

Township of Hornepayne

Council Meeting
October 18, 2022

Community Improvement Plan

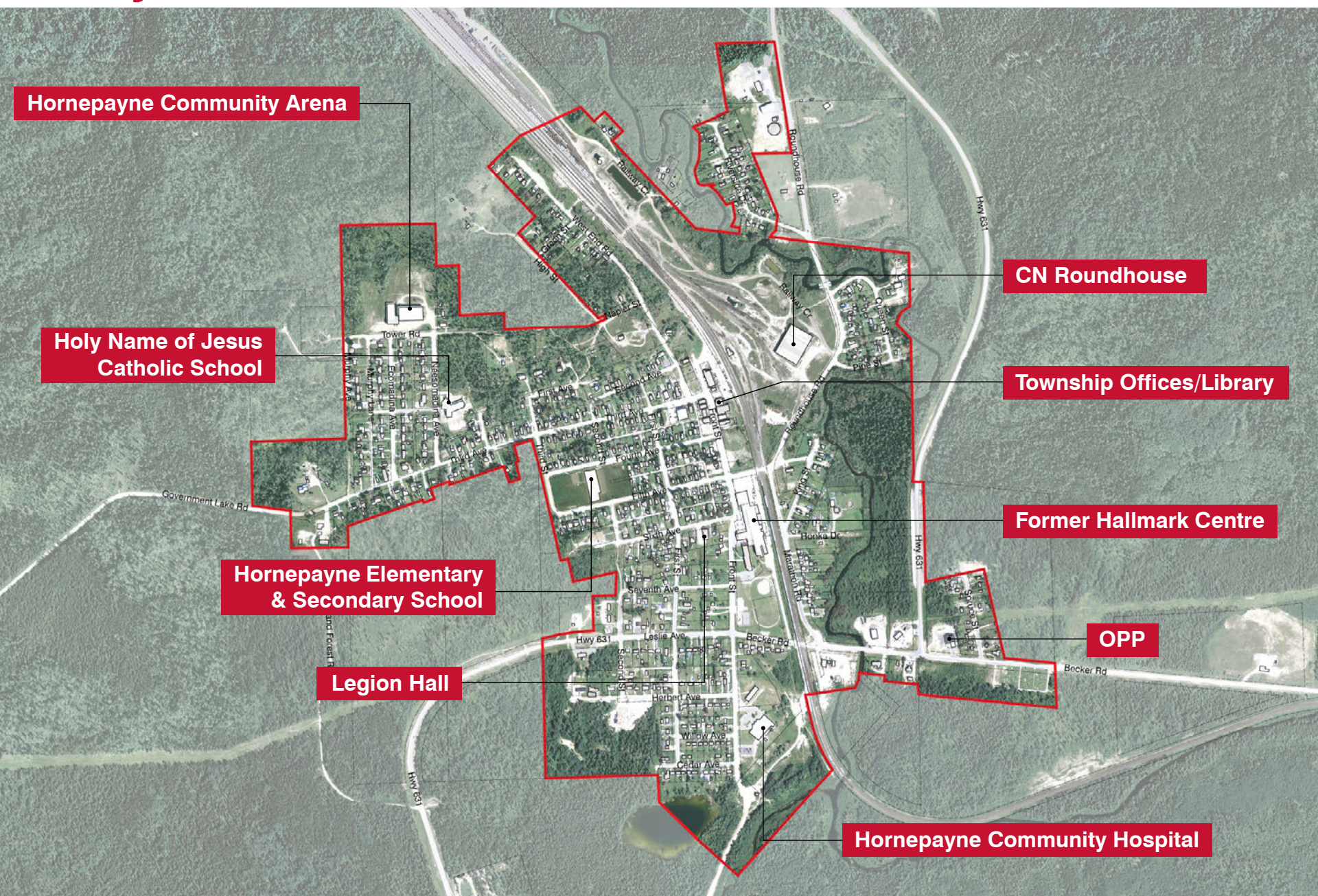
Final Plan



 The Planning
Partnership

Deloitte

Study Area



Hornepayne Community Arena

**Holy Name of Jesus
Catholic School**

**Hornepayne Elementary
& Secondary School**

Legion Hall

Hornepayne Community Hospital

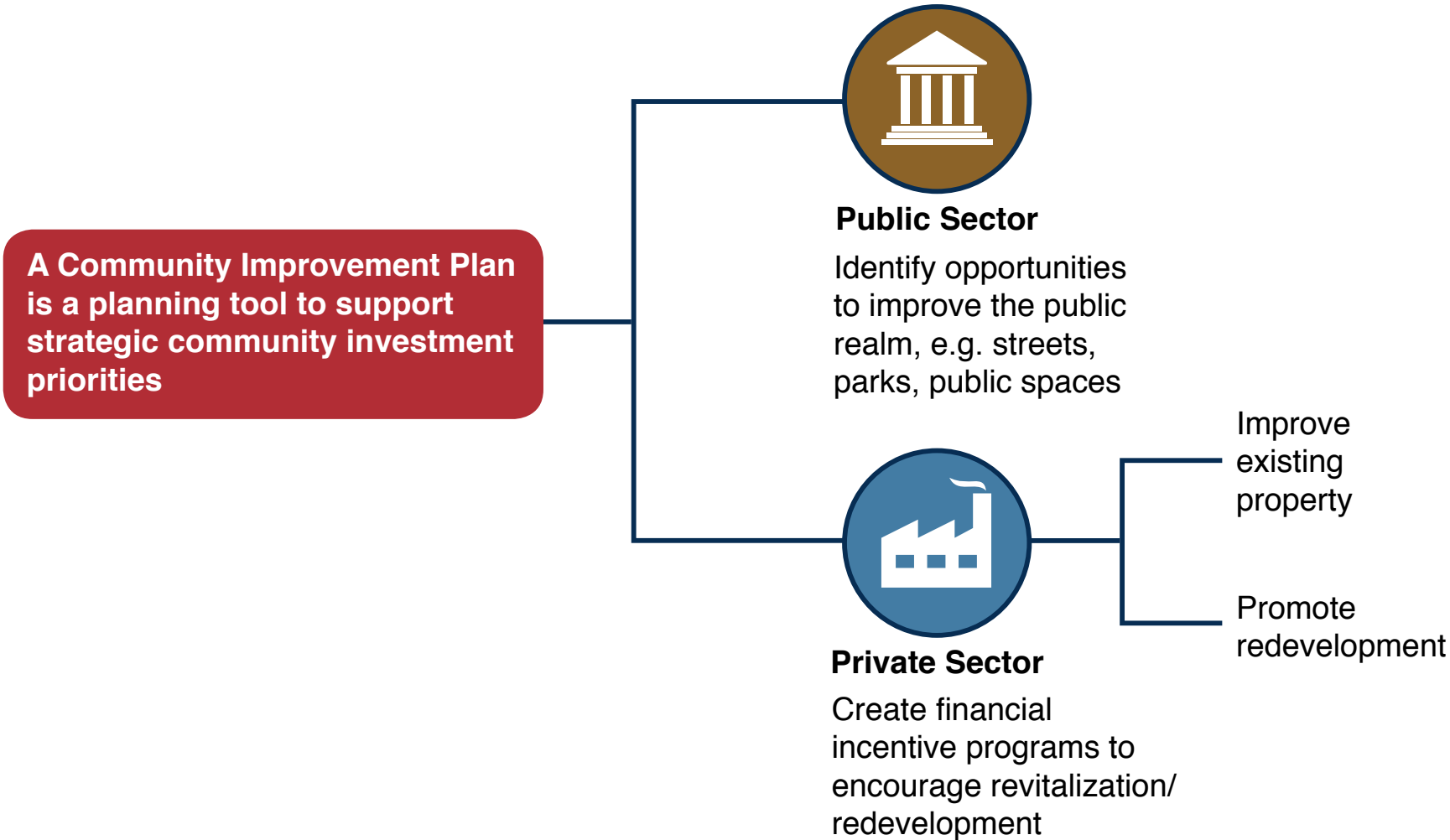
CN Roundhouse

Township Offices/Library

Former Hallmark Centre

OPP

Purpose of a Community Improvement Plan



Purpose of a Community Improvement Plan

A Community Improvement Plan enables the municipality to:

- 1. focus public attention on local priorities and municipal initiatives**
- 2. target areas in transition or in need of repair, rehabilitation and redevelopment**
- 3. facilitate and encourage community change in a coordinated manner**
- 4. stimulate private sector investment through municipal incentive-based programs**

The Mayor's Address in 2021 on the Community Improvement Plan

*everyone needs to get involved - it's your community...
what does your family need, we need to be accessible...
where do you want to see businesses... what would you
like the future of our community look like...what should
parks look like....*

then map out what to do first....

it empowers council to move forward...

