to suit a new residential use;
4. Streetscaping or landscaping improvements required as part of a proposed development;
5. Professional services by an engineer, architect, or professional planner associated with the redevelopment or adaptive reuse; or
6. Any combination of the above.

Program Details

The Tax Increment Equivalent Grant is offered to eligible property owners only where the property assessment increases as a result of development, redevelopment or major improvement, and there is a subsequent increase in municipal property taxes. For the purposes of calculating this grant, municipal property taxes include the lower-tier municipal portion of the taxes only and do not include upper-tier municipal, education or any other special charges.

Grants will be equal to a declining percentage of the municipal tax increase resulting from the improvements, and will be paid to the owner each year for a maximum of 10 years. In year one, the amount of the grant will equal up to 100% of the tax increment and will decrease by 10% per year until it reaches 0%.

Notwithstanding the above, the amount of the grant(s), the time period over which the grant(s) are paid, and the rate of decrease of the value of the grant(s) will be at the sole discretion of the Town and outlined in the financial incentive program agreement. The total amount of all Tax Increment Equivalent Grants shall not exceed 50% of the total eligible costs of the improvements.

Grants will be provided upon successful completion of the work as approved by Council and payment in full of the property taxes including the taxes for the incremental assessment increase. The amount of the grant in the first year cannot be calculated until the incremental assessment has been determined by the Municipal Property Assessment Corporation (MPAC) and provided to the municipality, which may take up to two years. Grants for subsequent years will be paid annually to property owners within 3 months of payment of the full property tax.

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

Eligibility Criteria

1. All General Eligibility Requirements outlined in Section 8.2 shall apply.
2. Applications shall be in accordance with the application process set out in Section 8.4.
3. At its sole discretion, the Town may require the applicant to submit a business plan, prepared to the satisfaction of the Town, in relation to an application for the Tax Increment Equivalent Grant.
4. To be eligible for Tax Increment Equivalent Grant, the property shall be improved such that the amount of work undertaken results in an increase of at least \$500 in the assessed value of the property.
5. In order to determine the suitability of the Tax Increment Equivalent Grant, prior to submitting an application for the program, eligible applicants may be required to estimate the total potential value of the tax increment, based on current assessment values and anticipated investment.
6. If the total value of the Tax Increment Equivalent Grant is significantly less than the applicant's estimated value, at the sole discretion of the Town, the applicant may be given the opportunity to withdraw their application for the Tax Increment Equivalent Grant program, and submit an application for one or more of the other incentive programs in this Plan as may be applicable to the project.
7. Should an eligible applicant be approved for the Tax Increment Equivalent Grant, and if the subject property is sold, in whole or in part, before the original grant period lapses, the original owner may not be entitled to receive the remaining grant payments, in accordance with the terms of the program agreement. The payments are also non-transferrable to the new owner unless specifically stipulated as part of the Financial Incentive Program Agreement executed between the owner and the Town.
8. The Tax Increment Equivalent Grant will only be available where the property improvements undertaken result in an increase in the assessed value of the property by more than \$500 or the improvement involves more than 25% of the existing gross floor area or are considered to be a new development.
9. The Tax Increment Equivalent Grant cannot be combined with any other grant or rebate in this Plan, with the exception of the Brownfield Property Tax Assistance Grant.

8 IMPLEMENTATION

Successful implementation of the Hawkesbury CIP requires a clear and comprehensive framework to guide the administration of the Plan and ensure programs achieve their intended outcomes. This section sets out the general program management structure, eligibility requirements, and application process for the financial incentive programs identified in Section 7 of this document. It also includes a municipal marketing strategy and a monitoring and evaluation program to help the Town publicize the Plan and adapt it as needed.

8.1 ADMINISTRATION

This Plan will be administered by the Town of Hawkesbury as part of the implementation of the Community Improvement policies (Section 5.5) of the Town's Official Plan.

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

This Plan is intended to be implemented over a 10-year period. Council may review the Plan after five (5) years to assess the degree of uptake and the overall success of the programs, and may elect to continue implementing the Plan beyond 10 years. Amendments or adjustments to this CIP may be made as described in Section 8.6 of this document.

