

# A VISION FOR NORTH HATLEY

Proposed 20 Year Master Plan







**Locus Planning** is a group of students in their final year of McGill University's Master of Urban Planning program. Team members include Stephen De Medicis, Nicole Foth, Krista Leetmaa, Laurie Loison, and Laura Pfeifer.

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# EXECUTIVE SUMMARY

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Locus Planning was commissioned by the Economic Development Committee (EDC) of the Village of North Hatley to develop a Master Plan. This document is the final report and Master Plan: a 20 year vision for the future of North Hatley. Locus Planning undertook a process which included an in-depth situational analysis, a public consultation, the development of priorities to guide the final plan, the creation of three potential development scenarios, and the conception of a set of goals, objectives, and actions. The details of this process as well as the results of the situational analysis are available as separate documents.

This document details our main recommendations which take the form of five goals; each goal is supported by objectives, which have corresponding actions. The plan also includes potential phasing for each action, as well as possible sources of funding.

The first recommendation is to **encourage the creation of varied housing options**. This goal will help address affordability issues, as well as encourage the development of housing forms which are more appropriate for young families as well as an aging population. This section includes the more detailed action of updating the zoning codes, and creating zoning regulations to encourage smaller, more affordable homes to be developed on the Sampson land.

Secondly, we recommend **improving local circulation and regional connections**. Relevant actions include exploring alternative transportation connections to regional centres, such as piloting a public transportation system or encouraging the development of a rideshare program. Improving North Hatley's pedestrian network and redesigning the two main intersections are two design interventions which are explored in more detail.

**Enhancing municipal governance and co-operation** is the third recommendation and examines actions such as creating municipal agreements for cost-sharing, improving communication between the residents and the municipality, as well as our detailed policy action of updating the current *Plan d'implantation et d'intégration architecturale* (PIIA).

Fourth, to **stabilize and boost tourism** looks at destination branding strategies as well as possible means of bolstering winter tourism. Finally, **improving access to spaces for recreation and employment** examines leveraging existing assets and improving programming, doing small infrastructure improvements, and creating new agreements.





# SYNTHÈSE

Locus Planning a été mandaté par le Comité de Développement Économique du Village de North Hatley pour créer un Plan d'Urbanisme. Le présent document constitue le rapport final de cette mission, ainsi que le Plan d'Urbanisme qui présente une vision pour le futur de North Hatley à un horizon de vingt ans. Locus Planning a mis en oeuvre un processus de travail comprenant un diagnostic territorial, une consultation publique, la définition de priorités pour guider le plan final, la création de trois scénarios de développement potentiels et la conception d'un ensemble d'objectifs, de sous-objectifs et d'actions. Les détails de ce processus ainsi que les résultats du diagnostic territorial sont consultables dans deux rapports complémentaires.

Le présent document détaille nos principales recommandations sous la forme de cinq objectifs, chaque objectif étant lui-même étayé de sous-objectifs et d'actions concrètes. Le plan inclut également le phasage prévisionnel de chaque action, ainsi que des sources potentielles de financement.

La première recommandation est d'**encourager la création de formes de logement variées**. Cet objectif vise à inciter le développement de types de logement abordables et adaptés aux besoins des jeunes ménages ainsi que de la population vieillissante. Cette section comprend l'une de nos actions détaillées, la mise à jour des règlements d'urbanisme pour encourager la création de logements plus petits et moins coûteux sur le terrain Sampson.

Nous préconisons ensuite de **faciliter la circulation locale et les connections régionales**. Les actions reliées à cet objectif incluent d'expérimenter de nouvelles connections modales aux centres régionaux, en lançant un projet-pilote de navette publique ou en encourageant la création d'un service de co-voiturage. L'amélioration du réseau piétonnier de North Hatley et la transformation des deux intersections principales du centre-ville sont deux interventions de design qui sont explorées plus en détail.

Notre troisième recommandation, **améliorer la coopération et la gouvernance municipale**, examine la création d'accords inter-municipaux pour limiter le coût des services urbains et l'amélioration de la communication entre les résidents et la municipalité. Elle contient aussi notre troisième action détaillée : la mise à jour du Plan d'implantation et d'intégration architecturale (PIIA) de North Hatley.

Afin de **conforter et renforcer le tourisme**, nous préconisons en quatrième lieu des stratégies de marketing territorial ainsi que plusieurs actions pour consolider le tourisme hivernal. Enfin, pour **favoriser l'accès à des espaces de loisir et d'emploi**, nous proposons de mettre en valeur les aménités et services existants, d'apporter des améliorations modestes aux infrastructures municipales et de créer de nouveaux partenariats.

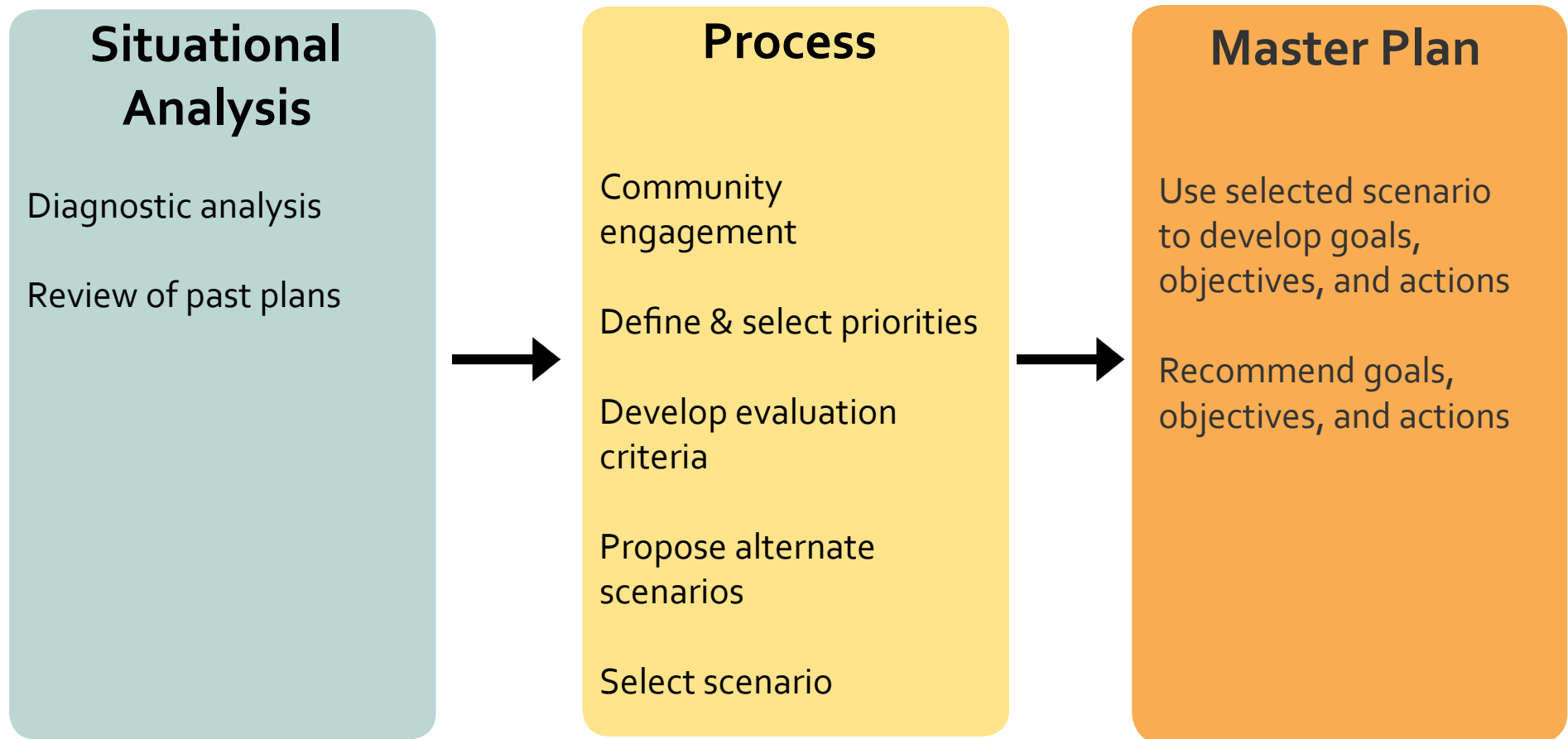


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# EXECUTIVE SUMMARY

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From October to December, 2012, Locus Planning has worked to create a Master Plan for the Village of North Hatley. Our situational analysis and the process through which this plan has been created is summarized in this plan, but the full reports are available as separate documents.





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# SUMMARY OF SITUATIONAL ANALYSIS REPORT

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The situational analysis is the result of the first phase of our study; we researched a variety of topics to gain a clear understanding of North Hatley's assets as well as the challenges that the village is facing.

The Village of North Hatley was historically settled as an Anglophone community. When the train came to the village in the late 1800's North Hatley became a popular tourist destination for American tourists. Population peaked at 5,000 residents during the summer months. North Hatley has retained its image as a tourist destination today, but with a significantly reduced population. There are currently 722 full-time residents, a figure which increases to approximately 1,200 during the summer. The population is aging, with 60% of residents aged 50 or older.

Regarding the built form, the village developed along the two main structural axes of Lake Massawippi and River Massawippi. Later, development spread to the surrounding hills as growth extended from the downtown core. As a result from North Hatley's hilly topography, the road network is disjointed in places and difficult to navigate. The prevalent building form is detached houses on large lots, with many beautiful historic homes in a classic "New England style".

The quality of the natural environment in North Hatley is very high, and is generally considered to be the village's greatest asset. There is an abundance of stunning views and vistas; however public access to some of these amenities, such as the lake, is constrained.

Local businesses are concentrated in the downtown core along Main Street. As the economy relies heavily on tourism, there is an abundance of Bed and Breakfast accommodations in addition to some well-known tourist draws such as the Pilsen restaurant and the *Manoir Hovey*. However, reliance on tourism

subjects business owners to significant seasonal swings in business, making winter months most difficult to operate.

The real estate market is currently quite homogenous and fairly slow. As with many destinations that rely on seasonal residents, the purchase of secondary homes has declined since the economic downturn. Both property values and municipal taxes tend to be quite high in North Hatley, contributing to the problem of few incoming young families, as well as an aging population facing a shortage of appropriate housing types.

With regard to transportation, North Hatley is extremely well connected to the regional centres of Magog and Sherbrooke, as well as Montreal and the US border. There is currently no public transportation available, therefore there is high use of individual automobiles. Car use is also prioritized through the abundance of surface parking with two particularly underutilized parking lots downtown. Walkability in the town is generally good as it is quite compact in size; however some streets lack sidewalks, and they are not always of optimal quality. In addition, two main intersections lack pedestrian safety features.

*The full report of the situational analysis conducted by Locus Planning is available as a separate document.*

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# SUMMARY OF SITUATIONAL ANALYSIS REPORT

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## SWOT ANALYSIS

In order to conclude our situational analysis Locus Planning conducted a SWOT exercise. This technique is commonly used in business to identify strengths, weaknesses, opportunities, and threats in order to strategically plan how to achieve future objectives.

### STRENGTHS

- Natural amenities, such as rolling hills, Lake Massawippi and the Massawippi River
- Well-known as a touristic village both historically and currently
- Mostly bilingual population and official bilingual status
- Concentrated business and services in the downtown area
- Excellent road accessibility to larger regional centres

### WEAKNESSES

- Aging population and lack of replenishment of younger residents
- Low housing affordability and lack of diversified housing types
- Lack of alternatives to private vehicle transportation
- Seasonality of businesses and services and lack of diversity of services
- Lack of strong coordination among tourism-based businesses

### OPPORTUNITIES

- Compact nature of the village promotes excellent walkability, an attractive feature for future development
- Business and services have potential to serve existing and potential senior population, providing new business opportunities
- Better promotion of heritage assets and heritage designation
- Orientation and signage for improved way-finding for tourists and locals

### THREATS

- Major areas of the downtown area are in a floodplain zone
- Future health of the eco-system of co-managed Lake Massawippi
- Reliance on tourism industry, which fluctuates with business cycles
- Residential development just beyond the village's boundaries
- High property taxes compared to neighbouring communities



# SUMMARY OF PROCESS REPORT

After conducting the situational analysis, Locus Planning organized a public consultation in order to understand residents' experience in the village and generate ideas for the future of their community. The consultation comprised of three brainstorming exercises. In the first two discussions participants identified the village's assets and challenges. The third session was a visioning exercise where participants shared their hopes and ideas for North Hatley in 20 years, without considering budgetary constraints or other restrictions. The consultation provided an immense amount of valuable information and insight into main issues and ideas that would guide the Master Plan.

Following the consultation, Locus Planning developed a set of potential priorities based on the situational analysis and the residents' feedback. After presenting and discussing the potential priorities to the client, the EDC Monitoring Committee selected five priorities to guide the development of the Master Plan:

- Attract a diverse population
- Develop public assets
- Promote tourism
- Improve access to jobs and services
- Improve transportation options


In addition, the EDC Monitoring Committee agreed that any plan for North Hatley must be developed taking into account the two following elements, which are essential to the village's identity:

- Preserve and enhance the natural environment
- Preserve and promote the village's architectural diversity

Based on these priorities, we developed three potential scenarios for North Hatley: Consistent Community, Residential Expansion, and Economic Attraction. In parallel, we developed an evaluation matrix to assess how each scenario fulfilled the priorities. At an afternoon workshop, the EDC Monitoring Committee selected Residential Expansion as the base scenario for the Master Plan.