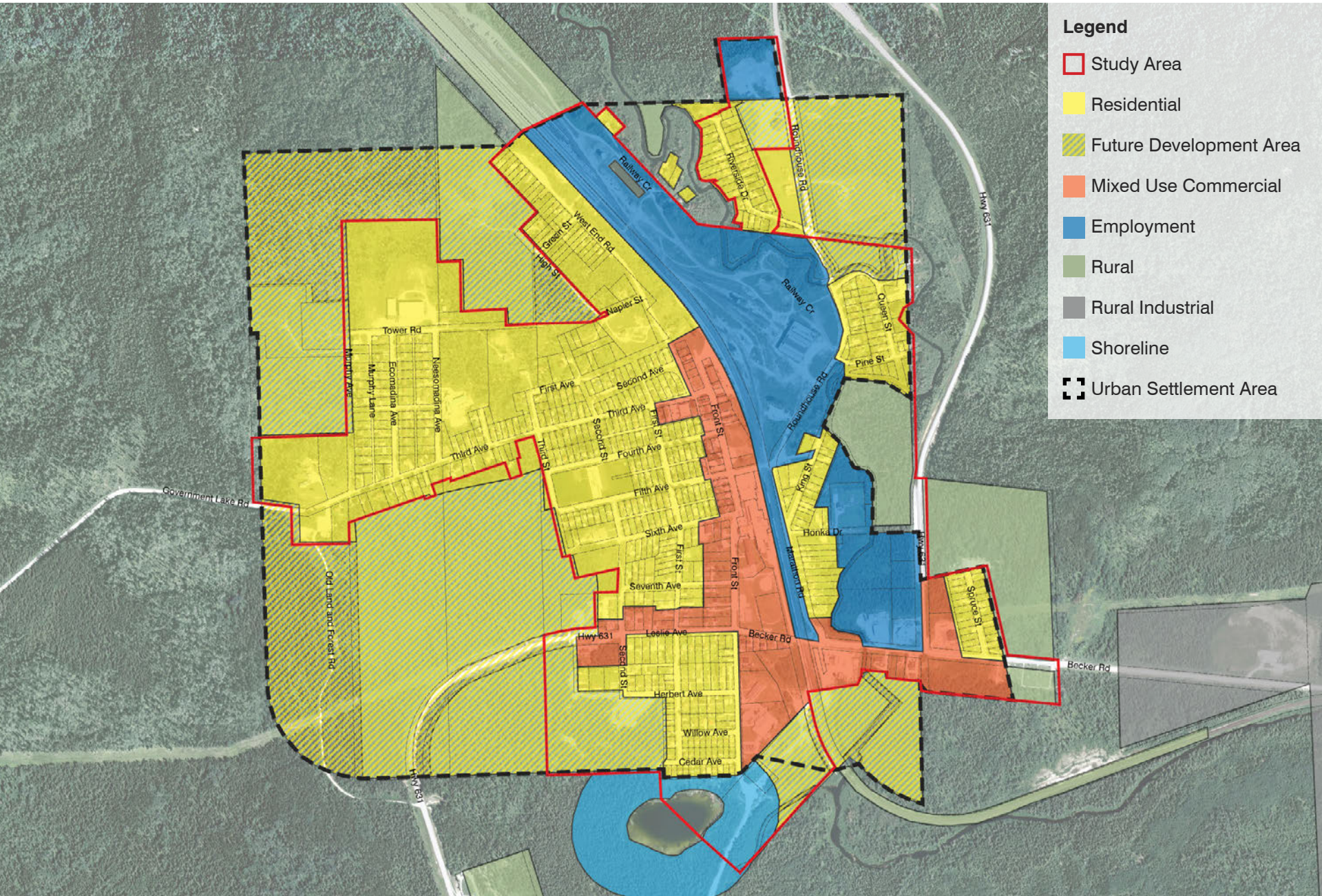
Past Studies



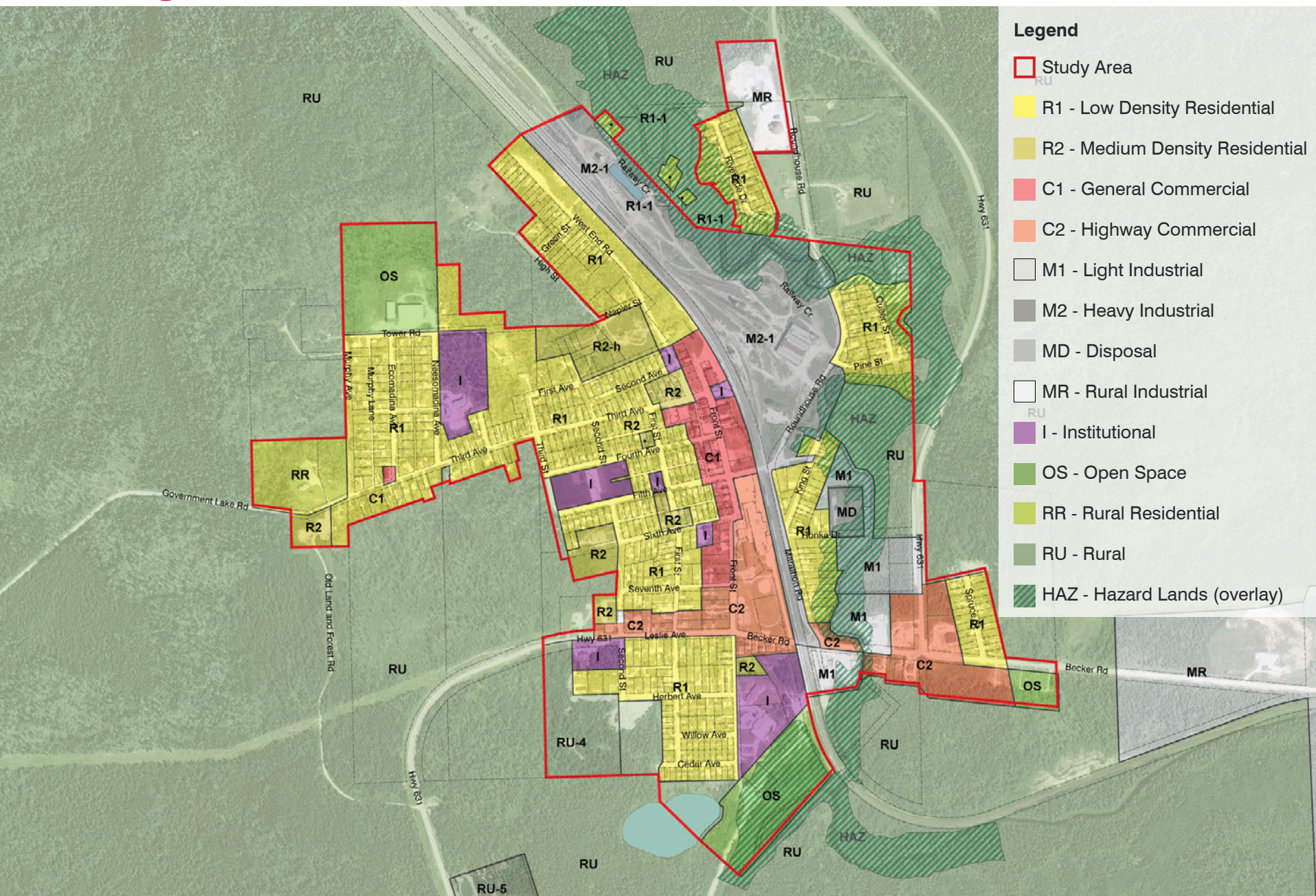
Planned for 2022/2023

Developing a Step by Step Guide to Revitalizing Rural Communities

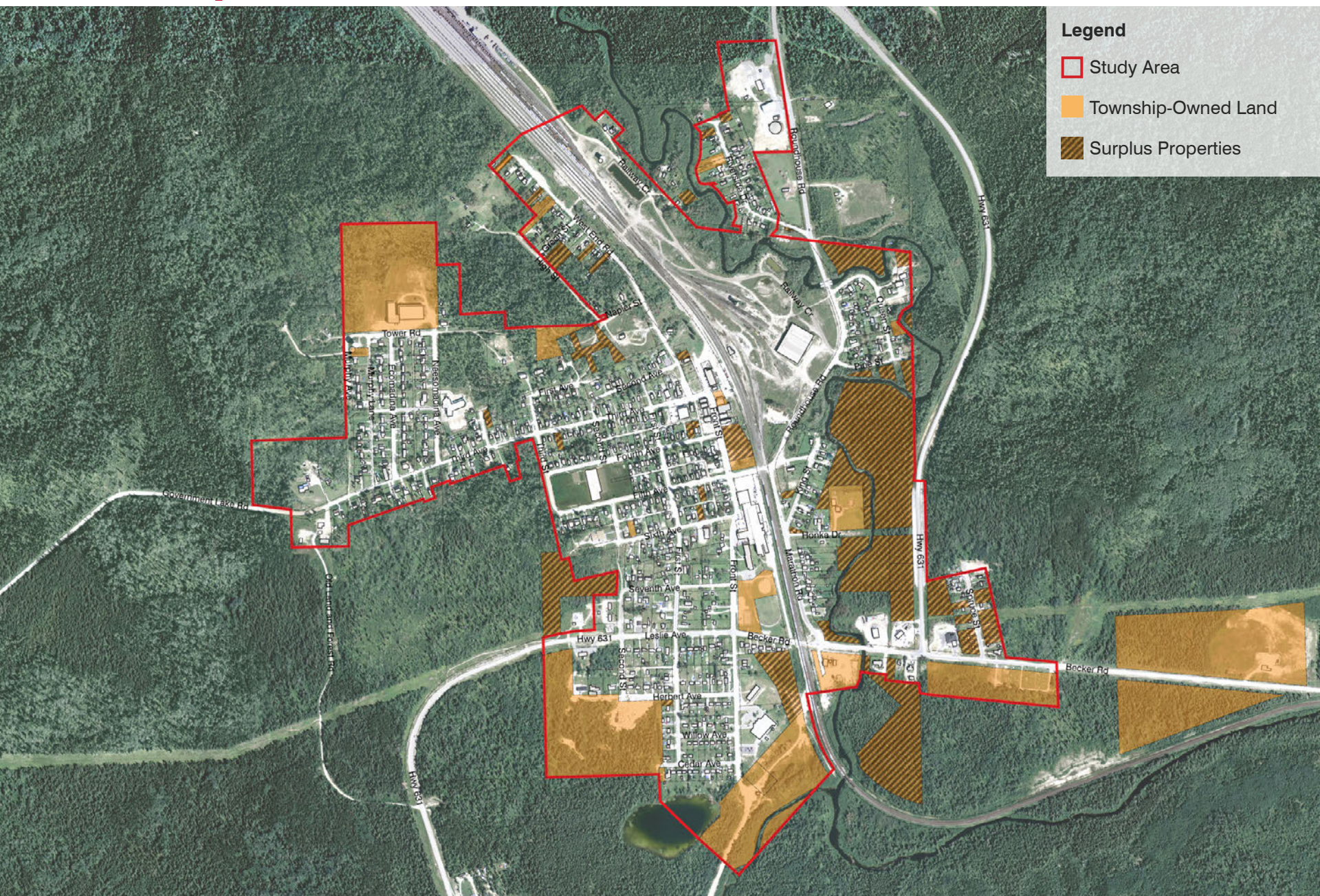
Official Plan Land Use



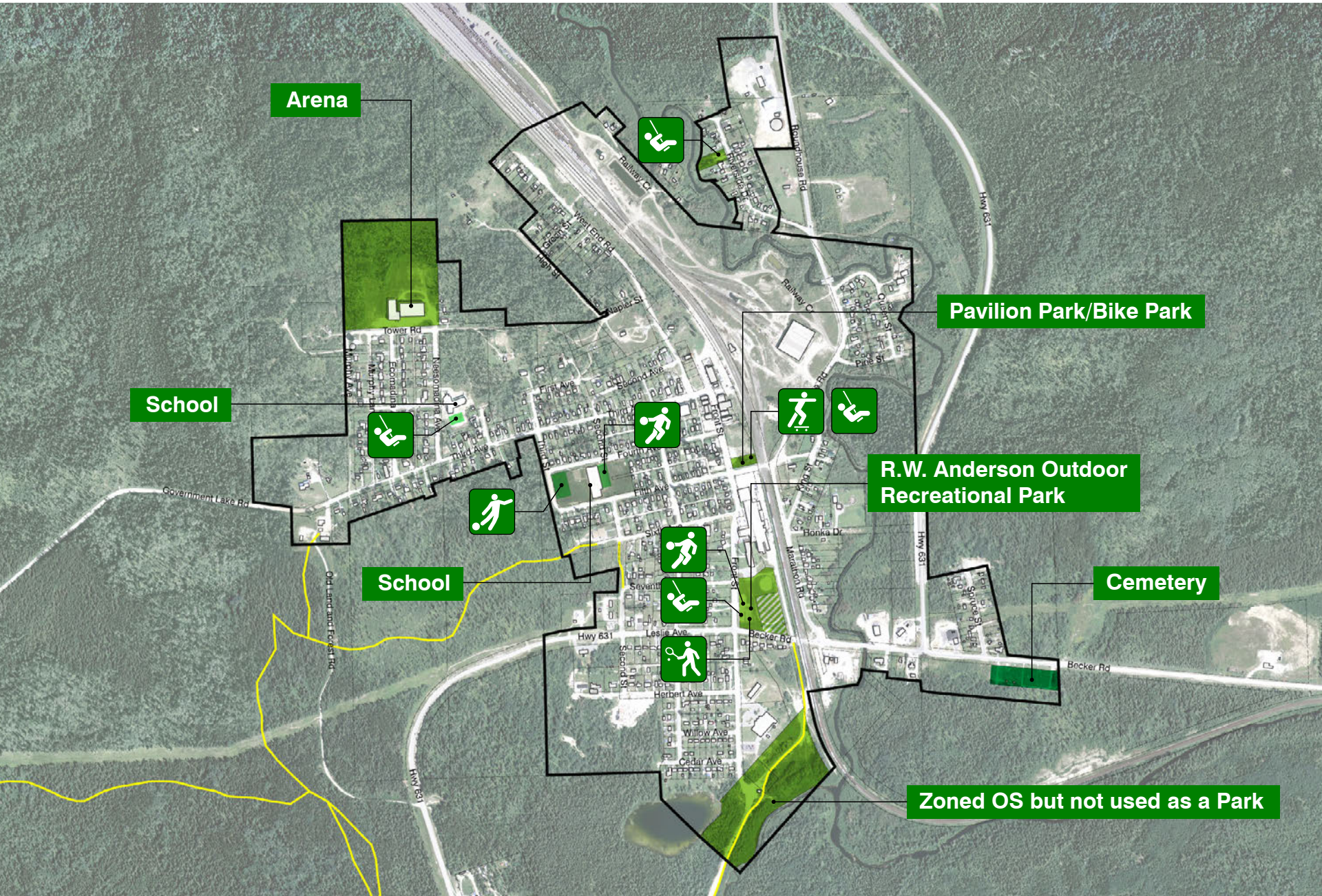
Zoning



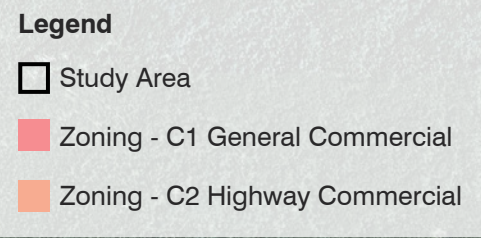
Township-Owned Land



Parks & Open Space



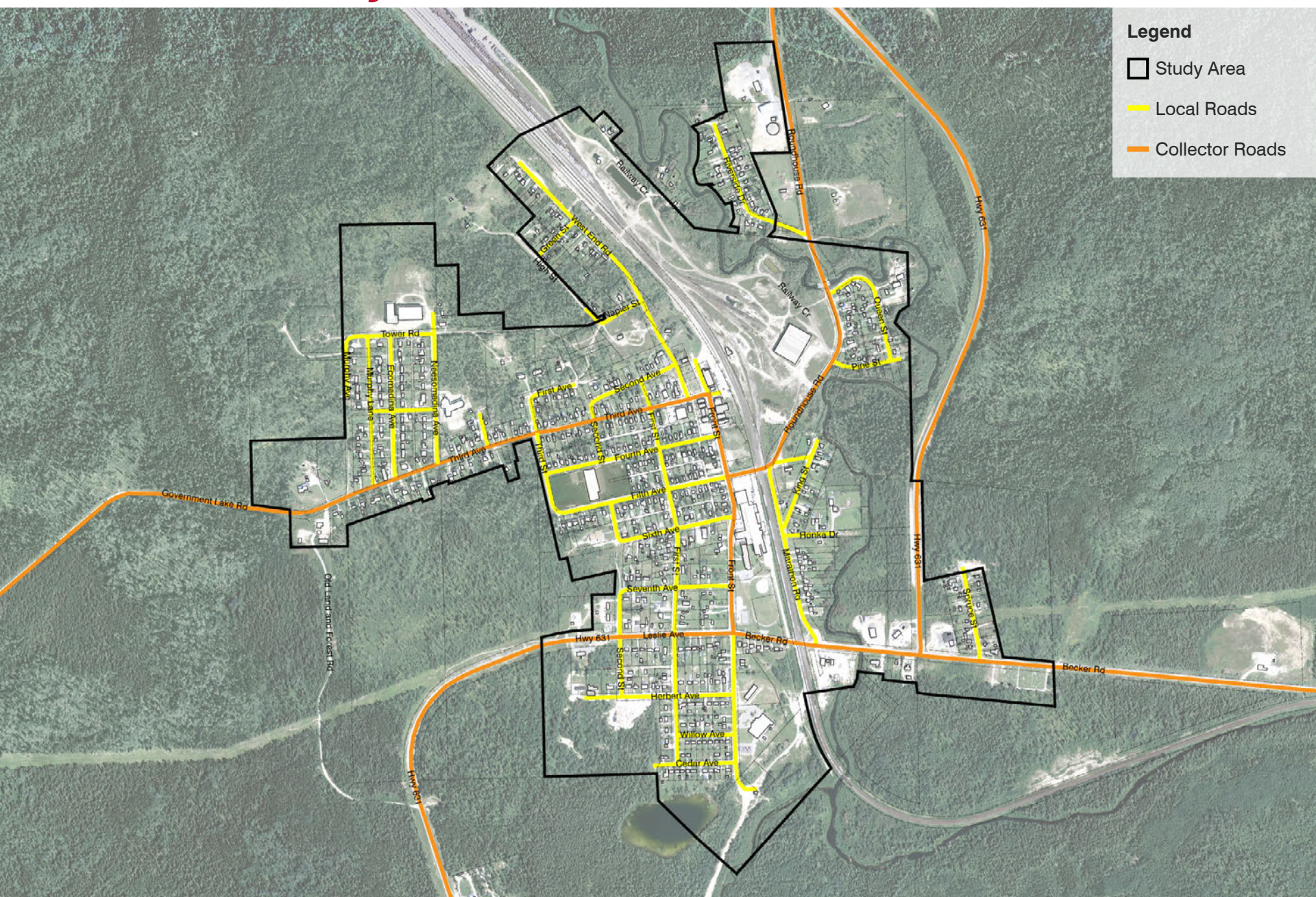
Retail & Commercial Activity



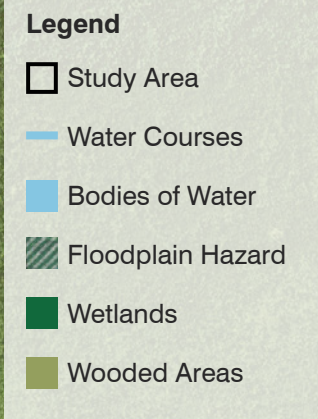
Proposed Hotel on Becker Road



Road Hierarchy



Natural Features



One on One Conversations with Councillors and Business Owners

As an early step in the work program, one on one conversations were held with councillors and an invitation was extended to business owners to discuss their thoughts on opportunities for change and issues to consider with respect to the Community Improvement Plan. The following is a summary of what we heard through the conversations organized by topic:

- residential areas need to have beautiful street face with front porches, stairs

Parks

- too many and too costly to maintain
- focus on park at Municipal building by relocating children's play ground from highway up to centre of Town, add a pavilion
- Three Bears park is not fenced
- Welcome Park at Municipal building
- bike park at Municipal office
- people need parks
- Cedar Point Park – a lot of vandalism, a lot of people wanted it. Facilities have not been upkept
- Jackfish River – walking path on river, platform/overlook

Front Street