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

8.1.1 *DESIGNATION OF ADMINISTRATOR AND APPROVAL AUTHORITY*

Upon approval of this Plan, Council shall appoint a CIP Administrator to manage day-to-day implementation. The responsibilities of the Administrator are outlined in this Plan and include meeting with potential applicants for financial incentive programs; coordinating applications with the Review Panel and/or Council; undertaking marketing activities (Section 8.4); and monitoring and evaluation (Section 8.5).

Council is responsible for making decisions on financial incentive applications unless, at its discretion, it has designated an Approval Authority. An Approval Authority will approve applications based on the recommendation of a Review Panel made up of appropriate staff.

8.1.2 *FINANCIAL INCENTIVE PROGRAM BUDGET*

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

At its sole discretion, and considering any recommendations made by the Administrator through the Monitoring and Evaluation Program (Section 8.5), Council may choose to allocate portions of the budget to specific financial incentive programs, or to allocate no funding to certain programs.

The Town may discontinue any of the programs contained in this CIP at any time without amending this Plan; however, applicants with approved tax assistance and/or grant payments will still receive said payment, provided they continue to meet the general and program specific requirements and the terms of any executed Financial Incentive Program Agreement.

8.2 GENERAL ELIGIBILITY REQUIREMENTS

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

1. The subject property must be located in the CIP Project Area as designated by municipal by-law at the time of the application;
2. All proposed projects must, in the opinion of the Review Panel, generally contribute to achieving, and not conflict with, the vision and goals of this Plan as set out in Section 5 of this Plan, and with the objectives of the applicable precinct as set out in Section 7.0 of this Plan. Where applicable, they should be consistent with the design criteria set out in Section 8.3 of this Plan;
3. Proposed projects must represent a permanent improvement to the property or building, and not a lifecycle replacement of existing materials or structures. For clarity, and without limiting the generality of the foregoing, trailers, sheds, hanging planters and similar non-permanent elements shall not be considered eligible;
4. Due to administrative costs, applications for grants less than \$500 will not be considered;
5. An application for any financial incentive program contained in this Plan must be submitted to the Town prior to the commencement of any works to which the financial incentive program applies and prior to an application for a building permit;
6. 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;
7. An application for any financial incentive program contained in this Plan must include plans, estimates, contracts, reports and other details, as required by the Town, to satisfy the Town with respect to project costs and conformity to this Plan, as well as all municipal by-laws, policies, procedures, standards and guidelines, including Official Plan, Zoning By-law, and Site Plan requirements and approvals;
8. As a condition of application approval, the applicant may be required to enter into an agreement with the Town. The agreement will specify the terms, duration, and default provisions of the incentive to be provided;
9. Where other sources of government and/or non-profit organization funding (federal, provincial, etc.) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the grant may be reduced on a pro-rated basis;
10. The Town reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
11. The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including costs incurred in anticipation of a tax assistance and/or grant payment;

12. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Town, the Town may delay, reduce or cancel the approved tax assistance and/or grant payment and require repayment of the approved tax assistance and/or grant;
13. The Town may consider initiating one or all the incentive programs retroactively;
14. Town staff, officials, and/or agents may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Town;
15. Eligible applicants may apply for one or more of the incentive programs contained in this Plan, noting that the Tax Increment Equivalent Grant may only be combined with the Brownfield Property Tax Assistance Grant. No two programs may be used to pay for the same eligible cost. In addition, the total of all tax assistance and grants provided in respect of the subject property may not exceed the eligible cost of the improvements to that property;
16. The subject property must not be in arrears of any municipal taxes, area rates or other charges;
17. All expenses that are eligible for the incentive programs contained herein must be paid in full and the amount of the incentive will be reimbursed as a grant to the applicant. Grants will only be paid out when the work has been completed and paid invoices are submitted to the Town;
18. Outstanding work orders from the Town’s Fire Department or the Building Department must be addressed prior to grant approval; and,
19. Applications for financial incentives must meet the eligibility criteria set out for each individual incentive program (Section 7) as well as the general policies and requirements for submitting applications as outlined in Section 8.3 of this Plan.

8.3 DESIGN CRITERIA

Aesthetic improvements to buildings and the pedestrian environment will play a significant role in achieving the goals of this plan. The urban design criteria in this section are intended to provide guidance to applicants and the Town and establish a clear standard for improvements made using this Plan. Their interpretation and application will ultimately rest with Council or the designated Approval Authority. It is recognized that not all the criteria set out in this section will be applicable to every CIP initiative.