*The full report of the process that Locus Planning undertook in order to develop this Master Plan is available as a separate document.*

DANS 20 ANS



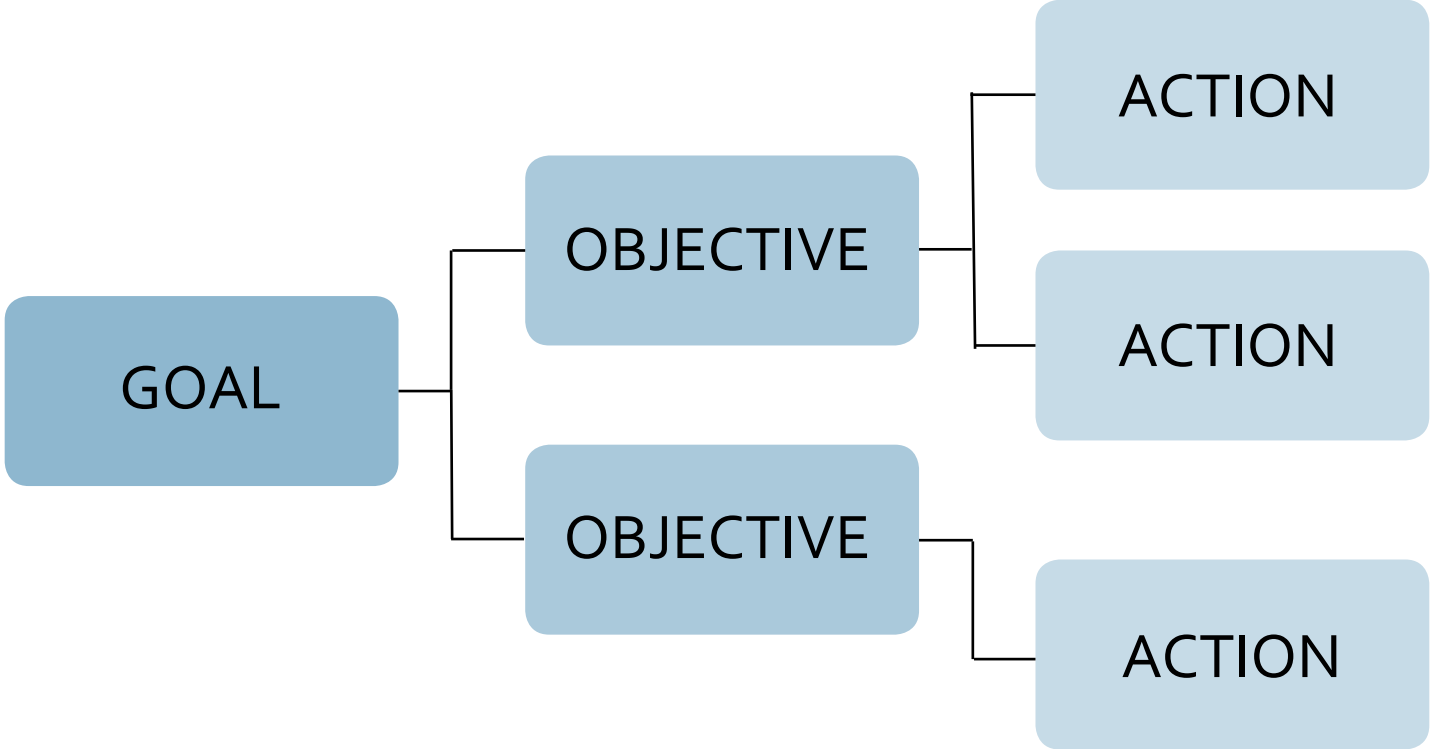
Brainstorming and its results: from the Locus Planning public consultation

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# MASTER PLAN: STRUCTURE

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Locus Planning structured the Master Plan using goals, objectives, and actions. This organization leads from strategic to specific. A goal is an overarching strategy that has several objectives supporting it. An objective is a more specific way to achieve the goal; there are several actions fulfilling each objective. Finally, an action involves concrete steps to take in order to achieve the objective. The results of an action are measurable, while goals and objectives are more general in nature.





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# MASTER PLAN: GOALS

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## 1. Encourage the creation of varied **housing** options

This goal encourages diverse housing forms and more variation in housing affordability. The number of potential residents who would currently consider moving to the village is limited and the village should address this by encouraging the development of a wider variety of housing options.

## 2. Improve local **circulation** & regional connections

The focus of this goal is to improve transportation by means of creating more routes for travel around the village, and more transportation options to and from the village, other than by private cars. Recommendations in this goal aim to offer more mobility options for North Hatley residents and visitors.

## 3. Enhance municipal **governance** & co-operation

Better governance will give the Village full capacity to plan for the future: this is key for revitalization. It can achieve this by improving planning processes and better engaging the local community, and co-operating with the neighbouring municipalities to reduce costs while maintaining quality services.

## 4. Stabilize & boost **tourism**

As a large portion of North Hatley's economy relies on the tourism sector, it is particularly susceptible to seasonal fluctuations in business. This goal aims to strengthen the tourism industry by expanding winter activities, encouraging the development of a marketing strategy, and diversifying offerings.

## 5. Improve access to **spaces** for recreation & employment

North Hatley currently has a number of public spaces and private assets that could be better used and managed. By focusing on leveraging existing assets, improving programming, and creating new agreements, it is possible to increase liveability and provide opportunities for new sectors of employment that will attract a diverse population.

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# 1. HOUSING: OBJECTIVES & ACTIONS

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## 1.1. Promote the development of diverse housing forms

- 1.1.A. Create zoning regulations to encourage smaller, more affordable homes
- 1.1.B. Encourage the development of secondary suites to increase the rental housing stock
- 1.1.C. Create a municipal tax structure to reduce the tax burden on multi-family dwellings

## 1.2. Encourage the development of senior-friendly housing

- 1.2.A. Create zoning regulations to allow for low-rise condominiums
- 1.2.B. Promote the development of an autonomous retirement home in the Town Square area

## 1.3. Explore alternative housing options that are unique within the region

- 1.3.A. Investigate the viability of environmentally-conscious developments
- 1.3.B. Develop a relationship with a regional co-operative housing development agency



## 1.1.A. Create zoning regulations to encourage smaller, more affordable homes

TIMELINE: year 1-2

Though the Village's role is not to be a developer of housing, it does have the ability to guide development by creating progressive zoning by-laws that encourage the construction of a wider variety of housing forms, sizes, and price points. In this way, the village can allow market forces to create homes that will attract new residents who otherwise could not afford homes in North Hatley's existing market.

Affordability of new housing will be especially important to attract young families to North Hatley, and to create a larger year-round population. According to the Canada Mortgage and Housing Corporation (CMHC), a household should not spend more than 32%<sup>1</sup> of their gross income on the combination of the following: mortgage payments, municipal taxes, heating expenses and half of condo fees. With a median household income in the Memphrémagog region of \$44,338 annually<sup>2</sup>, the average family could afford to spend just under \$1,200 per month on housing according to the CMHC affordability definition. For example, with a down payment of \$15,000 and a 4% fixed-rate mortgage with a 25 year amortization period, the CMHC online mortgage calculator estimates that an average family could afford a home priced at a maximum of just under \$200,000.<sup>3</sup> Though some houses at the very low end of market in North Hatley are currently available for between \$200,000 to \$250,000, there are not many.

A logical location for residential development in the Village is the site commonly referred to as the 'Sampson Land'. This large property of approximately 185,000 m<sup>2</sup> (45.7 acres) is relatively flat and close in proximity to the downtown. Locus Planning recommends that this land is developed with a mix of housing types, including single-family dwellings, semi-detached

dwellings and town houses. Semi-detached dwellings, for instance, contain two units with a common wall and often smaller living spaces than single-family dwellings. Town houses, or row houses, are usually two-story buildings with several adjoining units sharing common walls. They can also be stacked vertically, although this is less common.



Typical home in North Hatley

1 Mortgage Planning Tips, CMHC, [http://www.cmhc-schl.gc.ca/en/co/buho/plmayomo/plmayomo\\_001.cfm](http://www.cmhc-schl.gc.ca/en/co/buho/plmayomo/plmayomo_001.cfm)

2 2006 Canadian Census, Statistics Canada

3 Mortgage Affordability Calculator, CMHC [http://www.cmhc-schl.gc.ca/en/co/buho/buho\\_005.cfm](http://www.cmhc-schl.gc.ca/en/co/buho/buho_005.cfm)

## 1.1.A. Create zoning regulations to encourage smaller, more affordable homes

Recent real estate development in North Hatley has created new housing in the village that tends to be large homes on generous lots. For example, a sample of the homes surveyed in the Rublee Development (comprised completely of single-family dwellings), has an average lot size of approximately 1,870 m<sup>2</sup>, and an average home footprint of approximately 180 m<sup>2</sup>. In contrast, a recent housing development in Chambly, Quebec features a mix of town houses (23% of housing), semi-detached dwellings (27% of housing) and single-family dwellings (50% housing), resulting in smaller average lots sizes. This example of a more compact community is well connected with public streets, sidewalks, and laneways, and is structured around a family-oriented park space. With a diversity of housing types, this development offers a wider range of housing options than the Rublee Development.

If the Sampson Land were fully developed following the Rublee development model, a total of approximately 83 single family homes could be built, increasing the population of North Hatley by 166 residents (conservatively estimating 2 residents per home). Using current tax rates, each home would be estimated to contribute \$3,040 per year in tax revenue to North Hatley. Alternatively, if the lands were fully developed following the Chambly development model a total of 261 homes could be built (128 single family, 71 semi-detached and 62 town houses), increasing the population of the village by 522 residents (again assuming 2 residents per home). Using current tax rates, each single family home would contribute \$2,900 per year, each semi-detached home would contribute \$1,960 per year, and each town home would contribute \$1,873 per year to the village's tax revenue. Locus Planning recommends that the Village create zoning to allow the Sampson Land to be developed using the "Chambly model" in order to increase housing options, to use the remaining developable land most efficiently, and to increase the residential tax base.



Town houses in Chambly, QC



Typical home in Rublee Development



# 1.1.A. Create zoning regulations to encourage smaller, more affordable homes

## Comparison of Building & Lot Sizes

Rublee Development	Form	Average Dwelling Footprint		Average Lot Size	
	Single Family Dwellings	180	M2	1870	M2
Chambly Development	Form	Average Dwelling Footprint		Average Lot Size	
	Single Family Dwellings	163	M2	740	M2
	Semi Detached Dwellings	91	M2	320	M2
	Townhouse Dwellings	85	M2	252	M2

## "Sampson Land" Projection Full Build-Out Scenarios

"Rublee Model"	Form	Number of Dwellings	%	Estimated Tax per Dwelling*
	Single Family Dwellings	83	100%	3,040*
"Chambly Model"	Form	Number of Dwellings	%	Estimated Tax per Dwelling*
	Single Family Dwellings	128	50%	\$2,900
	Semi Detached Dwellings	71	27%	\$1,960
	Townhouse Dwellings	62	23%	\$1,873
	<i>Total Dwellings</i>	<i>261</i>	<i>100%</i>	

\*Using 2012 Tax Rates. Assumes no infrastructure charge-back tax, as currently exists in the Rublee Development

Dwelling Footprints calculated from Sketchup Orthographic Photos

Assessment value calculated from analysis of 3 current properties from the Rublee Development (lot size and dwelling footprint averages)

## 1.1.A. Create zoning regulations to encourage smaller, more affordable homes

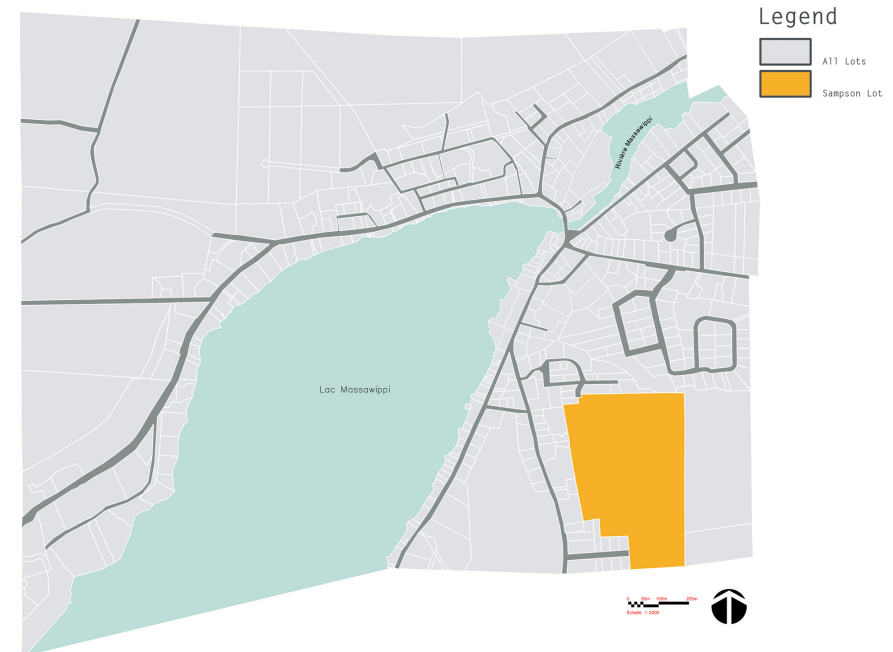
The first step towards developing the Sampson Land following the “Chambly model” is to update the subdivision bylaw (*Règlement de lotissement*). Currently, it sets various norms, such as 10% of land subdivided must be given to the municipality for park or playground space. This is the same percentage designated to park space as seen in the “Chambly model”. In addition, pedestrian paths, if included, must be at minimum 2 metres wide, which we recommend including in this development. Currently, lot sizes must be a minimum of 1,500 m<sup>2</sup> for single family homes, with minimum dimensions of 20 metres by 24.5 metres. Semi-detached homes must be built on even larger lot sizes. Locus Planning recommends that lot size minimums be reduced to allow for more compact development.

In addition, the zoning bylaw (*Réglementation d'urbanisme*) outlines minimums that must be respected for all principal buildings on a given lot. Currently, minimum building frontages must be 8.5 metres, minimum building footprints must be 50 m<sup>2</sup>, and no more than one principal building may be built on one lot. We recommend that regulations should be re-evaluated to ensure they do not prohibit the construction of smaller housing units and multiple buildings on one lot.