- opportunities for façade improvement, include guidelines for Front, along Third to Ecomadina
- don't need a traditional sidewalk, need a trail
- pave parking lots
- improved signage, banners, directional signs
- beautify downtown for residents and tourists

Buildings

- need a building centre, new municipal offices, possibly a brewery
- fire department needs a new facility, attached to municipal office
- need a youth centre. Very little for teenagers if not playing sports

Lifestyle

- create a community with a relaxed cottage feel, everyone can walk to work, live and work and play at their "cottage", do have some areas, urban rustic country feel

- Centre of Ontario, north of community, developing a walking trail, proclaimed in 2020, Eco Tourism
- Buttercup trails -skiing trails, maintained by volunteers used for skiing and walking, development would have to work with the trails

Business

- if open a new business, Township needs to be able to help. Show that we are open for business, give tax breaks
- anyone that goes to start a business it's too expensive. Infrastructure: water and sewer is very old
- no money for incentives
- want to be able to bring people into the community
- if we can draw other businesses, keep people happy – access to gym, arena, roads etc. - need to provide amenities

Virtual Public Information Session

A virtual public information session was held on June 15, 2022 to present the opportunities represented by the Community Improvement Plan. An evening session was held and approximately 13 people attended. The following summarizes what we heard:

- the Township needs a Property Standards By-law to help establish the standards for a high quality centre
- opportunity for eco tourism to capitalize on the beautiful setting of Hornepayne
- critical to get businesses, how can the Township offer incentives, strong competition from other communities, need to make it as smooth as possible for approvals
- need to create a positive atmosphere - perhaps paint the hydrants
- need a shelter and seating for people coming in and out of the train
- great opportunity to explore a lookout at Jackfish River
- interlocking brick sidewalks, such as in Haileybury
- when asked about missing services in Hornepayne, participants mentioned hair salon, aesthetics, massage, dog park, restaurant, coffee house

The Importance of Streetscape and a Focus on Pedestrians



Priorities

1. Attract more businesses
2. Attract more people to live in Hornepayne (especially with improved broadband internet)
3. Create a year round tourist destination/Centre of Ontario
4. Identify opportunities for municipally owned properties
5. Beautify the urban settlement area (street trees, banners, lighting, landscape parking areas)
6. Provide more amenities for residents (parks, facilities)
7. Build safe pedestrian connections
8. Marketing, branding and signage

Reversing the rural brain drain with remote working

With a new network of rural tech hubs, the Rural Innovation Initiative wants to kickstart small downtowns

By **Patrick Sisson** | Feb 12, 2019, 1:00pm EST

Remote Workers Can Live Anywhere. These Cities (and Small Towns) Are Luring Them With Perks.