8.3.1 FAÇADE IMPROVEMENT

These criteria apply to initiatives under the following programs: façade improvement, signage improvement, commercial space conversion, downtown housing, mixed use development in the Streetscaping Improvement Area. They should also be considered as part of the development and evaluation of proposals under the tax increment equivalent and brownfield property tax assistance programs throughout the Town.

| Principle | Criteria |
|--|---|
| <p>Historic or original building materials, architectural elements and features should be maintained or restored wherever possible.</p> | <p>1. Original colours, details and materials should be maintained and restored where possible, with reference to historic documentation where available. If replacement is required, similar materials should be used as much as possible.</p> |

| Principle | Criteria |
|---|--|
| | <ol style="list-style-type: none"> 2. Alterations should not remove, obscure, or overwhelm original historic materials and architectural elements. 3. The use of economical materials such as aluminum siding is strongly discouraged. |
| Façade interest and detailing should be maximized. | <ol style="list-style-type: none"> 1. Principal building entrances should face the street or sidewalk. 2. Detailing and design of the façade should use different materials, colours or architectural elements to maximize interest and avoid blank walls. Repeating elements along a façade, including architectural features or windows, are encouraged. 3. Murals are encouraged on side and rear façades. |
| Barrier-free building access should be maximized. | <ol style="list-style-type: none"> 1. Building entrances should be barrier-free in accordance with Ontario Building Code standards. Where steps at entrances cannot be avoided, the installation of an accessibility ramp or alternate entrance is encouraged even where it is not required by the Ontario Building Code. 2. Automatic doors are encouraged even where they are not required by the Ontario Building Code. |

8.3.2 SIGNAGE

These criteria apply to initiatives under the signage improvement program in the Streetscaping Improvement Area. They should also be considered for any other initiative, throughout the Town, where new signage is proposed.

| Principle | Criteria |
|--|--|
| Signage should be scaled for pedestrians and not vehicle traffic. | <ol style="list-style-type: none"> 1. Signage should be at a scale appropriate for the building height. 2. Only one principal sign, located above the principal building entrance, should be used. Two small signs may be used if they enhance the appearance of a storefront. Hanging perpendicular signs are encouraged. |
| Signage should be attractive and project a high-quality appearance. | <ol style="list-style-type: none"> 1. Front-lit, embossed or engraved signage is encouraged. 2. Back-lit and neon signs are strongly discouraged 3. Signage should be located above the principal entrance where possible, and should be minimized in storefront windows. |

8.3.3 LANDSCAPING

These criteria apply to initiatives under the heritage property and landscaping and parking area improvement programs. They should also be considered for landscaping and parking components of initiatives under any other program, throughout the Town.

| Principle | Criteria |
|--|---|
| The visual impact of parking should be minimized. | <ol style="list-style-type: none">1. Parking areas in the Streetscape Improvement Area should be located in the rear of buildings.2. Parking areas should be buffered from the sidewalk and street. A planting strip including decorative plantings, trees, or fencing is encouraged. Large parking areas should be broken up with decorative landscaping.3. Parking areas should provide clear pedestrian access to building entrances, including signage and designated walkways where appropriate. |
| Sustainable parking area features should be encouraged. | <ol style="list-style-type: none">1. The use of permeable paving surfaces is encouraged.2. The use of native plants in landscaping and planting strips is encouraged, to minimize watering and maintenance requirements. |

8.3.4 BUILT FORM

These criteria apply to the development of new buildings or additions in the Streetscape Improvement Area under the commercial space conversion, downtown housing, mixed use development, planning and building permit fee, tax increment equivalent, or brownfield property tax assistance programs. They also apply to additions under the heritage property improvement program throughout the Town, and should be considered for projects in locations outside the Streetscape Improvement Area.