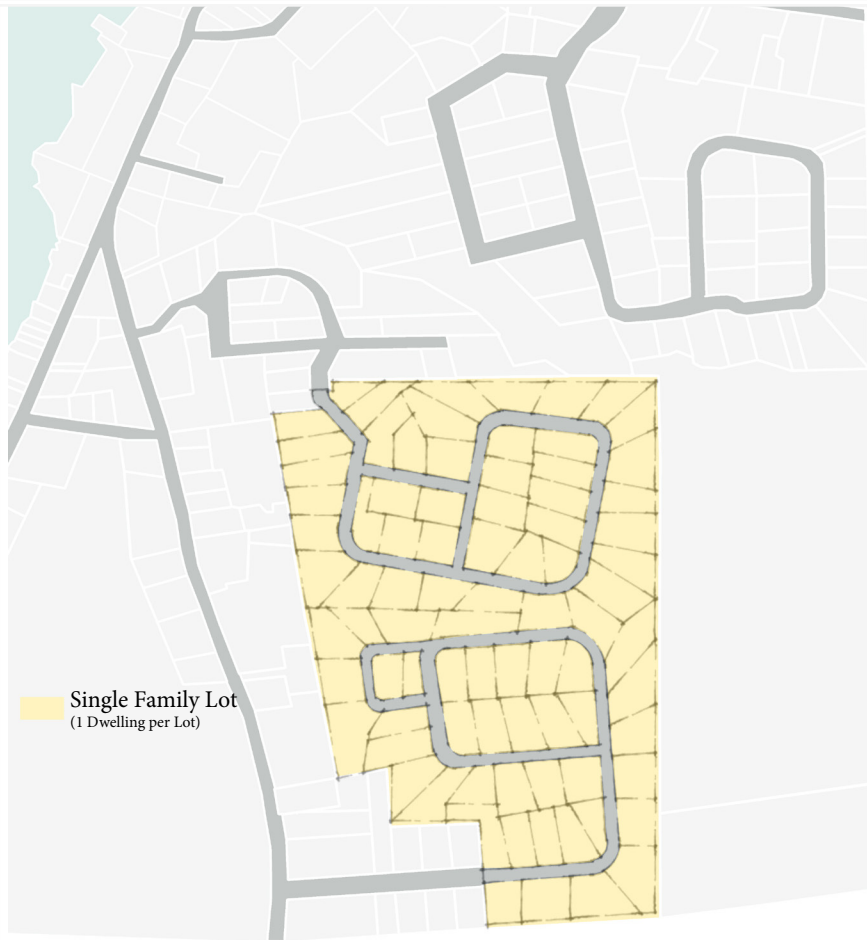
Currently the Sampson Lands (Zone RB-10 in the current zoning regulations) are zoned for the construction of single-family detached dwellings, single-family semi-detached dwellings or two-family detached dwellings. Buildings are limited to 2 stories and must be less than 10 metres tall. These restrictions limit options for developers to create housing forms that are diverse and more accessible in terms of affordability. Thus, we recommend that the zoning for the Sampson Lands (Zone RB-10) be modified to allow for different housing forms, such as multi-family dwellings and town houses.

Through the modification of zoning bylaws and the encouragement of new forms of development within the village, North Hatley can expand its residential population by targeting the needs of young families by allowing smaller housing units that are more affordable.

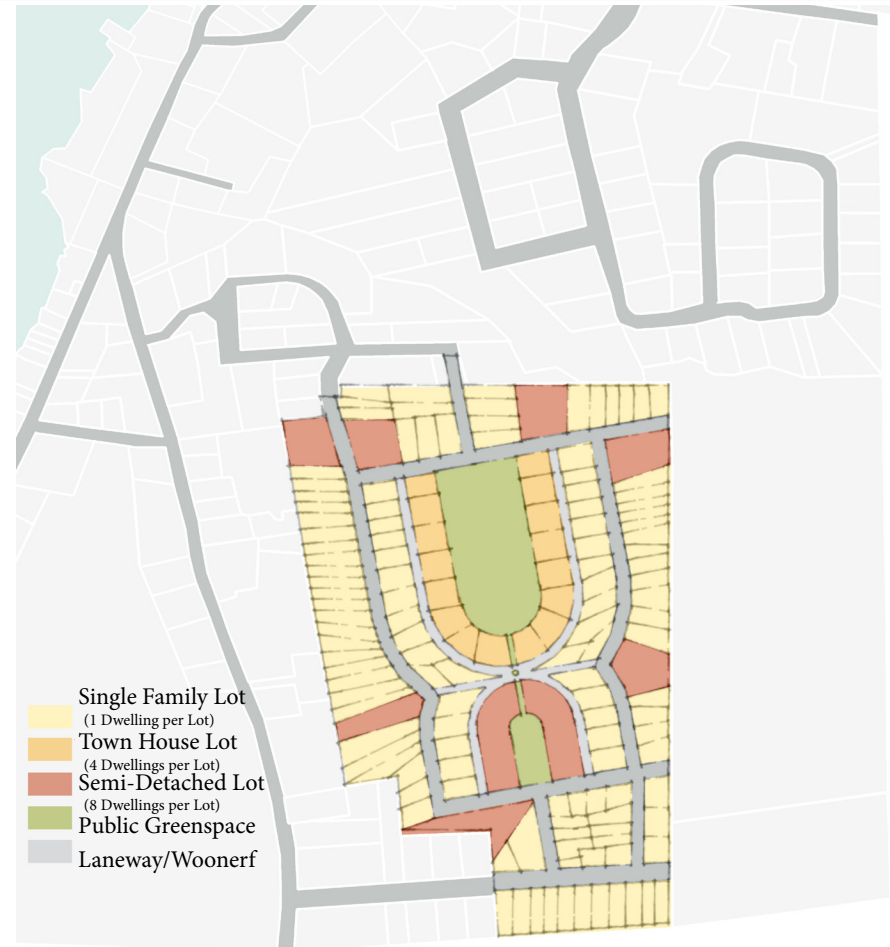
Lot Map



# 1.1.A. Create zoning regulations to encourage smaller, more affordable homes



0 50m 100m 200m  
Échelle 1:3000



0 50m 100m 200m  
Échelle 1:3000



Potential future Sampson land comparison: "Rublee Model" (left) vs "Chambly Model" (right)

*\*For visualization purposes only*



## 1.1.B. Encourage the development of secondary suites to increase the rental housing stock

TIMELINE: start year 2, ongoing

Secondary suites (also known as granny suites, accessory apartments, or in-law suites) are self-contained units which are functionally separate from the principal dwelling and contain their own kitchen and bathroom(s), yet often share other infrastructure with the principal dwelling. They can be built either in accessory buildings (such as boat houses) or within a principal building (over a garage or in a basement).<sup>1</sup>

North Hatley has an abundance of large homes, often with accessory buildings located on the same lot. Residents could benefit by creating secondary suite rentals to supplement their income, while still occupying their principal home. Secondary suites would also constitute a relatively low-impact way to repopulate existing neighbourhoods and better utilize municipal infrastructure, such as water and sewage. Finally, these suites would create a greater number of more affordable rental options within the village. This would attract new types of residents, and provide smaller-sized, affordable, and low-maintenance housing for seniors.

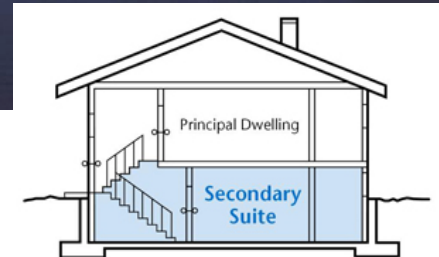
An example of a municipality that has implemented secondary suites effectively is Anmore, British Columbia. This village of 1,500 residents is characterized by low densities, a semi-rural character, large lot sizes and high housing prices, similar to North Hatley. Since allowing secondary suites in all single-family dwellings, approximately 90-100 homeowners have developed suites. The results in Anmore are more housing options, a more diverse population, and improved affordability for homeowners as their suites provide supplementary income.<sup>2</sup>

North Hatley's bylaws currently allow for a secondary suite within a detached dwelling, and, under very strict condition, within an accessory building,

provided that it follows specific regulations outlined in the zoning bylaw. As these bylaws already exist, Locus Planning recommends that the Village better promotes secondary suites as an option for homeowners looking to supplement their income and as a means of increasing the rental stock in the village. In the short term this could include consulting with residents who have created a secondary suite to build on their experience to create promotional material, such as fact sheets, to inform North Hatley residents of the process and best practices. We also recommend the promotion of the concept of secondary suite rentals to local real estate agents, who could serve this new market.



Aerial view of the Village of Anmore, British Columbia and a secondary suite diagram



1 Second Suites Factsheet, CMHC, [http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash\\_040.cfm](http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash_040.cfm)

2 Secondary Suites: A Guide for Local Governance, [http://www.housing.gov.bc.ca/pub/secondary\\_suites.pdf](http://www.housing.gov.bc.ca/pub/secondary_suites.pdf)

# 1.1.C. Create a municipal tax structure to reduce the tax burden on multi-family dwellings

TIMELINE: year 5-6

Multi-family dwellings are particularly attractive from a municipal perspective: they reduce costs for servicing and infrastructure, more efficiently use land, and allow for a higher population density than single-family dwellings. Additionally, they can provide more affordable housing options by sharing construction costs and offer a wide range of living-space sizes. However municipal tax structures often do not favour this type of development, charging a higher base tax rate than for single-family dwellings. Locus Planning recommends that the Village of North Hatley strongly consider changing its

tax structure to create an incentive to live in this form of housing in order to better compete with surrounding municipalities.

One of the key challenges that the Village faces compared to the other municipalities is the relatively high property tax rate that it charges. For example, North Hatley's total rate charged per \$1 of assessed value is 39% higher than Canton de Hatley. In terms of fixed taxes per dwelling, North Hatley charges 78% higher than Canton de Hatley<sup>1</sup> (see chart on this page). This can have a severe impact on affordability and push development to surrounding towns.

NORTH HATLEY (2012)			CANTON DE HATLEY (2011)			NORTH HATELY COMPARED TO CANTON DE HATLEY	
						DIFFERENCE	HATLEY
Variable Component	0.00413	Foncière de base	Variable Component	0.00440	Foncière générale		
	0.00005	Reg 2004-479 Rublee		0.00100	Roads		
	0.00185	Reg 2005-492 Phase 1		0.00040	Sûreté (Police)		
	0.00040	Reg 2007-504 Hon Prof		0.00060	Pompiers		
	0.00064	Reg 2007-515 PH Hovey		0.00010	Environnement		
	0.00029	Reg 2009-531 P Jackson					
	0.00010	Environnement					
	0.00103	Sûreté (Police)					
	0.00056	Riri (Pompiers)					
	<b>0.00905</b>	<b>Total Rate per \$1 Assessed Value</b>		<b>0.00650</b>	<b>Total Rate per \$1 Assessed Value</b>	<b>0.00255</b>	<b>39% Higher</b>
Fixed Component	\$296	Acqueduc/Water	Fixed Component	\$158	Acqueduc/Water (from North Hatley Supply)		
	\$248	Égouts/Sewers		\$146	Égouts/Sewers (from North Hatley Supply)		
	\$133	Ordures/Garbage		\$160	Waste Collection		
	\$14	Recyclage/Recycling		\$163	Sûreté (Police)		
	\$55	Compostage/Organic					
	\$80	Pool					
	<b>\$826</b>	<b>Total Fixed Taxes Per Dwelling</b>		<b>\$464</b>	<b>Total Fixed Taxes Per Dwelling</b>	<b>\$362</b>	<b>78% Higher</b>

Chart comparing tax rates: Village of North Hatley v.s. Canton de Hatley

1 Analysis of 3 examples of the *Évaluation foncière de North Hatley 2012 / Règlement n° 2012-01 ayant pour objet d'établir le budget et de déterminer les taux de taxes et de compensation pour l'exercice financier 2012*  
<http://cantondehatley.ca/wp-content/uploads/2011/04/budg20121.pdf>

## 1.1.C. Create a municipal tax structure to reduce the tax burden on multi-family dwellings



Example of a multi-family dwelling

Locus Planning recommends that the Village charge a tax rate for newly built multi-family dwellings that is closer in-line with nearby municipalities' rates. This would encourage development of multi-family dwellings, and make new housing in North Hatley more affordable in terms of annual carrying costs. In turn, this would lessen the demand for development just outside of the village's borders.

The municipality already charges a higher rate for larger multi-family dwellings than for single-family dwellings. Our recommendation is to simply change this rate from penalizing this form of development to privileging it. In addition, this lower rate could be applied only to specific areas within the Village, where slightly higher density is desired, such as the Sampson Land or Town Square area. For example, Montreal charges different residential tax rates for different boroughs.<sup>1</sup> When North Hatley changes the tax rate, it should be well publicized to ensure that the current higher tax rate does not deter potential home buyers.

Though the Village may be hesitant to relinquish potential tax revenue with a lower rate, this action will encourage development within its borders and will increase the marginal revenue raised through taxes. In the long term, if enough increase in the overall tax base is realized, savings could be passed on to existing residential homeowners in the form of reduced tax rates.

1 Montreal 2012 Tax Rates by Borough [http://ville.montreal.qc.ca/pls/portal/docs/PAGE/SERVICE\\_FIN\\_EN/MEDIA/DOCUMENTS/2012\\_TAUX\\_ANG.PDF](http://ville.montreal.qc.ca/pls/portal/docs/PAGE/SERVICE_FIN_EN/MEDIA/DOCUMENTS/2012_TAUX_ANG.PDF)



## 1.2.A. Create zoning regulations to allow for low-rise condominiums

TIMELINE: year 6-7

The word condominium often conjures up images of tall skyscrapers in large metropolitan cities. However a condominium is simply a legal structure of ownership and can take many forms, such as town houses or low-rise multi-family dwellings. Individuals own their individual private space, but also a portion of common elements (hallways, green space, etc.) which is managed by a condominium board. Maintenance of the building and grounds is included in monthly fees paid to the condominium board.<sup>1</sup> Thus, condominiums are a very popular with retired seniors who appreciate the benefits of this lifestyle choice.

For seniors wishing to retire in North Hatley or existing residents looking to downsize, condominiums are a viable option. Currently, the village does not have any condominiums within its boundaries, however the zoning bylaw (*Réglementation d'urbanisme*), does allow for multi-family dwellings in certain zones, such as zone C-6. We recommend that zones C-3 and C-4 are modified to also allow multi-family dwellings, as these zones cover the Town Square area which is currently under consideration for development by M. Laliberté. In addition, the zoning by-law currently restricts all building heights to 2 stories and allows a maximum of 12 units per multi-family dwelling. We recommend that this is changed to 3 stories tall and 20 units per multi-family dwelling to allow for more flexibility for development.