From Topeka to Bemidji, Minn., localities try to boost populations with offers of cash, free coffee and grandparent stand-ins

The small cities and towns booming from remote work

Small Cities Are A Big Draw For Remote Workers During The Pandemic

November 16, 2020 · 5:00 AM ET

Heard on [Morning Edition](#)

Community Improvement - 10 Municipal Possibilities

1. Sidewalk/Walking Path

- Front, Third and Ecomadina

2. Streetscape

- Trees, Banners, Light Poles

3. Trail/Overlook at Jackfish River

4. Signage & Wayfinding

5. Primary Parks

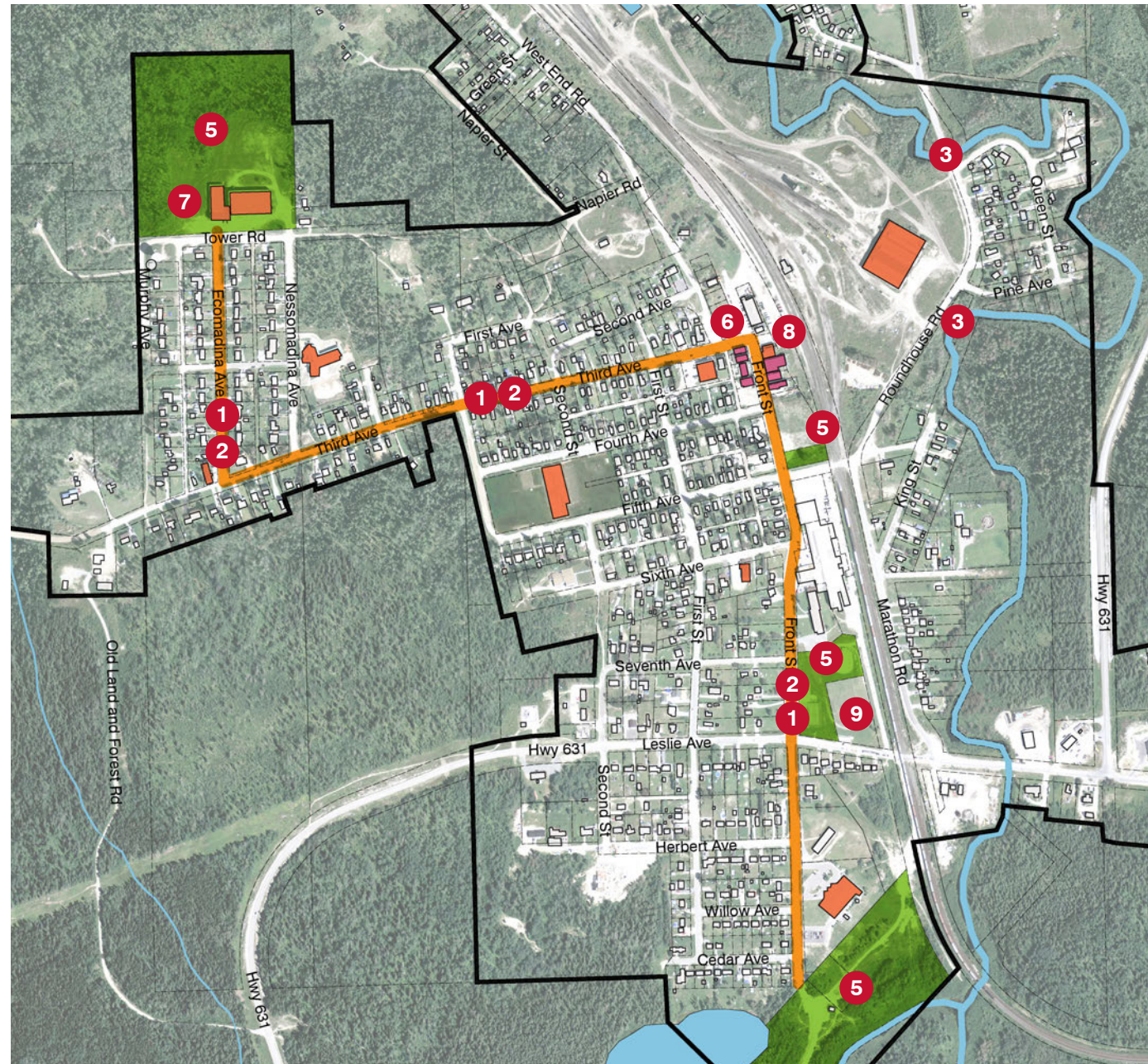
6. Enhancements to Businesses at Third/Front