| Principle | Criteria |
|--|--|
| New buildings should be pedestrian-oriented and compatible with the existing neighbourhood context. | <ol style="list-style-type: none">1. New buildings should be located similarly to adjacent buildings, and close to the sidewalk.2. New buildings should be similar in height to adjacent buildings, in order to create a consistent roofline.3. New buildings should be not less than two storeys and provide for active ground-floor uses (e.g., retail, restaurants) and other upper-storey uses (e.g., residential, |

| | |
|---|---|
| | office). New buildings should not exceed three storeys unless provided for in the Official Plan and Zoning By-law. Any buildings over three storeys should use step-backs to minimize their visual impact. |
| Additions should be compatible with the existing context and have a minimal impact on the existing building. | <ol style="list-style-type: none"> 1. The height and roof shape of building additions should be consistent with those of the original building. 2. Additions to buildings considered to be historic should not be located closer to the front lot line than the original building face. |

8.4 APPLICATION PROCESS

The application process for financial incentives consists of four general steps, as described below and illustrated in Figure 12.

Step 1: Submission and acceptance of application

1. Applicants must arrange and participate in a pre-application consultation meeting with the Administrator to discuss their proposed community improvement project, and to confirm application and eligibility requirements. Other members of the Town’s Review Panel may participate in the meeting.
2. Applicants must submit a completed application form and all supporting materials as identified at the pre-application consultation meeting. The supporting materials may include but not be limited to:
 - a Photographs of the existing building or property condition;
 - b Historical photographs or documentation;
 - c Professional or conceptual drawings and/or plans, including drawings or plans prepared by a professional architect, planner, engineer or landscape architect licensed in the Province of Ontario;
 - d A site plan or landscape plan;
 - e Specifications for the proposed works, including a work plan for the improvements;
 - f Two (2) cost estimates for eligible work and/or materials; and/or
 - g Any other materials that may be required for specific programs, as indicated in Section 7 of this report.
3. The Administrator and/or Review Panel will complete a preliminary screening of the application and supporting materials to determine whether the application is complete. The application will be rejected if it is not considered complete, or if it clearly does not comply with the eligibility criteria.
4. The Town will communicate the decision to accept or reject the application to the applicant. Where appropriate, the Town will inform the applicant of how to complete the application.
5. The Administrator will enter the accepted application into the Town’s database of financial incentive programs as described in the Monitoring and Evaluation Report (Section 8.5).

Step 2: Evaluation and consideration of an accepted application

6. The application will be evaluated against the program eligibility requirements by the Administrator and/or Review Panel.
7. The Administrator and/or Review Panel will prepare a recommendation for approval or rejection, which will be forwarded to the Town's Administrator.
8. If the Approval Authority recommends unanimous approval, the Administrator will approve the application and prepare the Financial Incentive Program Agreement ('the Agreement') in consultation with other Town staff.
9. If the Approval Authority does not recommend unanimous approval, the applicant will be given an opportunity for Council to reconsider the application. If the applicant agrees, a report to Council will be prepared for Council to reconsider the application.

Step 3: Approval of the accepted application and execution of a Financial Incentive Program Agreement

10. If Council or the Administrator has approved an application, both the Town and the applicant will sign and date the Agreement in order to execute it.
11. A copy of the signed and dated agreement will be provided to the applicant.

Step 4: Completion of community improvement works and payment of the incentive

12. Upon approval of the incentive and execution of the Agreement, the applicant may begin the community improvement works.
13. Payment of the financial incentive, in accordance with the Agreement, will be provided upon successful completion of the approved work to the satisfaction of the Town.
14. Before the financial incentive is issued, the applicant may be required to provide the Administrator and/or Review Panel with final supporting documentation, which may include but is not limited to:
 - a photographic evidence of the completed works satisfactory to the Town;
 - b other documentation proving successful completion of the project according to program specific eligibility criteria;
 - c original invoices for all eligible work done, indicating the total amount paid for eligible works; and,
 - d proof of payment to contractors in full.
15. The Administrator and/or Review Panel may complete a final site visit and inspection of the building/property, as necessary, to ensure that the project has been completed in accordance with the Agreement.
16. Before the financial incentive payment is issued, the Administrator and/or Review Panel will ensure that all program requirements and Agreement details have been met.
17. The Administrator and/or Review Panel will take appropriate remedies as specified in the Agreement if the applicant defaults on the Agreement.
18. If all program and Agreement requirements have been met to the satisfaction of the Administrator and/or Review Panel, the Administrator and/or Review Panel will issue payment of the approved grant in accordance with the program and Agreement requirements.