Example of low-rise condo in Qualicum Beach, British Columbia

<sup>1</sup> Condominium Buyers' Guide, CMHC, <http://www.cmhc-schl.gc.ca/odpub/pdf/63100.pdf>

## 1.2.B. Promote the development of an autonomous retirement home in the Town Square area

TIMELINE: start year 1, ongoing

An autonomous retirement home is a facility that allows seniors to live in a purpose-built accommodation with similar individuals. The main difference between an autonomous retirement home and the current non-autonomous retirement home in the Village (Connaught Home) is the level of medical attention and supervision required by its residents. Those living in autonomous retirement homes live independent lives and do not require close medical attention, although some medical services may be integrated into the facility.

A suitable location for an autonomous retirement home is one that is close to green space, is in close walking distance to downtown, and has enough physical room to accommodate a multi-dwelling building. Locus Planning recommends that the Village encourages the development of such a facility in the Town Square area. As mentioned in the previous action, the zoning bylaw for this area needs to be changed in order to allow for a larger building with more units. In the short term, the Village should start and open conversation with M. Laliberté, who owns much of the land in the Town Square, about his potential development. The Village could also approach retirement facility operators to gauge interest and facilitate discussions between landowners and developers.



Example of autonomous seniors residence in Comox Valley, British Columbia

## 1.3.A. Investigate the viability of environmentally-conscious developments

TIMELINE: year 8-9

Green building techniques and Leadership in Energy and Environment Development (LEED) certification are becoming more prevalent in new North American developments. As North Hatley is closely associated with its pristine natural surroundings, there exists an opportunity to create residential and commercial development that showcases the latest technology in sustainable development. A cutting-edge development can serve as a differentiating factor in attracting eco-conscious residents to settle in North Hatley, although further study into demand for these types of developments should be a prerequisite task undertaken by the Village.

Locus Planning recommends that North Hatley create a committee to investigate eco-friendly developers in the region and province, then contact them to assess interest in development in the village. This committee could also contact relevant stakeholders, such as the *Conseil du bâtiment durable du Canada* or the *Maison du développement durable* in Montreal to learn about the latest technological advances and tradeshow in the region. This committee should report its recommendations to Council and decide whether the Village should pursue eco-friendly homes as a strategic avenue for development.



Eco-friendly concept home



## 1.3.B. Develop a relationship with a regional co-operative housing development agency

TIMELINE: year 6-10

Co-operative housing is a form of housing where a legal entity (the co-operative) owns a building and individual tenants rent units. A co-operative is different from a condominium because individuals do not own their units and cannot sell them for a profit. Once a person leaves a co-operative they are no longer entitled to control of their unit. Another key difference is that members in a co-operative are expected to participate in the management and maintenance of the building. The key benefits to being a member in a co-operative housing is that it provides a renter with quality housing at reasonable prices with the ability to actively play a role in its management.<sup>1</sup>

North Hatley wishes to attract a diverse population to create a more stable, year-round community. However, its current housing options are financially unaffordable to many in the region. Co-operative housing provides the opportunity to create more affordable rental options to serve a wide range of people. Additionally, co-operatives may be interested in retrofitting currently unused buildings, such as *la Maison Blanche*, which could provide the municipality with additional tax revenues. Locus Planning recommends that the Village contact the *Fédération des coopératives d'habitation de l'Estrie (FCHE)*, an association representing co-operative housing in the region, to discuss the viability of offering this type of housing in the village.



*La Maison Blanche*: a potential renovation opportunity

<sup>1</sup> Confédération québécoise des coopératives d'habitation, <http://www.cooperativehabitation.coop/site.asp>

## 2. CIRCULATION: OBJECTIVES & ACTIONS

### 2.1. Develop diverse transportation options

- 2.1.A. Conduct a survey to assess residents' transportation needs
- 2.1.B. Partner with a transportation agency to pilot a commuter service
- 2.1.C. Introduce a rideshare system

### 2.2. Develop a network of pedestrian paths

- 2.2.A. Introduce 1 year trial agreements with property owners for footpaths
- 2.2.B. Establish routes and create footpaths
- 2.2.C. Create footpath map and share with residents

### 2.3. Improve downtown circulation and safety

- 2.3.A. Introduce a policy standard for future sidewalks
- 2.3.B. Redesign the two main intersections
- 2.3.C. Improve downtown pedestrian network

## 2.1.A. Conduct a survey to assess residents' transportation needs

TIMELINE: year 6

With an aging population and the community's desire to draw more young families with children and youth to the village, it is important to introduce other forms of transportation to connect North Hatley to regional centres. Before time and municipal funds are spent on alternative transportation plans, a transportation survey is an optimal way to determine residents' needs and destinations. Surveys can also provide quantitative support to demonstrate need for alternative transportation to funding or transit agencies.

Transportation surveys can be created and completed for free online, such as with [www.surveymonkey.com](http://www.surveymonkey.com), and/or they can be mailed to residents and returned. There must be a clear reason for each question and the

answers must provide useful data. Examples of information collected in transportation surveys include demographic data (gender, age range, full time or seasonal resident), and a "travel diary" which documents trips taken on a given weekday. Participants record up to four, for example, trips taken and document the trip purpose, time, how they made the trip (the mode), if they did not make a trip due to lack of transportation, etc. A few questions could be included to gauge use of a potential public transit shuttle, or a carpool service.

Locus Planning recommends that such a survey be administered, with additional support to help fill in the survey for seniors or other vulnerable groups. The timeline includes development, testing, communicating the survey to residents, and a limited time for the survey itself. Possible funding opportunities available. See funding section.

Collin County Unmet Transportation Needs

4. Unmet Need

100%

\*1. Where does the client want/need to go and has no current transportation options? (most significant need)

Name of Facility/Building/Landmark, or

Nearest Major Intersection

City

Zip Code

\*2. How often does the client need to take this trip?

Several times per week

Once or twice a week

A few times a month

Once a month

Less than once month

One time visit only

\*3. On what days does the client need to travel? (Please check as many as apply)

Monday  Tuesday  Wednesday  Thursday  Friday  Saturday  Sunday

Collin County Unmet Transportation Needs Survey



## 2.1.B. Partner with a transportation agency to provide a pilot project commuter service

TIMELINE: start year 7, ongoing

Following the transportation survey, the Village would determine if there was enough unmet demand to warrant a pilot project for public transportation to Sherbrooke (alternatively, Magog). A partnership between the Village and *Société de transport de Sherbrooke* (STS) could be arranged. Tapping into STS's capital, human resources, and expertise is more ideal than the Village arranging its own service. Since part of the route would operate outside of STS's area, North Hatley would be responsible for the cost of subsidy through a cost-sharing agreement.

As this action is based upon the need to work closely with other transportation authorities, the Village should organize a transportation committee in order to have a few key contact people to work with outside agencies. The timeline for this action is a few years as there is a lot of planning involved in coordinating a service and funding partnership, and establishing a route. Possible funding opportunities available. See funding section.



*Société de transport de Sherbrooke's electric mini bus*

## 2.1.C. Introduce a rideshare system

TIMELINE: year 7

As many North Hatley commuters drive to Sherbrooke or Magog for work, introducing a rideshare system is one possibility for more informal transportation options. Rideshare systems are online and provide a space where drivers can post their trips. Passengers request to be accepted for rides which allows the driver complete discretion. This action will likely best address regular commuting patterns, although it can also work for occasional trips to other destinations.

Other Canadian municipalities currently host their own rideshare system (Halifax, Ottawa), or have partnered with rideshare websites (Calgary).<sup>1</sup> Many

free, independent online rideshare websites already exist (listed in appendix); however we did not find one that offers bilingual service. The City of Ottawa offers a bilingual rideshare ([www.ottawaridematch.com](http://www.ottawaridematch.com)) that serves as a precedent and contact for more information about hosting a bilingual rideshare website. After a system has been set up, the service must be widely promoted within the community. Informing residents of its benefits and how it works can be done through information sessions, online information on the municipal website, articles in the “Info Village” publication, and placing a link to the rideshare site on the municipal website.

The timeline is several months to develop and test an online system. The key to success of this action is to gain a critical mass of users.



City of Ottawa's bilingual rideshare service

<sup>1</sup> Transport Canada, Carpooling trends in Canada and abroad  
<http://www.tc.gc.ca/eng/programs/environment-utsp-casestudy-cs73e-carpooling-889.htm>

## 2.2.A. Introduce 1 year trial agreement with property owners for footpaths



Bruce Trail marker

TIMELINE: year 4

This action seeks to develop a network of footpaths for residents in order to increase direct connections and encourage active forms of transportation in the village. As North Hatley's road network is relatively disjointed due to topography and road patterns of culs-de-sac and dead-ends, there is more travel by car although straight-line distances between village destinations are quite short. Beyond being a functional transportation means, the footpaths would allow residents to enjoy North Hatley's natural assets.

There are precedents in Canada for pedestrian trails that run partially through private land, although North Hatley's would be designed for primarily residential, instead of tourism, use. One is Bruce Trail in Ontario. Almost 30% of the trail traverses private land by means of agreements with landowners, such as non-contractual handshake agreements where the property owner retains rights and land ownership.<sup>1</sup> The Bruce Trail organization emphasizes maintaining good relationships with landowners to ensure the trail's continued success. The Bruce Trail Landowner Relations Manual is a great resource to start organizing pedestrian paths.<sup>2</sup> It outlines their step-by-step process to create agreements. The TransCanada Trail is another example of a trail crossing private land by means of agreements with property owners.<sup>3</sup>

It would be beneficial for North Hatley to introduce footpath agreements for a set period of time, such as 1 year, and interspersed with reviews with property owners to ensure good relationships are maintained. The timeline for this would be several months to a year to set up the agreements. Possible funding opportunities are available for pedestrian routes and trails, however the North Hatley Economic Development Committee (EDC) should check with the funds to determine if projects passing through private land are eligible. See funding section.

1 Bruce Trail Conservancy – History, <http://brucetrail.org/pages/about-us/history-of-the-trail>

2 Bruce Trail Conservancy, Bruce Trail Landowner Relations Manual, <http://brucetrail.org/pages/show/training-resources>

3 TransCanada Trail, <http://tctrail.ca/>



## 2.2.B. Establish routes and create footpaths

TIMELINE: year 5-7

Following the previous action of creating agreements with property owners, building the footpaths would begin. The Village should create footpaths using natural materials, such as bark mulch or gravel instead of concrete. Paths should be relatively narrow to lessen environmental impact and may necessitate construction of small wooden bridges to cross streams. Also, it is important to avoid building pathways straight up hills without switchbacks (promotes erosion) or along water run-off routes such as the valley of ravines or dry creek beds. Along with the footpaths, appropriate signage is necessary. For a cost estimate, Alberta Parks estimates trail construction ranges from \$5 to \$30 per metre depending on the terrain.<sup>1</sup> There are several resources for trail building listed in the appendix.

The map displays possible footpath routes in North Hatley. These routes aim to connect parts of the village which do not have direct road connections. The timeline for this action ranges from 2 to 5 years depending on how funding is secured, finalizing trail locations, and time for actual construction. Possible funding opportunities available. See funding section.



A small bridge crosses a stream in North Hatley

Proposed Pedestrian Pathways



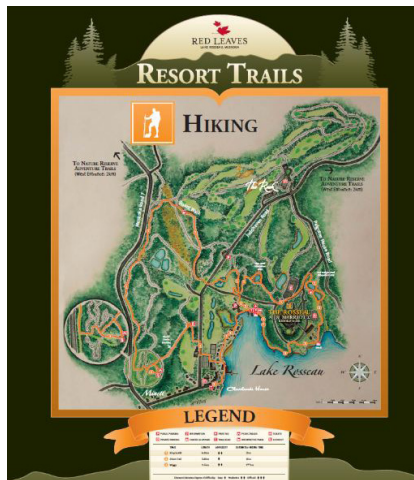
<sup>1</sup> Alberta Parks, Summer Use Trail Master Plan  
[http://www.albertaparks.ca/media/2741871/cnc\\_summer\\_trail\\_master\\_plan\\_secured.pdf](http://www.albertaparks.ca/media/2741871/cnc_summer_trail_master_plan_secured.pdf)

## 2.2.C. Create footpath map and share with residents

TIMELINE: year 6

Once the network for the footpaths have been determined, it is important to create awareness and disseminate information about the network. Creating a footpath map will help in several ways. First, it will raise awareness about the newly created network. Second, a footpath map will help manage trail use by indicating where pedestrians can walk, as well as enter and exit private land. And third, it can help promote the continuation of rights of way agreements with private property owners as they can see that the section of footpath that traverses their land is an important connection in the system.

The Upper Valley Trails Alliance in Vermont has a collection of trail information and maps.<sup>1</sup> These maps are easily accessible as they are available online. The timeline to create, print, and post maps is about 1 month. This would follow the previous two actions.



Example of a footpath map



View from Virgin Road, possible part of the pedestrian footpath system

<sup>1</sup> Upper Valley Trails Alliance, <http://www.uvtrails.org/trails-by-town>

## 2.3.A. Introduce a policy standard for future sidewalks

TIMELINE: year 1-2

To promote walking in North Hatley, a policy about future sidewalks should be developed to ensure that refurbished or new roads will have sidewalks. While this is most important for the downtown pedestrian environment, it is also pertinent to the village as a whole. Universal design is the concept of designing infrastructure so people of all mobility levels can use the same infrastructure. This concept is important for North Hatley as 60% of North Hatley residents are aged 50 and above; it would ensure that all residents and visitors can equally access and enjoy the village.

The Federation of Canadian Municipalities has a guide that outlines sidewalk design and construction.<sup>1</sup> Sidewalk standards from this document can be incorporated into the policy. The table on this page exemplifies some requirements that may be included in the policy.

This policy should be implemented immediately, after research, in order to ensure any new developments include sidewalks, and any road projects adhere to the standard to ensure universal design. Possible funding opportunities available. See funding section.