7. Expansion of Facilities at Community Arena

8. New Township Office

9. New Hotel

10. Marketing as Ecotourism/Adventure Destination



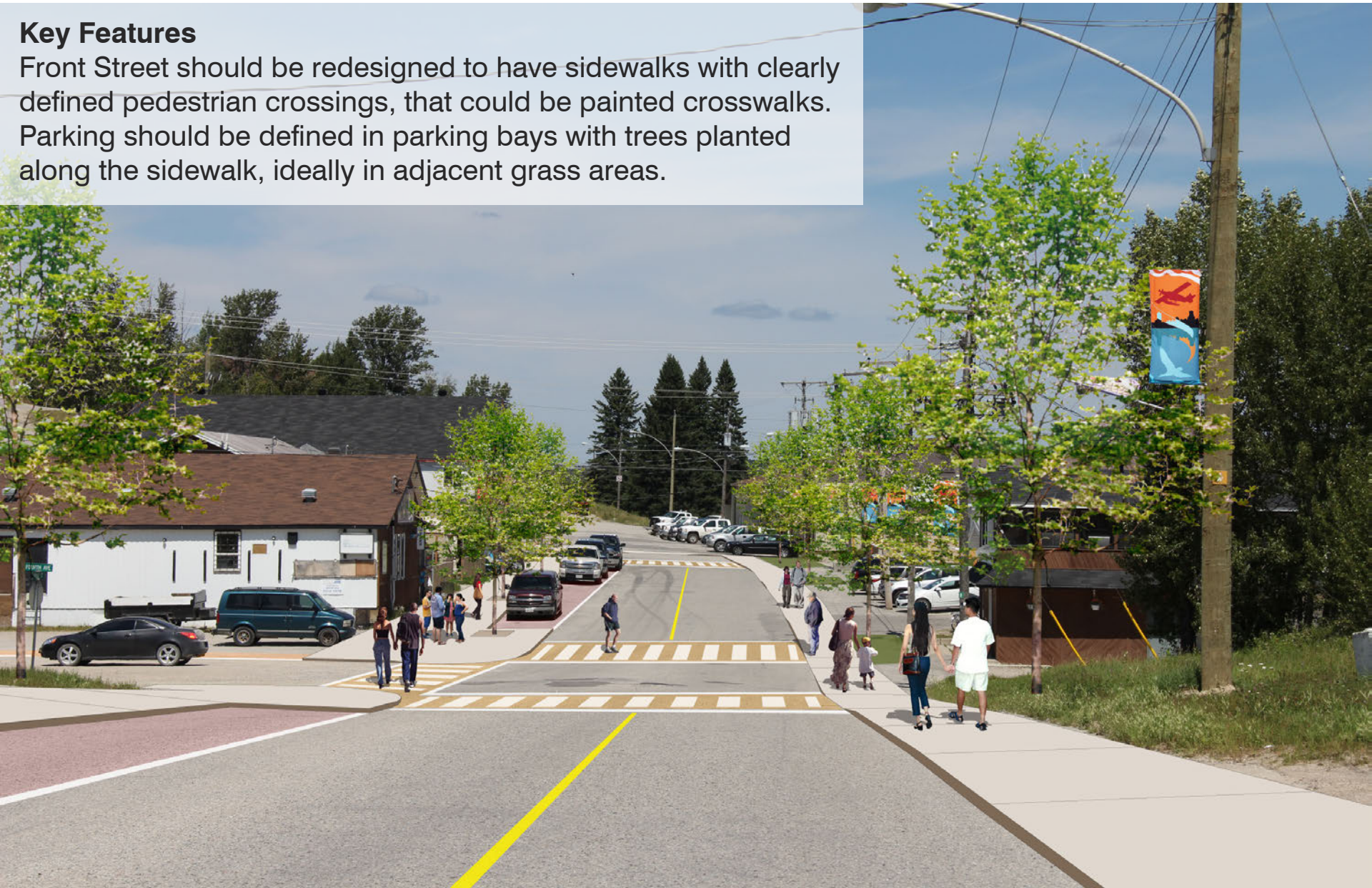
Front St Looking Towards Third Ave



Front St Looking Towards Third Ave

Key Features

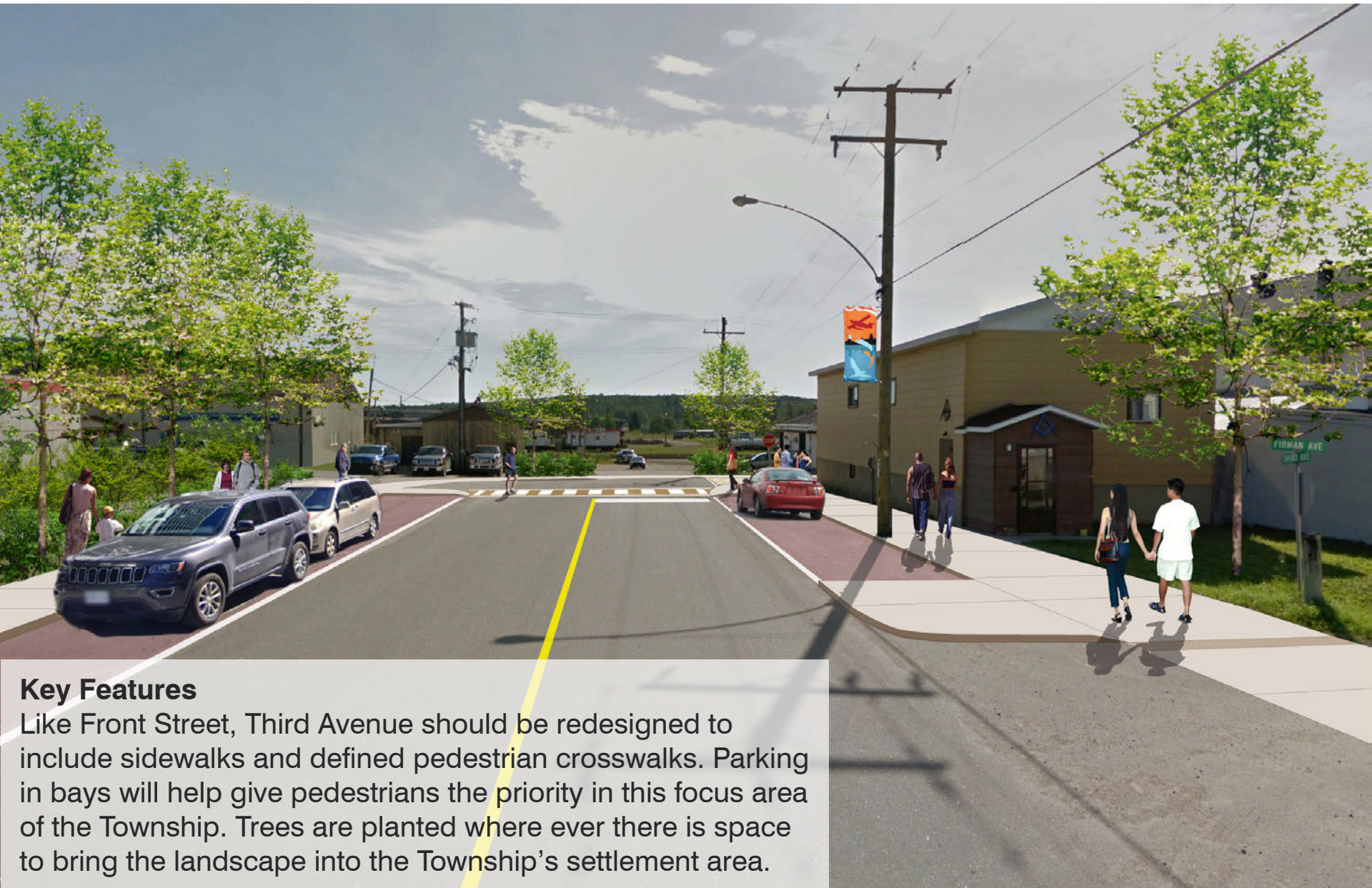
Front Street should be redesigned to have sidewalks with clearly defined pedestrian crossings, that could be painted crosswalks. Parking should be defined in parking bays with trees planted along the sidewalk, ideally in adjacent grass areas.



Third Ave Looking Towards Front St



Third Ave Looking Towards Front St



Key Features

Like Front Street, Third Avenue should be redesigned to include sidewalks and defined pedestrian crosswalks. Parking in bays will help give pedestrians the priority in this focus area of the Township. Trees are planted where ever there is space to bring the landscape into the Township's settlement area.

Third Ave Looking Towards Nessomadina Ave



Third Ave Looking Towards Nessomadina Ave

Key Features

Painted asphalt zones define an area dedicated to pedestrians and cyclists. Removable bollards could define the edge. The new pedestrian and cyclist zone would be created by slightly narrowing the vehicle travel lanes.



Ecomadina Ave Looking Towards Tower Rd



Ecomadina Ave Looking Towards Tower Rd

Key Features

Painted asphalt zones define an area dedicated to pedestrians and cyclists. Removable bollards could define the edge. The new pedestrian and cyclist zone would be created by slightly narrowing the vehicle travel lanes.



Examples, painted streets and crosswalks



Becker Rd Looking Towards Front St



Becker Rd Looking Towards Front St



Key Features

The entrance to the settlement area by the Three Bears Monument is improved by adding furnishings, additional trees, a defined pedestrian crosswalk on Becker Road and a demarcated pedestrian walk along the road edge.