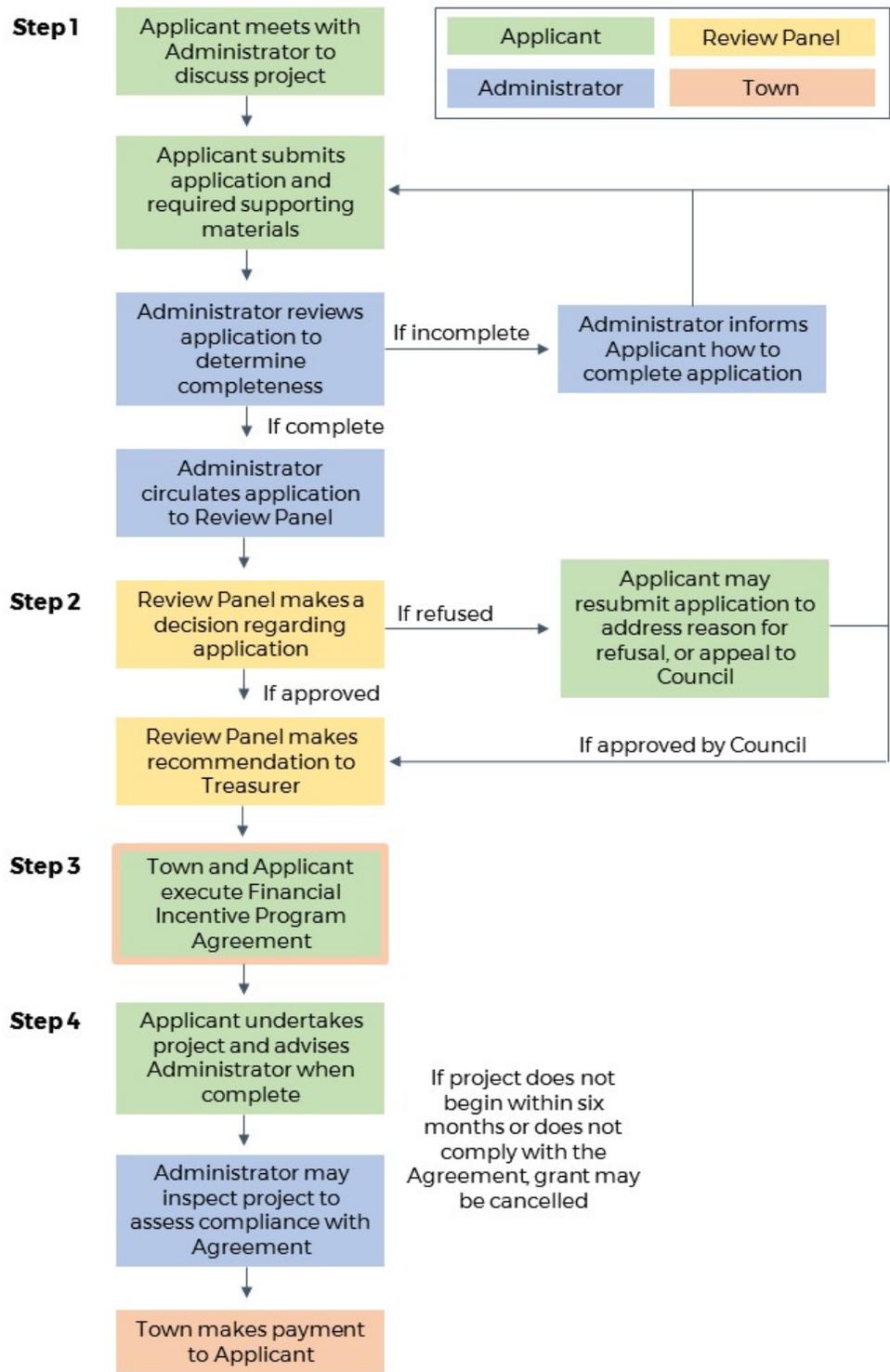


Figure 12: Financial Incentive Program application process

8.5 MARKETING STRATEGY

An effective marketing strategy that is targeted to investors and business owners, both locally and further afield, will be essential for the Town to reap the full benefits of its investment in this CIP. The Marketing Strategy should be prepared by the Town immediately following Council adoption of the CIP. This section of the document provides recommendations that the Town may wish to consider in the development of the CIP Marketing Strategy.