Example elements in sidewalk policy		
Requirement	Specifics	
Minimum sidewalk width	1.5 m	
Sidewalk grade to permit draining	2-4%	
Every corner must have a curb ramp	Landing	Min. width: 1.2 m
		Max. slope: 2%
	Approach	Max. slope: 8%
	Flare	Max. slope: 8%
	Ramp	Min. width: 1.2 m
		Max. slope: 8%
	Gutter	Max. slope: 5%

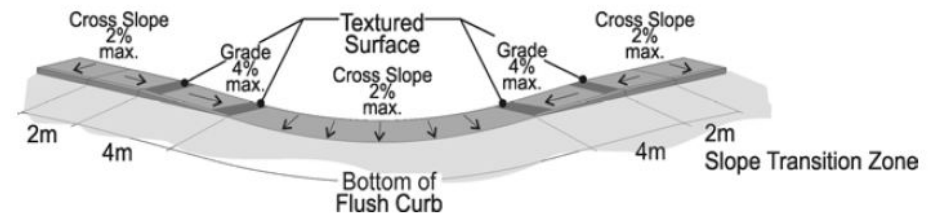


Diagram of a curb ramp

<sup>1</sup> Federation of Canadian Municipalities, Sidewalk design, construction, and maintenance, [http://fcm.ca/Documents/reports/Infraguide/Sidewalk\\_Design\\_Constructionand\\_Maintenance\\_EN.pdf](http://fcm.ca/Documents/reports/Infraguide/Sidewalk_Design_Constructionand_Maintenance_EN.pdf)



## 2.3.B. Redesign the two main intersections

TIMELINE: year 2-3

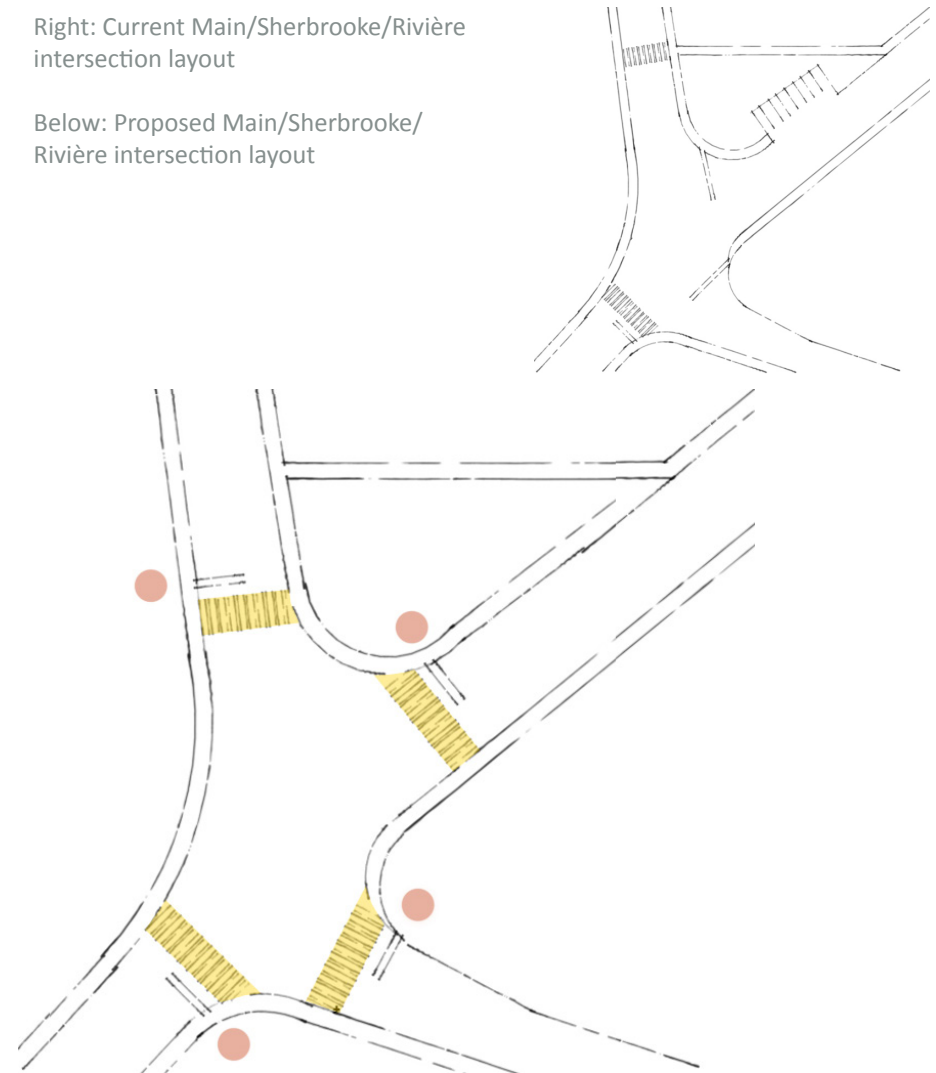
We recommend amending the two main village intersections in order to make them accessible to pedestrians through universal design (designs for people of every mobility level) and allow for clearer traffic navigation. The two main intersections in downtown North Hatley are currently sub-optimally designed to safely accommodate pedestrians and traffic. The implementation time for this action is 1 to 3 years.

The intersection of Rue Main, Chemin Sherbrooke and Chemin de la Rivière would benefit from a fourth stop sign on the north corner (by the bridge), and pedestrian crossings on all four sides of the intersection. Zebra crossings (see image) are more visible than two parallel white lines. Pedestrian controlled signal crossings are the safest; however at this time North Hatley does not have the traffic flow to warrant this type. Nevertheless, it may be an option in the future. Along with clear pedestrian crossings, curb ramps (or, “curb cuts”) are necessary for all corners of the intersection.<sup>1</sup>

At the Main/Sherbrooke/Rivière intersection, curb ramps are currently located near the four corners, but some are not located at convenient crossing points. In addition, to increase safety and visibility, LED (light-emitting diode) lights or flashing red lights should be added to the intersection’s stop signs. This is important at dusk and night, especially for seniors who may have more limited vision in low lighting conditions.

Right: Current Main/Sherbrooke/Rivière intersection layout

Below: Proposed Main/Sherbrooke/Rivière intersection layout



<sup>1</sup> Federation of Canadian Municipalities, Sidewalk design, construction, and maintenance, [http://fcm.ca/Documents/reports/Infraguide/Sidewalk\\_Design\\_Constructionand\\_Maintenance\\_EN.pdf](http://fcm.ca/Documents/reports/Infraguide/Sidewalk_Design_Constructionand_Maintenance_EN.pdf)

## 2.3.B. Redesign the two main intersections



Current Main/Sherbrooke/Rivière intersection

As a traffic calming measure, a roundabout in the Main/Sherbrooke/Rivière intersection is **not** recommended. As this is a main thoroughfare of the village and part of the main road around Lake Massawippi, this intersection should remain useable for vehicles of all sizes. While large trucks, up to 18-wheelers, are discouraged from driving through the village, this road should remain open in case a truck does drive through town. The turning radii of an 18-wheeler truck is 55 feet (16.8m)<sup>1</sup>, which is larger than the diameter of the intersection (about 15m at its narrowest point). It is a significant safety hazard to have large trucks stuck at a roundabout intersection where they cannot move and there is little to no room to turn around. This would foreseeably lead to the stranded truck reversing through downtown to use another route; this quite dangerous. Therefore, we instead recommend a four-way stop enhanced by stop signs with flashing red lights or LED lights.



An LED light stop sign shines through fog

1 The Truckers Report, Facts about trucks, <http://www.thetruckersreport.com/facts-about-trucks>

## 2.3.B. Redesign the two main intersections

The three-way intersection at Chemin Magog and Chemin Capelton can be made safer and more accessible. The current two curbs at this intersection are in poor condition. The old curb ramps are vertically displaced from the road surface, uneven, and the concrete is cracking and crumbling. Locus Planning recommends that all three streets leading to the intersection have clear pedestrian markings. Again, zebra pedestrian crossings are more visible than two parallel white lines, and the stop signs would benefit from LED lights or topped by flashing red lights. In addition, Locus Planning recommends that accessible curb ramps are placed on all three corners. One side of the intersection by the interfaith chapel lacks a sidewalk; this need will be addressed in the next action.

Curb ramps are extremely important for the mobility of seniors, people with disabilities, and even parents with strollers. If curb ramps are not present, individuals may not be able to use the intersection. For instance, seniors with scooters face a difficult choice if they cannot cross from one side of the street to the other: they can either travel unsafely on the road or forfeit their personal mobility and stay at home.

For intersection upgrades, there are possible funding opportunities available. See funding section.



A high, uneven curb prevents people with walkers, wheelchairs or scooters from using this intersection

1 The Truckers Report, Facts about trucks, <http://www.thetruckersreport.com/facts-about-trucks>



## 2.3.C. Improve downtown pedestrian network

TIMELINE: year 2-5

The downtown area is an important pedestrian zone in North Hatley as it has clustering of businesses and services within close proximity to one another. Accordingly, the downtown area should be designated as a pedestrian-friendly zone, which ensures infrastructure is in place to allow pedestrians to move easily through this space. Most of the downtown pedestrian network is complete; however, there are a few interruptions in the continuous network,

such as in front of Le Baron grocery store, the *dépanneur*, and the interfaith chapel. The time to implement this is about 1 year. An estimated cost of building sidewalks is \$53 per m<sup>2</sup> for a 1.5 m wide sidewalk, and \$55 per m<sup>2</sup> for a 1.8 m wide sidewalk.<sup>1</sup>

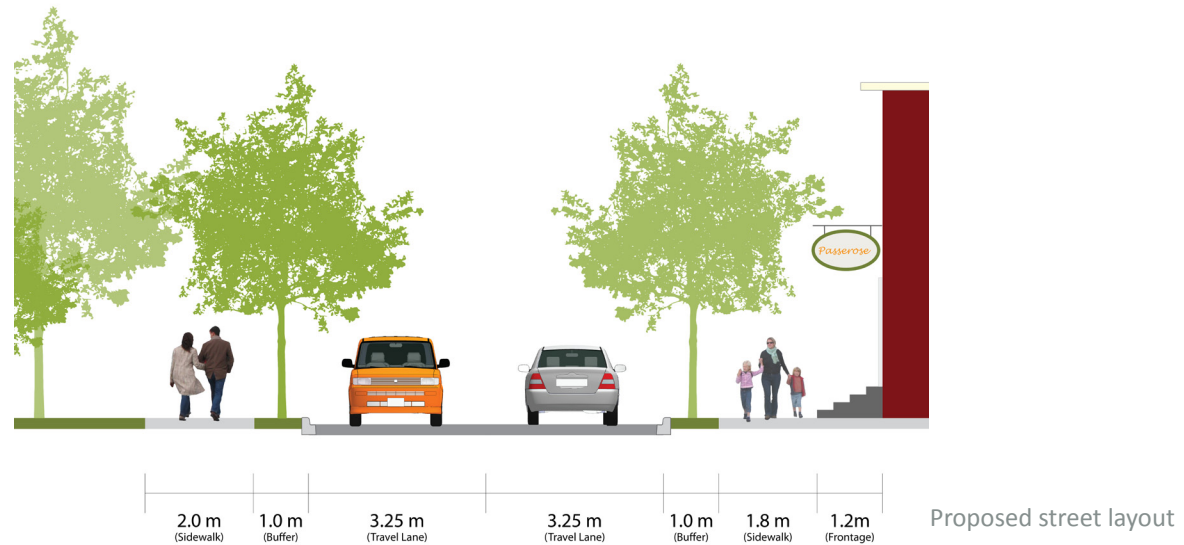
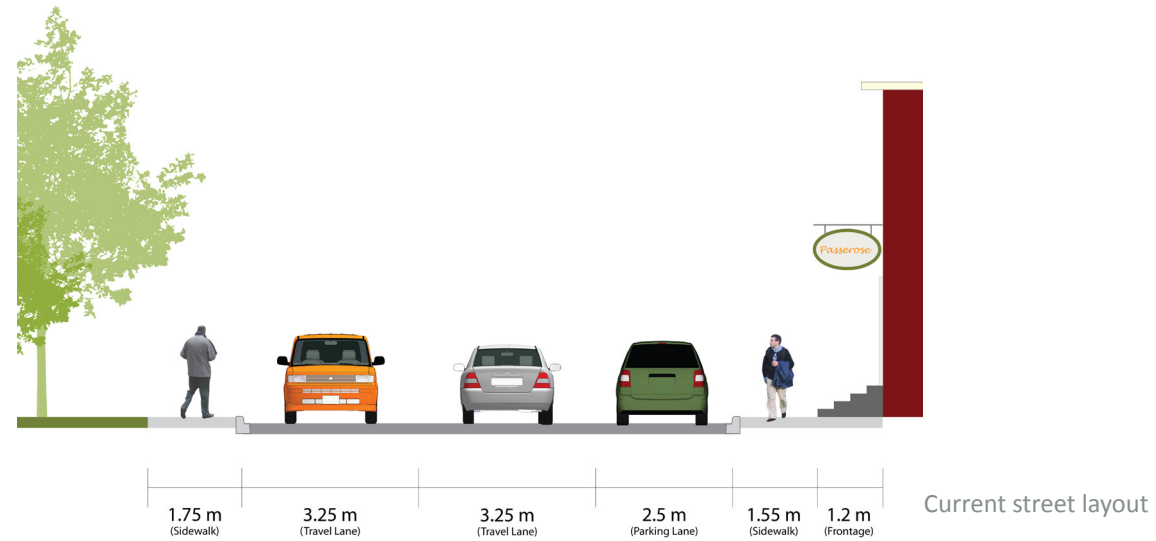
One idea is to widen the current sidewalks downtown to allow for more pedestrians and better manoeuvrability for walkers, wheelchairs, and scooters. The street rendering on the next page displays one possible design.