Hornepayne CIP Streetscape Costs

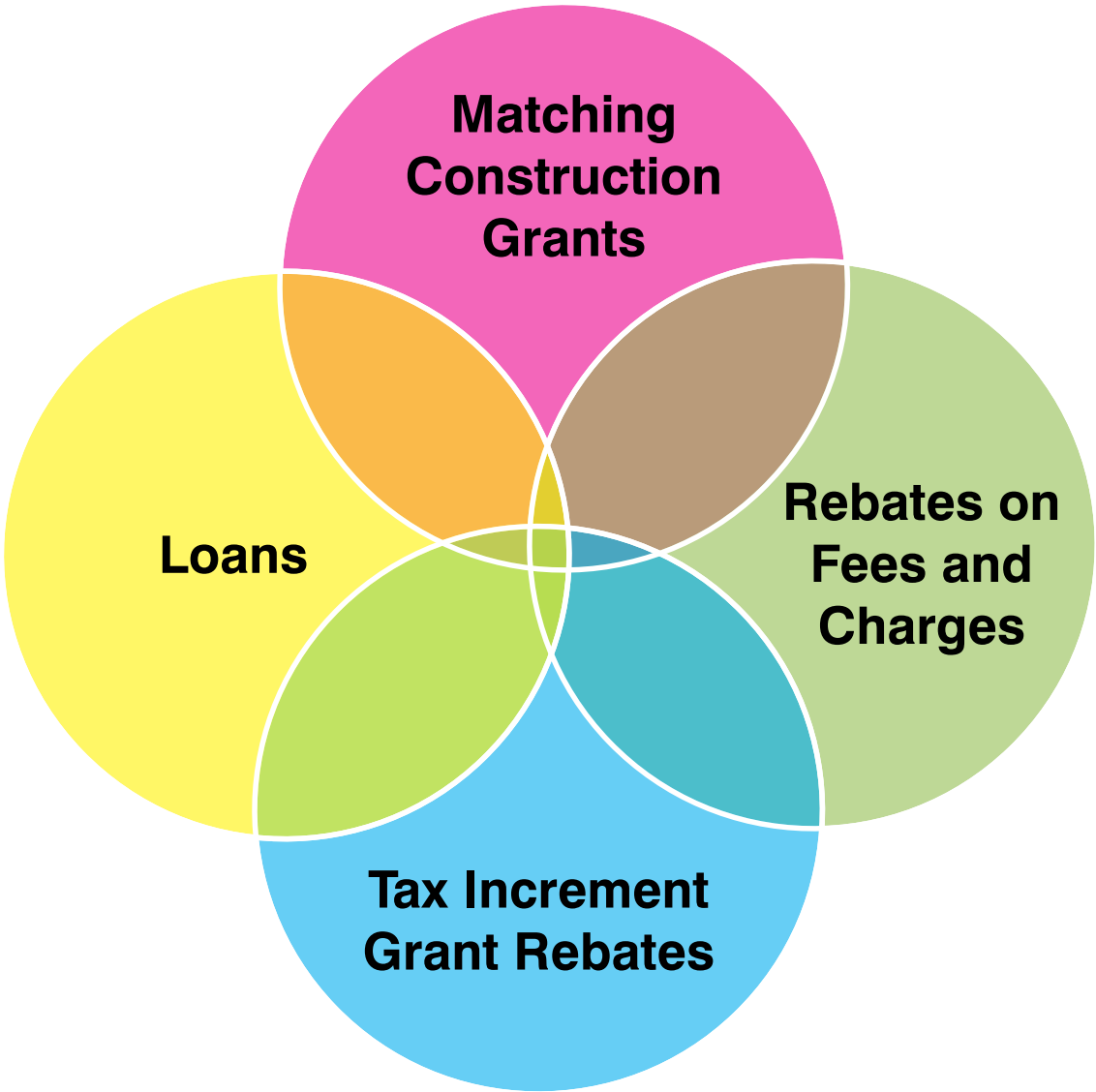
The estimated costs for the proposed streetscape improvements are \$150,000 to \$200,000 for new sidewalks and streetscaping along parts of Front Street and Third Avenue, and \$75,000 for painted streets and banners along Ecomadina Avenue, Third Avenue and Front Street.



Segment	Linear Length	Estimated Cost
Streetscape/Sidewalk Construction	390m	\$150,000 - \$200,000
Painted Street	1,110m	\$75,000
Totals	1,500m	\$225,000 - \$275,000

- Legend**
- CIP Area
 - Streetscape/Sidewalk Construction
 - Painted Street/Banners
 - Painted Crosswalks

Community Improvement Plan - Business Incentives



What Other Communities Include in their CIPs

Incentive	Blind River	Bracebridge	Burks Falls	Gravenhurst	Huntsville	Ignace	Kirkland Lake	Manitouwadge	Penetanguishene	Red Lake	Sioux Lookout	Smooth Rock Falls	Val Rita-Harty	Whitewater Region
Accessibility	+					+				+		+	+	+
Affordable Housing									+	+				
Agricultural Value-Added Grant														+
Art / Murals								+						
Brownfield Rehabilitation						+				+		+		+
Commercial Improvement		+		+			+		+					
Commercial Conversion						+	+			+				
Designs / Studies Grant	+						+			+		+		
Economic Incentive (Loan or Equity Investment)												+		
Energy Efficiency Grant													+	
Entrepreneurial Grant													+	
Environmental Site Assessment (ESA) Grant						+						+		
Façade Improvement Grant	+	+	+	+	+	+	+		+	+	+	+		+
Heritage Property Improvement Grant														+
Municipal Land Disposition / Acquisition / Sale Program						+	+	+				+	+	
Landscaping / Parking / Property Improvement Grant	+	+		+		+		+		+	+	+		+
Loan Guarantee – Residential / Non-Residential												+		
Permit / Application Fee Rebate / Grant	+	+	+	+	+	+	+	+		+	+	+	+	+
Professional Fees Grant			+	+										
Residential Rehabilitation / Intensification		+		+							+			
Septic System Improvement Grant														+
Shoreline Restoration Grant														+
Signage		+	+	+		+		+	+	+	+	+		+
Tax Increment Grant	+	+	+		+	+	+	+		+	+		+	

What Other Communities Include in their CIPs

Looked at 14 communities where 24 Incentive programs were implemented. The top five incentives are:

- Facade Improvement Grant
- Landscaping/Parking/Property Improvement Grant
- Permit/Application Fee Rebate/Grant
- Signage
- Tax Increment Grant

Private Realm Incentives

Subject to approval by Council, the following incentive tool types are to be implemented in the Township of Hornepayne:

- Fee Rebates
- Tax Increment Grants
- Construction Project Grants

Loans are currently not an incentive tool type available from the Township of Hornepayne.

These incentive tool types have been fashioned into four private realm incentive programs to be offered by the Township of Hornepayne:

- 1 Industrial Investment Tax Rebate**
- 2 Commercial Upgrade Tax Rebate**
- 3 Housing Sales Discount and Tax Rebate**
- 4 Business Property Improvement Grant**

Industrial Investment Tax Rebate

Eligibility Filters

Eligibility Filter	Details
Priority	High
Geographic Areas	Lands designated Light Industrial, Heavy Industrial, Rural Industrial, General Commercial, Highway Commercial
Industry Focus	Supply chains related to Forestry, Mining, Alternative Energy
Property Types	Industrial, Commercial
Applicant Types	Property Owner or Tenant with Property Owner's Written Permission
Expenditures	Construction costs related to new construction and structural and mechanical upgrades to existing industrial and commercial buildings used for the eligible supply-chain industry sectors, including upgrades to plumbing and electrical systems, installation of safety and fire protection systems, structural upgrades, upgrade and installation of windows, new technologies, technology/construction related to market expansion, building insulation, consultant fees (e.g., engineer, architect), fire suppression systems, metal fabrication, carpentry, HVAC.
Special Conditions	All construction must follow Ontario Building Code and other regulations.

Industrial Investment Tax Rebate

Implementation Tools and Funding Amounts

Implementation Tool	Tool Available?	Municipality Match %	Maximum Grant Range
Fee Rebate	Yes	100% of fees directly related to the Project will be rebated after the Project is completed	Municipality to rebate any fee paid
Project Grant	No	N/A	N/A
Loan	No	N/A	N/A
Tax Increment Grant	Yes	50% of Total Actual Project Cost (excluding HST)	Maximum Rebate - Lower of the following: <ul style="list-style-type: none">• Amount equivalent to 50% of total construction costs• Amount equivalent to the difference in total municipal property taxes (pre-development, MPAC reassessment) on a sliding scale for Years 1 through 5 following completion of the project, with the application of the annual increment percentage: Year 1: 100% rebate, Year 2: 80%, Year 3: 60%, Year 4: 40%, Year 5: 20%.