Town Website

The Town should establish and maintain a dedicated CIP page on its website, which should include CIP information, application forms and contact information.

The page should include a short video, maximum 2 minutes in length, highlighting the key features of the Town, such as its strategic location, natural environment, key services, etc., followed by an explanation of the CIP, the vision, and the financial incentive programs that are available for private-sector reinvestment. This video can be linked to other partner websites, such as that of the COMZAC/BIA, and through social media feeds such as Facebook, Twitter and YouTube.

Printed Material

The Town should develop newsletters and/or brochures that will provide an overview of this CIP and the available incentive programs and circulate them to all property owners and tenants within the designated Community Improvement Project Area. Brochures and newsletters may also be displayed and provided at the Town's municipal office, on its website, through the COMZAC/BIA, and any other locations or distributors considered appropriate by Town staff.

Annual Reporting

The Town should communicate the results of the Monitoring and Evaluation Program through newsletters and information sheets. These can serve to remind potential applicants of the program, promote the achievements of this Plan, and highlight case studies.

Launch Party

The Town should conduct a physical or virtual launch party leading up to the launch of available funding through the CIP. The launch should incorporate a social media presence, including the promotion of the new CIP website and video. Town staff and elected officials should be available in person and through social media to answer questions related to the CIP.

Stakeholder Meetings

Early in the implementation process, Town staff and elected officials may wish to offer targeted meetings and stakeholder presentations on the programs that are available through the CIP. After several years of implementation, the Town may wish to lead an information session or consultation program to remind the public of the Plan and identify any modifications that may be needed.

Celebrate Success

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

8.6 MONITORING & EVALUATION PROGRAM

This Plan has been developed and designed to be flexible as a planning and economic development tool. It identifies opportunities and provides incentives for investment to redevelop and beautify land, buildings, and streets in the Town of Hawkesbury.

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

The recommended monitoring and evaluation program for this CIP includes three main steps as detailed in this section of the report.

Step 1: Establish Baseline Conditions Inventory

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

The information in the inventory should include:

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

Step 2: Application Data Collection

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

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

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

- Date of the pre-application consultation meeting;
- Property's tax assessment prior to the project's approval;
- Total construction value of the project;
- Requested grant value, by program and in total;

- Details and purpose of the project, including the square footage of commercial space affected, number of trees to be planted, length of façade improved, etc. as may be appropriate;
- Names of contractor(s) and supplier(s), which may be useful information to provide to future applicants;
- Appearance of the property prior to project initiation (“before” photos);
- Proposed concept plans for the property; and
- Any relevant subjective information about the application (notably, whether the CIP is responsible for encouraging the project).

In addition, it is important to appropriately record and monitor sites where more than one application has been submitted according to the incentive programs (for example, where an applicant applies for an Accessibility Grant and a Planning and Building Permit Fee Grant).

The Town should monitor, on an on-going basis, the:

- Number of unsuccessful applications: and
- Reason(s) for the application’s denial.

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

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

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

This information should be recorded and monitored, as it will provide valuable information in the Monitoring and Evaluation Report that will be presented to Council each year.

Step 3: Prepare Annual Monitoring and Evaluation Report

The Town should prepare an annual Monitoring and Evaluation Report that demonstrates the performance of the CIP to Council. The Monitoring and Evaluation Report will provide a summary of the baseline conditions inventory and updates to this inventory based on the successful applicants and constructed improvements in any given year. The Report shall include the details of the information collected in Step 2.

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

- Measures for avoiding any unintended outcomes of the CIP programs in future;
- Funding of the incentive programs for Council’s consideration in budget deliberations or the funding or timing of any Town-Initiated Projects as described in this document, or others that come after the adoption of this Plan;
- Potential for revisions to the CIP Project Area, which may be passed by by-law;

- Consideration of amendments or adjustments to the Plan as described in Section 8.6 of this document; and
- Administration of the Plan.

Furthermore, the annual Report should include a review, summary and analysis of potential funding opportunity from the federal and provincial governments or other sources.

The Monitoring and Evaluation Report should be made available on the Town’s website for public review.