A possible redesign of the existing *dépanneur*

<sup>1</sup> BC Ministry of Transportation and Infrastructure, Construction and Rehabilitation Cost Guide, [http://www.th.gov.bc.ca/publications/const\\_maint/110121\\_Cost\\_Guide.pdf](http://www.th.gov.bc.ca/publications/const_maint/110121_Cost_Guide.pdf)

## 2.3.C. Improve downtown pedestrian network

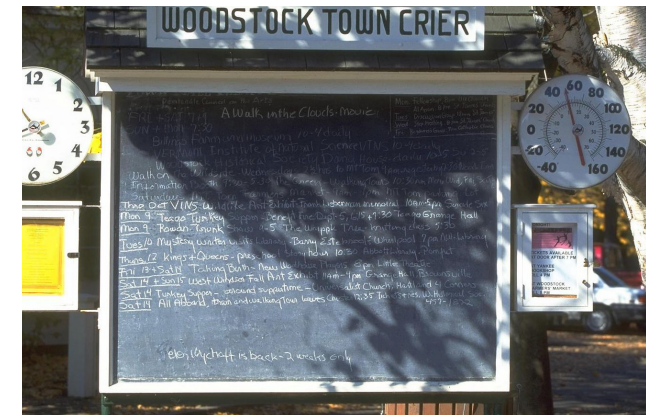
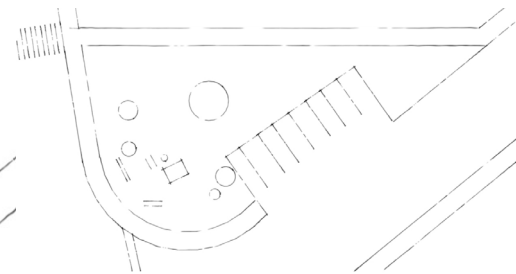


## 2.3.C. Improve downtown pedestrian network

The geographical centre of the downtown area is south of the bridge where municipal utility services are currently located. This area has great potential to become a focal point of downtown that links the commercial buildings on both sides of the bridge. This triangular space could be more effectively used as a central information exchange area for residents. For instance, Woodstock, Vermont has a “Town Crier” board for residents’ notices and village activities. One possibility is displayed in the rendering on this page: it hides the utility boxes with a shed structure, which would double as a notice board, including an overhang for weather protection. Further, we recommend moving the motorcycle parking (currently adjacent to this space) to the municipal parking lot to reclaim this prime space which offers beautiful views of both Lake

Massawippi and the river. This area can be landscaped to be more inviting for enjoying the downtown area with outdoor furniture, such as picnic tables. These features would make this space more attractive. This would also create a space for tourists to linger that is optimally located between businesses on both sides of the bridge, which they could easily frequent.

Implementation of the utility area/motorcycle parking redesign could be 1 year or longer, depending on the response from public consultation.



Aerial view of the proposed utility area/motorcycle redesign (before view at upper right)

The “Town Crier” public notice board in Woodstock, Vermont

1 BC Ministry of Transportation and Infrastructure, Construction and Rehabilitation Cost Guide, [http://www.th.gov.bc.ca/publications/const\\_maint/110121\\_Cost\\_Guide.pdf](http://www.th.gov.bc.ca/publications/const_maint/110121_Cost_Guide.pdf)

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## 3. GOVERNANCE: OBJECTIVES & ACTIONS

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### 3.1. Expand municipal cooperation around Lake Massawippi

- 3.1.A. Create agreements for inter-municipal service sharing
- 3.1.B. Explore the potential of expanding municipal boundaries

### 3.2. Improve communication between residents and the Village

- 3.2.A. Enhance public engagement in municipal planning projects
- 3.2.B. Improve communication with citizens via the municipal website

### 3.3. Update municipal planning processes

- 3.3.A. Implement a *Plan particulier d'urbanisme* (PPU) for the Town Square area
- 3.3.B. Update the *Plan d'implantation et d'intégration architecturale* (PIIA)



## 3.1.A. Create agreements for inter-municipal service sharing

TIMELINE: start year 2, ongoing

North Hatley provides a good level of municipal services to its residents, which contributes to the high quality of life in the village. However, the cost of such services is high and places a heavy financial burden on the municipality, which results in high tax rates distributed over a small population base. Therefore, Locus Planning recommends creating new inter-municipal agreements to share municipal services, particularly for communities around Lake Massawippi. North Hatley should begin discussions with surrounding municipalities to evaluate the interest and feasibility of creating new intermunicipal agreements or joining with existing intermunicipal agencies (*Régies intermunicipales*). Implementation could begin with the establishment of a bilateral agreement with Canton de Hatley, North Hatley's adjacent neighbour, and progressively expand to surrounding towns.

There is great opportunity to reduce costs through the creation of a *Régie de gestion des déchets*, a garbage management agency, to share garbage collection services and equipment with other towns. One of the most successful examples in Quebec is *Régie Verte*, the Portneuf MRC agency, which provides services to 23 municipalities and 61,000 residents.<sup>1</sup> North Hatley could begin service sharing by working with its close neighbours. The Village could also contact the Memphrémagog MRC to explore the feasibility of implementing a garbage collection system at the scale of the Memphrémagog region.

Another opportunity is to centralize snow removal services. These shared services would allow for greater economies of scale. Building inter-municipal agreements could eventually lead to staff sharing among municipalities. This would be particularly beneficial for North Hatley in terms of urban planning; it would create the opportunity to hire a municipal planner who could work

part-time for each municipality around Lake Massawippi, and allow the village to define a long-term vision and strategic objectives to guide change in the future.

This action builds on successful precedents of *régies* already implemented by North Hatley. For instance, a *régie* allows North Hatley and Canton de Hatley to share a fire department (*Régie intermunicipale de protection des incendies*) and the water treatment plant management (*Régie intermunicipale des eaux Massawippi*). *Régies intermunicipales* are also popular as a cost saving and co-operation tool in the region. Ayer's Cliff has established inter-municipal agreements with Sainte-Catherine-de-Hatley, Steanstead-East and Barnston-West regarding their fire department<sup>2</sup> and has ratified an Emergency Preparedness Plan with Hatley Township.<sup>3</sup>



Régie Verte: an example of intermunicipal garbage collection agency

1 *Régie Verte*, <http://www.laregieverte.ca>

2 Ayer's Cliff Municipal Council Meeting Minutes (January 2012), <http://www.ayerscliff.ca/pdf/procesverbaux/20120109.pdf>

3 Ayer's Cliff Mayor Report 2011, <http://www.ayerscliff.ca/pdf/infomunicip/VA%20Discours%20du%20%20maire%20nov%202012.pdf>

## 3.1.B. Explore the potential of expanding municipal boundaries

TIMELINE: start year 3, ongoing

Development in the village of North Hatley is inhibited by its municipal boundaries, as it is significantly smaller in size than the surrounding municipalities. The municipal boundaries make little sense with regards to local topography, development patterns and symbolic importance of North Hatley in the region. Not only do the borders restrict opportunities for new development, but consequently limit the municipal tax base.

There are two options that would allow North Hatley to expand its municipal boundaries: annexation of land, and amalgamation with surrounding municipalities. The former could be an effective way of integrating new developments at the boundaries of the village, some of which are already serviced by the Village. This intervention would require the approval, by vote, of the residents of the annexed territory; higher taxes in North Hatley may, however, be a disincentive to joining.

Therefore, we recommend exploring amalgamation opportunities. Amalgamation is the incorporation of existing municipal bodies into a larger one. It would result in the organization of residents within a more coherent and cohesive municipality, while maintaining the character and heritage of the area. It would be the most effective way of addressing current externalities in terms of infrastructure and services costs, as well as development pressures at the edge of the village's boundaries, and creating a much larger and coherent municipal territory.

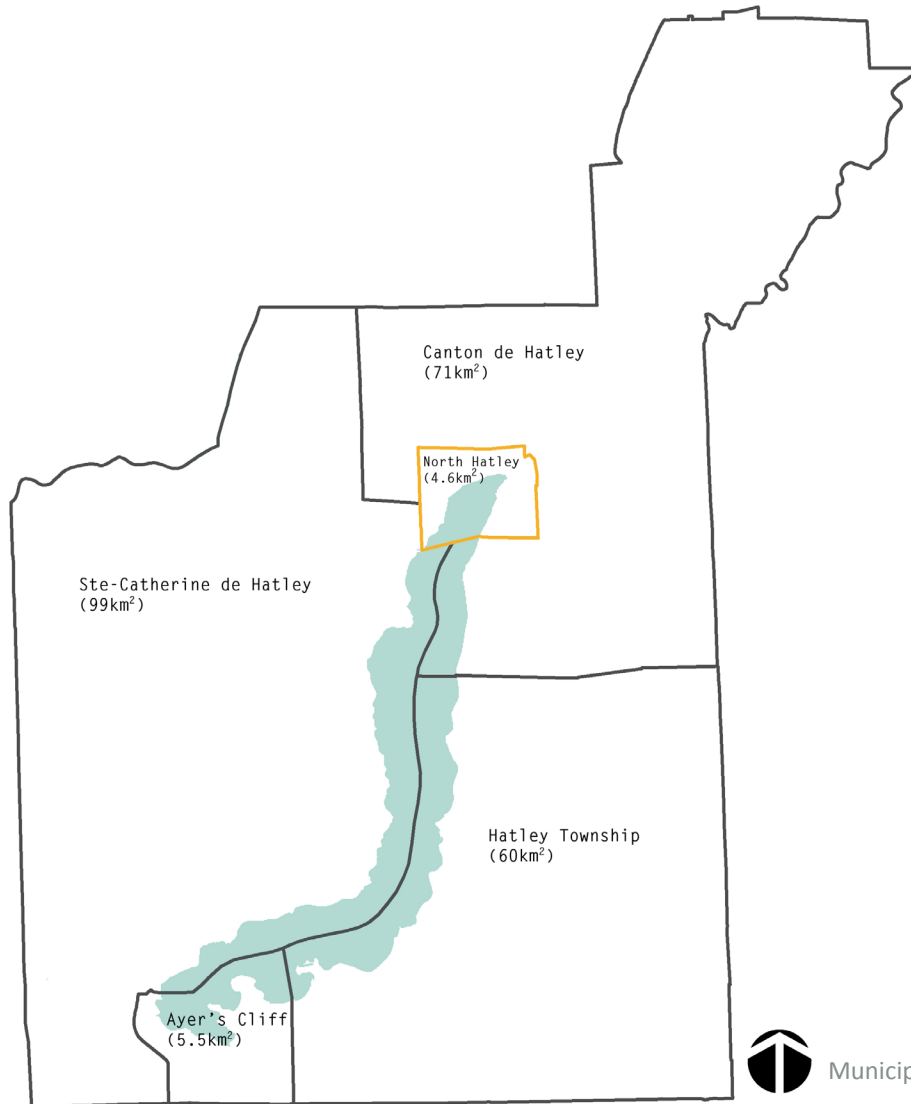
North Hatley should start by exploring the political feasibility and conditions of amalgamating with its close neighbours, Canton de Hatley and/or Hatley Township. In the long run, Lake Massawippi could become a nucleus for a large lake municipality. For example, the Massawippi Foundation already demonstrates the coherence of the area as a territorial unit with the five lake municipalities as members.

There are many examples of successful municipal amalgamations. Two local examples are the 2001 regrouping of the villages of Stukely and Eastman into the municipality of Eastman, and the 2002 amalgamation of the Township of Magog, Town of Magog, and Village of Omerville into what is currently known as the municipality of Magog.<sup>1</sup> Implementation of any alteration to current municipal boundaries will require a careful process of consultation of relevant stakeholders: neighbouring municipalities, Memphrémagog MRC, Ministry of Municipal Affairs<sup>2</sup>, and public consultations with residents.

1 Memphrémagog MRC: [http://www.mrcmemphremagog.com/pdf/Shema/PSAD\\_premier\\_projet\\_v2009.pdf](http://www.mrcmemphremagog.com/pdf/Shema/PSAD_premier_projet_v2009.pdf)

2 MAMROT: [mamrot.gouv.qc.ca](http://mamrot.gouv.qc.ca)

## 3.1.B. Explore the potential of expanding municipal boundaries



Municipal territories: North Hatley and its neighbours



## 3.2.A. Enhance public engagement in municipal planning projects

TIMELINE: start year 1, ongoing

This action aims to increase the participation of North Hatley residents in municipal projects, as the lack of communication about Village projects was raised as an issue during our community consultation. This is a threat to the successful implementation of the Village's development strategy as the lack of reliable information may foster feelings of distrust and hostility among residents, rather than co-operation and support.

We recommend implementing a clear and systematic public consultation process. This could be carried out through regular community meetings to inform the residents about different ongoing municipal projects. These meetings would complement the information currently published on the website and North Hatley "Info Village". Such meetings should become a tradition: this will foster a relationship of trust between residents and the municipality, and might also help reach out to new residents and encourage them to become active members of the North Hatley community. Gathering the residents' input on current and future interventions will also create a

support network for the village when negotiating with external stakeholders, such as developers or the MRC.

We suggest beginning by holding a community meeting to present the EDC's vision for the Town Square Concept. Such a meeting would be an opportunity to inform the residents about the Town Square project, present the results of the urban design charrette held in September 2012, and collect the community's feedback about how to improve the project. This will be very beneficial for further discussions with M. Laliberté. If residents are given time and resources to build a well-informed opinion, they will become strong supporters of the Village in negotiations with the developer.

The public consultation conducted by Locus Planning for the purpose of developing the master plan was extremely well received by residents, who widely expressed their appreciation in being consulted about the future of their community. A regular and more formal process would build on North Hatley's active community to improve and generate support for future municipal projects. In addition, such a consultation process will be key in opening the debate on expanding municipal boundaries and exploring alternatives to broaden the village's tax base.