Commercial Upgrade Tax Rebate

Eligibility Filters

Eligibility Filter	Details
Priority	Medium
Geographic Areas	Lands designated General Commercial, Highway Commercial, and Rural
Industry Focus	Supply chains related to Tourism, Hospitality and Retail
Property Types	Commercial
Applicant Types	Property Owner or Tenant with Property Owner’s Written Permission
Expenditures	Construction costs related to façade upgrades, signage, accessibility, structural and mechanical upgrades to existing commercial buildings, including upgrades to plumbing and electrical systems, installation of safety and fire protection systems, structural upgrades, upgrade and installation of windows, new technologies, building insulation, consultant fees, fire suppression systems, carpentry, HVAC, and interior renovations.
Special Conditions	All construction must follow Ontario Building Code and other regulations.

Commercial Upgrade Tax Rebate

Implementation Tools and Funding Amounts

Implementation Tool	Tool Available?	Municipality Match %	Maximum Grant Range
Fee Rebate	Yes	100%	Municipality to rebate any fee paid
Project Grant	No. Participants in the Commercial Upgrade Tax Rebate Program are not eligible to participate in the Business Property Improvement Grant Program.	N/A	N/A
Loan	No	N/A	N/A
Tax Increment Grant	Yes	50% of Total Actual Project Cost (excluding HST)	Maximum Rebate - Lower of the following: <ul style="list-style-type: none">• Amount equivalent to 50% of total construction costs• Amount equivalent to the difference in total municipal property taxes (pre-development, MPAC reassessment) on a sliding scale for Years 1 through 5 following completion of the project, with the application of the annual increment percentage: Year 1: 100% rebate, Year 2: 100%, Year 3: 75%, Year 4: 50%, Year 5: 25%.

Housing Sales Discount and Tax Rebate

Eligibility Filters

Eligibility Filter	Details
Priority	High
Geographic Areas	Lands designated Low Density Residential, Medium Density Residential, Rural Residential, and Rural
Industry Focus	Residential for new residents and worker housing related to Forestry, Mining, Alternative Energy, Tourism, Hospitality and Retail
Property Types	Residential and Rural
Applicant Types	Property Owner
Expenditures	<p>Acquisition costs related to development of vacant residential land or redevelopment of multi-residential housing or single-family dwellings with accessory residential uses.</p> <p>Construction costs related to redevelopment of multi-residential housing or single-family dwellings with accessory residential uses Exclusions: appliances.</p>
Special Conditions	<p>Construction must follow building codes and other regulations.</p> <p>Purchaser has 18 months to complete the necessary improvements to the property that result in an occupancy permit. Should this not be met, Council has the option to re-purchase the property at the original price or to extend the agreement.</p> <p>The Town will retain a right-of-first refusal to purchase the vacant property, at the original price, should the purchaser choose to divest the property prior to construction.</p>

Housing Sales Discount and Tax Rebate

Implementation Tools and Funding Amounts

Implementation Tool	Tool Available?	Municipality Match %	Maximum Grant Range
Fee Rebate	Yes	100% Rebate on Municipal Fees	100% Rebate of Municipal Fees (list to be determined, does not include water and waste water fees)
		95% Rebate on Property Sale Price	95% Rebate of Property Assessment Value conditional on receipt of occupancy permit for the new or redeveloped dwelling unit(s)
Project Grant	No	N/A	N/A
Loan	No	N/A	N/A
Construction Project Tax Increment Grant	Yes	50% of Total Actual Project Cost (excluding HST)	<p>Maximum Rebate - Lower of the following:</p> <ul style="list-style-type: none"> • Amount equivalent to 50% of total construction costs • Amount equivalent to the difference in total municipal property taxes (pre-development, MPAC reassessment) on a sliding scale for Years 1 through 5 following completion of the project, with the application of the annual increment percentage: Year 1: 100% rebate, Year 2: 100%, Year 3: 100%.

Business Property Improvement Grant

Eligibility Filters

Eligibility Filter	Details
Priority	High – Accessibility Upgrades Medium – Façade Upgrades Low – Structural and Mechanical Upgrades
Geographic Areas	Lands designated General Commercial or Highway Commercial
Industry Focus	High - Tourism, Hospitality and Visitor-oriented Retail Medium – Population-oriented Retail Low – Offices and other commercial properties
Property Types	Commercial
Applicant Types	Property Owner or Tenant with Property Owner's Written Permission
Expenditures	Construction costs related to accessibility (renovation of building entrances, upgrading of doors, installation of power assist door operators, installation of ramps, elevating devices, and accessibility washrooms for the public), façade and signage upgrades (repairs to façades, signage or lighting on any public-facing wall), structural and mechanical upgrades to existing commercial buildings (directly related to compliance with Building Code, Fire Code, or health regulations).
Special Conditions	Construction must follow building codes and other regulations.

Business Property Improvement Grant

Implementation Tools and Funding Amounts

Implementation Tool	Tool Available?	Municipality Match %	Maximum Grant Range
Fee Rebate	No	N/A	N/A
Project Grant	Yes	No more than 50% of total eligible costs.	\$5,000 per property.
Loan	No	N/A	N/A
Construction Project Tax Increment Grant	Participants in the Business Property Improvement Grant Program are not eligible to participate in the Commercial Upgrade Tax Rebate Program.	N/A	N/A

Financial Considerations

Annual Allocation by Council

Council should make an annual allocation to fund the implementation of the private realm incentives in the Community Improvement Plan, over and above any financial commitments made to the public realm through the municipal infrastructure upgrades. For the four programs outlined, only the Business Property Improvement Grant requires a budget allocation from Council. The tax increment rebate programs are funded by contributions made by applicants. Council may also increase or lower increment percentages within specific rebates to improve their marketability or to prioritize their implementation.

Community Improvement Incentive Reserve

Council should establish a Community Improvement Incentive Reserve Account to ensure there is no interruption in the program from year to year, and that as many applicants can be considered as possible if there is sufficient funding in the reserve, and that flexibility in managing funds is designed into the program to account for unexpected needs related to the Tax Increment Grant.

As applications are filed for large projects related to Industrial Investment Tax Rebates, Commercial Upgraded Tax Rebates, and Housing Sales Discount and Tax Rebates, financial planning will necessitate the inclusion of anticipated tax rebates in future budget allocations.

Administration

Promotion

It is important to engage with property owners directly to promote the CIP incentives. A specific protocol for handling marketing of the CIP should be put in place, including ensuring that all Township staff and business associations are aware of the program.

Administration

Intake and Approval - Eligibility Requirements

- Property must be located within the CIP area.
- Applicant must apply prior to the commencement of any work.
- Applicant must submit drawings and/or plans, two cost estimates, and other details with their application.
- Properties will not be eligible if they have any tax arrears or any other legal claim, lien, or order that may adversely affect title of the property, other than a mortgage in good standing. All utilities and any other municipal financial obligations must be up to date.
- Approved grants are not transferable to any other property but may be transferred to the new owner of the same approved property, provided the new owner agrees to the terms and conditions.
- Applicants must permit the public disclosure and promotion of all information regarding the grant.
- Municipal staff will inspect and approve improvements of the building upon completion, as required.
- For applications related to the Industrial Investment Tax Rebate, Commercial Upgraded Tax Rebate, and Housing Sales Discount and Tax Rebate, funding is usually available at a high order of magnitude that requires case-by-case considerations and direct approval by Council.

Next Steps

- Consolidate comments from Council
- Circulate draft Community Improvement Plan to Ministry of Housing
- Post the draft Community Improvement Plan to the Township's webpage and consolidate comments received from the public
- Meet with Township staff to confirm the final changes to the document
- Prepare the final Community Improvement Plan
- Allocate money in the capital budget for incentive programs

Township of Hornepayne

Community Improvement Plan

Final Plan



 The Planning
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Deloitte