8.7 AMENDMENTS TO THE CIP

Over time, as the Town redevelops and revitalizes, it may be necessary to amend or adjust this Plan. Revisions may also be necessary to address issues with the incentive programs, which may become evident as the programs are implemented. Necessary adjustments to this Plan will generally arise through recommendations from the annual monitoring and evaluation report. This CIP permits adjustments; however, certain adjustments may require an amendment to this CIP in accordance with Section 28(5) of the *Planning Act*.

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

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

Minor administrative changes may be permitted without an amendment.

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

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

9 CONCLUSION

The Town of Hawkesbury Community Improvement Plan (CIP) is a strategic planning and economic development tool that was developed by a dedicated Advisory Committee with broad input from residents and the business community. This Plan sets out a framework with a clear vision statement and goals aimed at fostering community revitalization and economic prosperity.

The financial incentives in this plan have been identified and designed to implement the vision and goals of improving downtown streetscaping and promoting brownfield cleanup and redevelopment. Programs apply to specific areas centred on downtown commercial streets and former industrial sites. Implementation and monitoring will be undertaken by the Town of Hawkesbury, in partnership with community members, Council and the CIP Review Panel.

This Plan will remain in effect for ten years. After five years, it may be reviewed by Council to evaluate its effectiveness and degree of uptake. The Plan may be amended, if necessary, to improve its programs and better promote revitalization within the Town.

The success of this CIP will require a dynamic marketing strategy, annual review and reporting on uptake and outcomes, identification of lessons learned, and adaptation to changing priorities and economic conditions. However, most of all, this Plan is rooted in the community. To benefit from the energy and momentum built during the CIP preparation process, community members, Town staff, and Council must find ways of working collaboratively in pursuit of the CIP's vision:

We will rethink Hawkesbury as an active and prosperous regional hub that offers a high quality of life through access to health and social services, dynamic business opportunities, and a vibrant community.

GLOSSARY

Adaptive Reuse means the rehabilitation of older properties for a new use other than the historic use, normally entailing some modification of the property.

Administrator means the Town’s Manager - Planning and Building Departments, and/or the Town’s Economic Development Officer, and/or a Council designate.

Applicant, unless otherwise indicated, means a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area has assigned the right to receive a grant or rebate. Applicants may also be referred to as property owners, landowners or tenants throughout this Plan.

Brownfield site means 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.

Commercial means land predominately used for the buying and selling of goods and services.

Council means the Council of the Town of Hawkesbury.

Eligible Applicant means an applicant (as defined above) who meets all of the general and program specific requirements of the Financial Incentive Programs, and prepares and submits an application for a grant or rebate that is in accordance with the specific requirements of the program, as outlined in this Plan. The Town’s Review Panel reserves the right to determine whether or not an applicant is eligible for the Financial Incentive Programs. Eligible Applicants may also be referred to as “eligible property owners” throughout this Plan. Not-for profit organizations are not eligible applicants.

Community Improvement, unless otherwise specified, is as defined in accordance with its definition under Section 28 of the *Planning Act*.

Community Improvement Plan, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

Community Improvement Project Area, unless otherwise specified, is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

Greenfield means a large area of land that has not been developed previously, or that has the potential to be redeveloped.

Institutional means public service land uses and facilities including programs and services delivered by a public body or government authority.

Mixed-Use means development which combines two or more land uses (e.g. commercial retail, office or residential) either in a single building horizontally or vertically, or in multiple buildings on a site.

Plan or **this Plan** means the Hawkesbury Community Improvement Plan, unless otherwise specified.

Redevelopment means the creation of new units, uses or lots on previously developed land in existing communities, including brownfield sites.

Review Panel means the people designated to administer and monitor the Community Improvement Plan and its Financial Incentive Programs. The Review Panel consists of several staff members of the Corporation of the Town of Hawkesbury. Council may choose to delegate the authority to approve financial incentive applications to the Review Panel.

Town means the Corporation of the Town of Hawkesbury.

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APPENDIX

A

VISIONING WORKSHOP
SUMMARY

APPENDIX

B

COMMUNITY AND BUSINESS SURVEY RESULTS

APPENDIX

C

COUNCIL
PRESENTATION

DRAFT

APPENDIX

D

MUNICIPAL WORKSHOP SUMMARY