October Public Consultation with the North Hatley community, organized by Locus Planning



## 3.2.B. Improve communication with citizens via the municipal website

TIMELINE: start year 1, ongoing

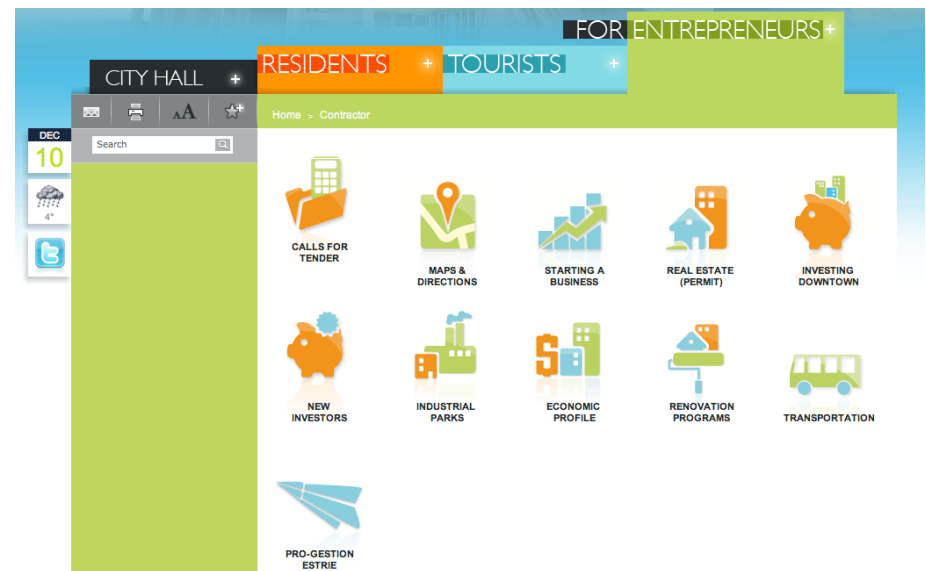
North Hatley's website is currently the key communication tool for the municipality. However, at the moment the website is not visually attractive and can be quite difficult to navigate in order to access relevant information. Locus Planning is aware of the municipality's intention to redesign the website, and we want to build on this excellent initiative to highlight several crucial elements for good communication.

The municipal website is not only an important virtual location for residents seeking information on municipal services and town council meetings minutes; it is also a key entry point for visitors seeking information on the village. We suggest clarifying the website's organization and adding a section on current and future municipal projects, which will also include information about the aforementioned town meetings and community consultations. There is potential to improve information available on planning by-laws, permit application procedures and forms, and services offered to residents. Improving the website is also important in reaching out to summer residents, who constitute an important part of the community, yet can be difficult to reach for consultation on municipal policies and projects via traditional means.

We believe that creating a new section entitled "Invest in North Hatley" would be extremely beneficial to advertise the village's assets for potential home buyers, developers, and other investors who could be interested in settling in North Hatley. Such a section would be the perfect location to diffuse information about municipal strategies to attract new residents and

businesses to the village, and the potential incentives available. The website should also include a direct link to a newly designed website or blog for tourism purposes (as explained in the tourism goal).

Sainte-Catherine-de-Hatley's website<sup>1</sup> succeeds at providing all important municipal information while displaying a high-end feel and strong visual identity which support the municipality's brand. Ayer's Cliff website<sup>2</sup> displays a directory of local businesses and services, which is a great asset to attract potential visitors and investors to the village. Sherbrooke's website<sup>3</sup> has different sections for residents, tourists and entrepreneurs to effectively target these different categories of users.



The City of Sherbrooke's website dedicates specific sections to different types of public

1 <http://www.sainte-catherine-de-hatley.ca>  
2 <http://www.ayerscliff.ca/m3commercant.htm>  
3 <http://www.ville.sherbrooke.qc.ca>

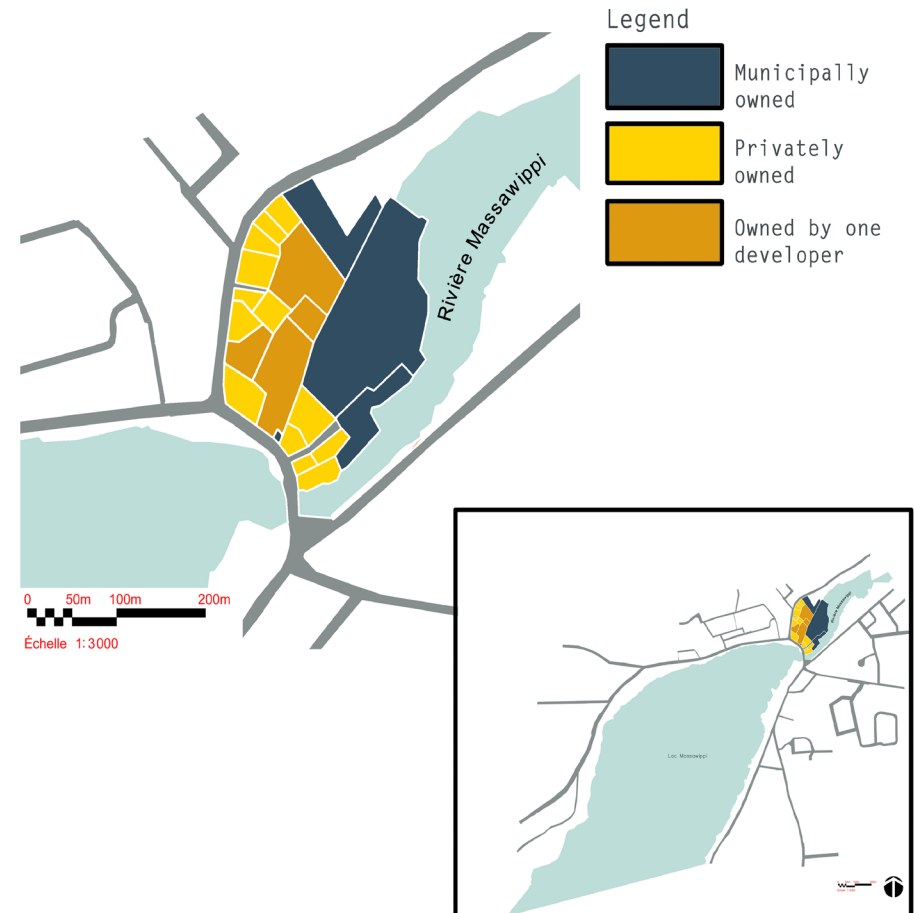
### 3.3.A. Implement a *Plan particulier d'urbanisme* (PPU) for the Town Square area

TIMELINE: year 1-4

The municipality has identified the Town Square area as a key location for redevelopment that will contribute to the revitalization of the village. The site currently includes privately-owned and municipally-owned land, and is located on a flood plain. Due to its central location in the village, it will play an essential role in strengthening the image and development of North Hatley in the future. This prime piece of real estate has drawn the interest of M. Laliberté who is currently creating a redevelopment proposal. In order to ensure the best possible use and development for this area, we recommend a thorough planning process.

The EDC recently hosted an urban design charrette with planning students from McGill University and *Université de Montréal*. The charrette was a good first step to look at a wide range of possibilities for the site and generate innovative ideas. But the students' mandate was not to look at feasibility and implementation of their concepts. Their ideas cannot merely be aggregated. Defining a program that will accommodate multiple uses and serve as a foundation for the revitalization of North Hatley will require a clear planning framework. To do so, we recommend creating a *Plan particulier d'urbanisme* (PPU)<sup>1</sup>, a special planning program, for the Town Square area. A PPU will allow the Village to define detailed zoning and programming for the site and to work more closely with developers to realize it. An intermediary step will be to work with an urban planner to define the content of the PPU. The program will guide redevelopment of the Town Square to make it the heart of the village. This planning tool has been used by the neighbouring municipality of Oxford, which has created a PPU to guide development in the Cherry River sector in the township's downtown.<sup>2</sup>

Proposed PPU Zone



1 MAMROT'S explanation of PPU, <http://www.mamrot.gouv.qc.ca/amenagement-du-territoire/guide-la-prise-de-decision-en-urbanisme/planification/programme-particulier-durbanisme/>

2 Oxford Township PPU for the Cherry River sector, [http://www.canton.orford.qc.ca/fr/plan\\_particulier\\_urbanisme.asp](http://www.canton.orford.qc.ca/fr/plan_particulier_urbanisme.asp)

### 3.3.A. Implement a *Plan particulier d'urbanisme* (PPU) for the Town Square area

Mr. Laliberté is currently developing a project for the land he owns. Because the town square area is located on a flood plain, it does not give the municipality full control over the use of land: the MRC has legal power to exercise control over the management of floodplains.<sup>1</sup> Thus, we recommend that the municipality adopts an interim control by-law, which would freeze development for the time required to create and adopt a PPU. An interim control by-law gives a municipality the right to freeze development until the municipality adopts a plan for the area. Locus Planning believes it is critical that the Town Square be developed according to a master plan so that each element compliments and supports each other. This is integral to the creation of a cohesive and successful downtown core.

Council should adopt the interim control by-law immediately. While the interim control by-law is in place, the Village should prepare and adopt a comprehensive master plan and PPU, as well as work with Mr. Laliberté to define the most appropriate program for his development. This would also leave time for North Hatley to examine the provision of public space, community amenities, commercial space, active frontage, parking, etc. and update the planning by-laws accordingly.



Some current views of the Town Square site

<sup>1</sup> Quebec Protection Policy for Lakeshores, Riverbanks, Littoral Zones and Floodplains, [http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=//Q\\_2/Q2R35\\_A.htm](http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=//Q_2/Q2R35_A.htm)



## 3.3.B. Update the *Plan d'implantation et d'intégration architecturale* (PIIA)

TIMELINE: year 1-3

North Hatley's beautiful architectural heritage is one of the village's most well-known characteristics and greatest assets. In recent years, there have been issue with new construction that does not blend well with the style of existing dwellings. In order to preserve its architectural heritage, the municipality adopted a *Plan d'implantation et d'intégration architecturale* (PIIA) in 2000, a by-law which requires specific projects or areas to go through a qualitative architectural evaluation process.<sup>1</sup> For new construction and renovation located in PIIA zones, building permits are subject to guidelines to ensure the integration of each project with the built and natural landscape.

Locus Planning has identified a few problems with the current PIIA. The bylaw defines three zones of protection (superior, intermediate, and low). However, a large part of the municipal territory is not covered by any protection zone. In particular, the Sampson Land, which is targeted for future residential development, does not fall under the jurisdiction of the PIIA. The second issue is that the distinction between the three levels of protection is not very clear. Integration criteria defined in the PIIA give a good sense of the architectural qualities sought after, but the levels of protection are difficult to understand for non-specialists. Finally, the required procedure for obtaining a building permit is not clear.

For these reasons, we recommend updating the PIIA to strengthen the Village's architectural conservation policy. The first intervention will be to clarify the levels of protection.

We propose two PIIA zones:

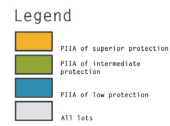
- PIIA of superior protection: this high level of protection will require new construction to strictly respect the traditional architectural characteristics of the environment.
- PIIA of intermediate protection: this secondary type of PIIA will require new construction to respect the dominant features of the environment, but allow more flexibility in design than the superior category.

We recommend the PIIA of intermediate protection encompasses all of North Hatley in order to guide any future developments. The PIIA of superior protection should cover downtown, the banks of Lake Massawippi where many historic homes can be found, and sites that are highly visible. For Town Square area, when a PPU is in place, the Village can discuss lowering the level of protection to intermediate in order to allow the construction of more diverse types of buildings.

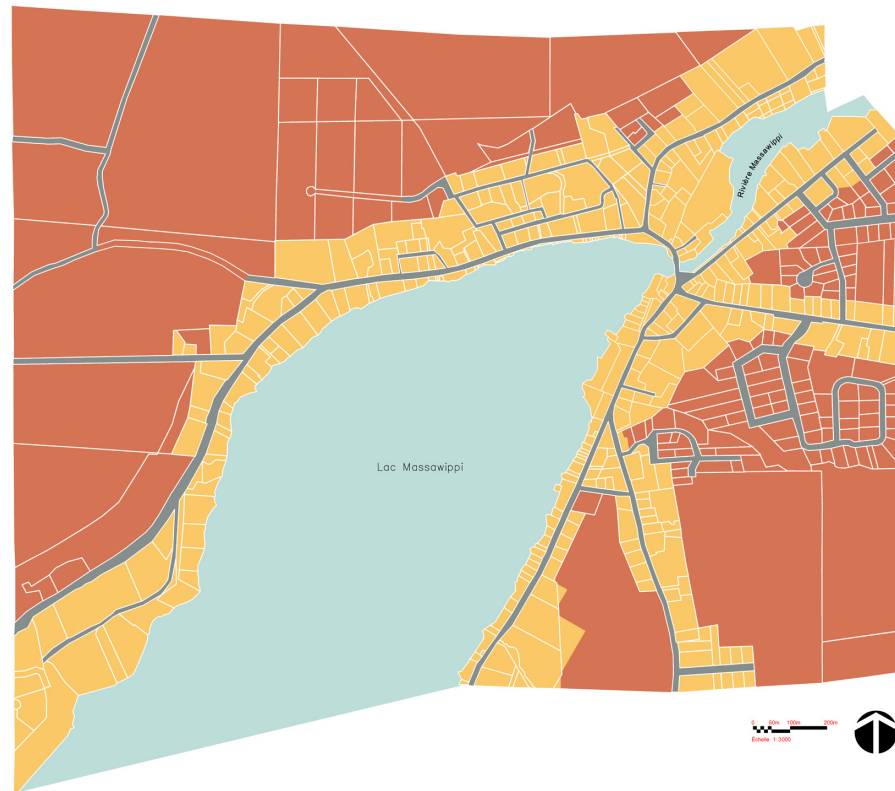
<sup>1</sup> MAMROT detailed explanation on PIIA, <http://www.mamrot.gouv.qc.ca/amenagement-du-territoire/guide-la-prise-de-decision-en-urbanisme/reglementation/reglement-sur-les-plans-dimplantation-et-dintegration-architecturale/>

### 3.3.B. Update the *Plan d'implantation et d'intégration architecturale* (PIIA)

Current PIIA Zones



Proposed PIIA Zones



Above: Current PIIA map: Existing zones and levels of protection

Right: Proposed PIIA revision: New zones and levels of protection

### 3.3.B. Update the *Plan d'implantation et d'intégration architecturale* (PIIA)

Another element that will contribute to the success of North Hatley's architectural heritage policy is a better definition of the roles and responsibilities of the Town Planning and Heritage Committee (TPHC) which deals with this issue. Every time a new construction, renovation, or transformation project occurs in the village, plans and details about the design should be submitted to the TPHC and carefully reviewed to make sure that the municipal architectural guidelines are respected. This review process should be clear, transparent, and define a response time.

To develop the guidelines, we recommend that North Hatley hires an architectural consultant specialized in heritage conservation in to assess the key architectural features of North Hatley and establish a set of guidelines for developers that are publicly available on the Village website. This guide should visually display the preferred forms for buildings. For example, the design guidelines in the PIIA of the City of Hampstead<sup>1</sup>, on the island of Montreal, show prospective developers accepted building designs. This will make the municipal criteria much easier to understand for individual property owners as well as real-estate developers, and greatly facilitate the evaluation of building permit requests for new projects.

We further suggest that the Village encourages new community members with expertise in architecture and urban planning to join the TPHC. Such additional expertise would help the TPHC to fully play its role as an advisory committee to the Village Council. TPHC could review projects and suggest architectural modifications to improve integration of styles with the character of the village. Council could base its decision of delivering a permit on the TPHC's recommendations. The existence of a PIIA gives authority to the municipality to use its discretionary powers to approve projects based on the qualitative assessment of their integration with the existing built landscape.



Example of architectural guidelines found in Hampstead's PIIA

1 Hampstead PIIA, [http://www.hampstead.qc.ca/uploads/files/docs/PIIA\\_Hampstead\\_FR.pdf](http://www.hampstead.qc.ca/uploads/files/docs/PIIA_Hampstead_FR.pdf)



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## 4. TOURISM: OBJECTIVES & ACTIONS

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### 4.1. Develop activities to draw tourists during winter months

- 4.1.A. Reinstate the “Skiwippi” cross country ski trail system
- 4.1.B. Expand the *Plaisirs d’hiver* winter festival
- 4.1.C. Integrate winter activities with parks

### 4.2. Create a strong brand for North Hatley tourism

- 4.2.A. Create a cohesive and complete tourism image
- 4.2.B. Consider an alternate use of Merchants’ Association advertising funds

### 4.3. Offer more diverse attractions for a wider range of tourists

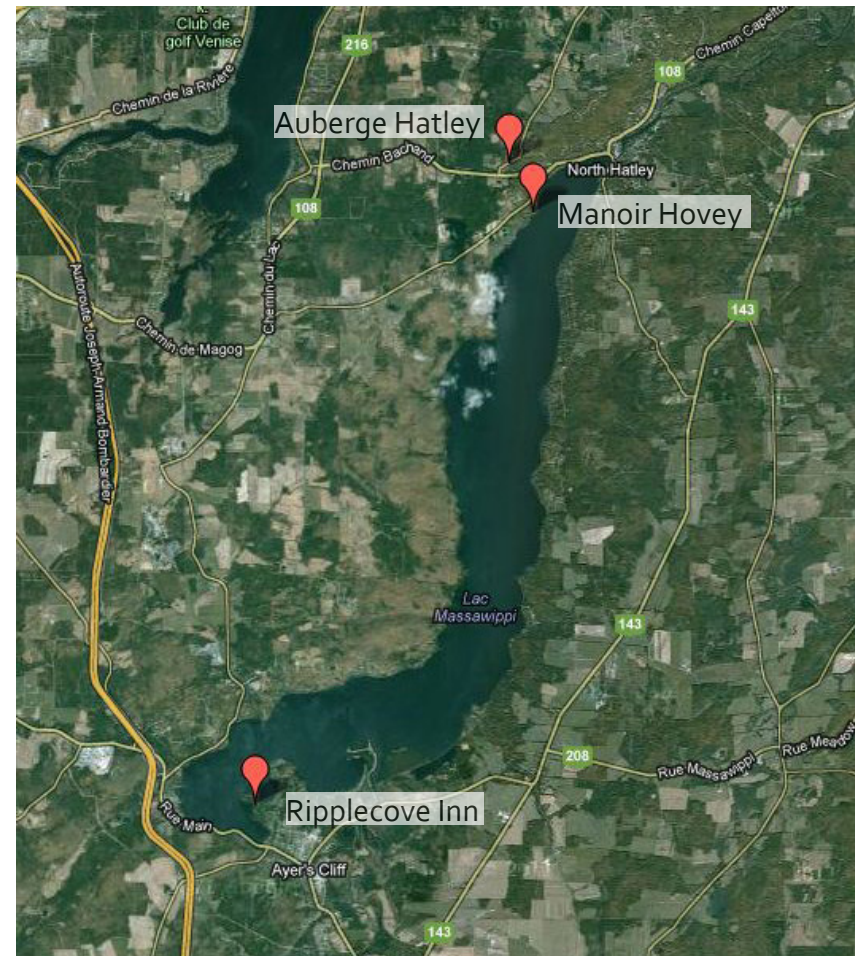
- 4.3.A. Encourage merchants to create tourism packages
- 4.3.B. Extend the hours and days of the Farmers’ Market as a trial project
- 4.3.C. Encourage local merchants to create ties with regional tourism partners

## 4.1.A. Reinstate the “Skiwippi” cross country ski trail system

TIMELINE: year 3-4

“Skiwippi”, a cross-country ski trail, has not been in use for some years after a landowner disallowed access to part of the trail on his land. This route used to connect *Manoir Hovey*, *Auberge Hatley*, and *Ayer’s Cliff’s Ripplecove Inn* via the ridge on the west side of the lake. We recommend that North Hatley works towards reinstating this trail. Currently the Massawippi Conservation Trust has been collecting properties under their stewardship, and they hope to have the trail functional again for both hiking and skiing. North Hatley should actively work with the Trust in order to achieve this goal. This amenity would highlight North Hatley’s natural beauty, and create a regional draw for tourists, in addition to being a valuable amenity for residents. This trail should be featured in promotional material.

The province of Ontario has produced a document, “A Guide to Stewardship Planning for Natural Areas”<sup>1</sup>, which could be edited and distributed to relevant land owners in order to inform and potentially make them amenable to the concept of stewardship by Massawippi Conservation Trust. North Hatley could also look at offering tax incentives to those that allow the trail on their land. The above mentioned document contains precedents on Ontario tax incentives which are offered.



Location of accommodations which used to be featured along the Skiwippi trail. The route would go along the ridge on the western side of the lake.

1 A Guide to Stewardship Planning for Natural Areas, [http://www.mnr.gov.on.ca/en/Business/Forests/Publication/MNR\\_E000231P.html](http://www.mnr.gov.on.ca/en/Business/Forests/Publication/MNR_E000231P.html)

## 4.1.B. Expand the *Plaisirs d'hiver* winter festival



Dog sledding as a potential *Plaisirs d'hiver* activity

TIMELINE: year 4-5

The current winter festival, *Plaisirs d'hiver*, is a four-hour event for residents with activities such as hockey, snowshoeing, face painting, and sleigh rides. It is a fun event for residents who are in North Hatley throughout the winter; however it currently does not attract many people from outside the village. As the winter season is currently difficult for tourism, this festival represents an opportunity to create an event which could attract tourists in winter months. With potential funding from sources such as the MRC (see funding section for cultural activities), North Hatley could develop a two-day winter festival in association with participating merchants and promote it within region.

This festival could host more exclusive events in addition to the current programming, such as dog sledding, an ice sculpture competition, and a night concert. Indoor events could occur simultaneously at the North Hatley Community Centre, such as a craft and bake sale. The Burlington Winter Festival is a good example of a community bringing together merchants and other stakeholders in order to expand on their festival; the renowned ice sculpture competition has started bringing contestants from around the region.<sup>1</sup> This is an intervention that could be organized in 1-2 years. The first steps would be to estimate costs of potential activities, and hold a consultation with merchants to get their ideas and potential concerns. Marketing of the event will be very important to the success of this action. As the viability of the event is evidenced year-by-year, it may pick up momentum and continue to grow into a larger and greater regional draw.

1 Burlington Winter Festival, <http://burlingtonwinterfestival.wordpress.com/>



## 4.1.C. Integrate winter activities with parks

TIMELINE: start year 6, ongoing

Currently North Hatley is perceived to have fewer activities available to tourists during the winter months. We recommend that the EDC develop a strategic plan which would associate a variety of winter activities with specific locations, then market those spaces to potential users. In particular, this plan should be developed in conjunction with the parks plan which defines the use and management of those spaces (explained in the Spaces goal). One example is a winter map to display activities in different locations around the village, such as snowshoeing in Scowen Park or skating in Riverside Park. The municipality should explore the potential of offering equipment rentals out of the North Hatley Recreation Society (NHRS) building, such as cross-country skis and snowshoes.

Defining space for certain activities could be started on immediately, however the development of alternative activities would evolve over time in response to demand, and actions requiring greater investment, such as maintaining trails, might only be possible in the longer term. This winter parks plan would essentially be a first step, or “small” version, of a winter tourism strategy. These strategies are often developed by cities (or provinces) which experience long winters, such as Edmonton<sup>1</sup> or Manitoba<sup>2</sup>.



A horse-drawn sleigh

1 Edmonton Winter City Strategy, [http://www.edmonton.ca/city\\_government/initiatives\\_innovation/wintercity-becoming-a-world-leader.aspx](http://www.edmonton.ca/city_government/initiatives_innovation/wintercity-becoming-a-world-leader.aspx)

2 Manitoba Winter Tourism Product Sector Market Analysis, [http://www.travelmanitoba.com/images\\_tr/pdf/research/manitoba\\_winter\\_tourism\\_product\\_final\\_report.pdf](http://www.travelmanitoba.com/images_tr/pdf/research/manitoba_winter_tourism_product_final_report.pdf)



## 4.2.A. Create a cohesive and complete tourism image

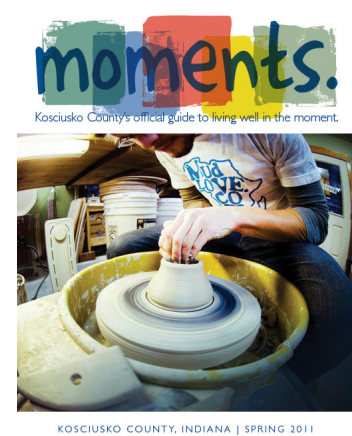
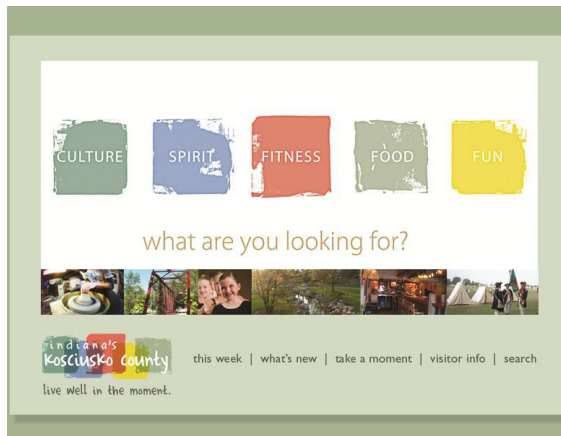
TIMELINE: start year 4, ongoing

Currently North Hatley offers a variety of tourism amenities, yet does not present a cohesive and complete image as a touristic destination. North Hatley must compete within the region for tourism dollars, thus a clear image is important to create a competitive advantage compared to surrounding municipalities and attract potential and returning tourists to the village. North Hatley must present a clear image of what it has to offer tourists.

We recommend that the EDC, with the Merchants' Association, develop a tourism strategy which includes a uniform image of North Hatley, a logo, a colour palate, fonts and guidelines as to how merchants can best fit their businesses into this image. All tourism marketing material should follow these guidelines, as consistency and simplicity will help solidify the North Hatley image in the minds of visitors. Individual merchants should be encouraged to follow these guidelines in their own material creation, or at the very least include a North Hatley tourism logo.

In order to manage expectations of tourists, these visual elements should be mirrored in welcome signage at the village's boundaries, clearly indicating to approaching visitors that they are entering North Hatley. This should continue in the downtown core in the form of uniform signage, maps, and decorative banners to be displayed along Main Street. Thanks to these wayfinding elements, tourists in the village will be able to easily orient themselves, identify touristic amenities and access them. Funding for this business-focused action could be jointly funded by the EDC and the Merchants' Association.

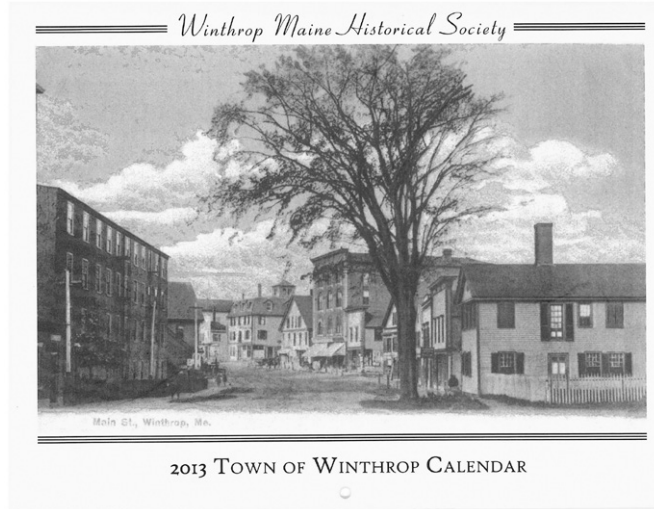
At all steps of the consumer decision making process, a cohesive image and branding for North Hatley tourism will help differentiate it from other small villages in the region, communicate information about the available and amenities and help tourism businesses thrive. The EDC should thoroughly research the branding of small towns and villages for tourism purposes.



A cohesive image across the website, print advertisements, tour books, and banners in Kosciusko County, Indiana

1 BC Ministry of Transportation and Infrastructure, Construction and Rehabilitation Cost Guide, [http://www.th.gov.bc.ca/publications/const\\_maint/110121\\_Cost\\_Guide.pdf](http://www.th.gov.bc.ca/publications/const_maint/110121_Cost_Guide.pdf)

## 4.2.B. Consider an alternate use of Merchants' Association funds



A potential photo for advertisement material and the promotional calendar of the Winthrop, Maine Historical society

TIMELINE: year 2-3

Every year the EDC collects approximately \$7,000 from the Merchants' Association, which it then uses in ways which directly benefit the association. These funds have most recently been used to develop and print pamphlets which promote local merchants and North Hatley more generally. We suggest that this money might be better utilized in other forms of marketing, or that the pamphlet itself could be redesigned so that it aligns with the image for North Hatley, as promoted in the previous action.

One example is a blog as it is an easy and low-cost method of creating online, location-specific interest for businesses in North Hatley. The EDC could ensure that this site is directly linked to the North Hatley municipal website. North Hatley could also rely more heavily on marketing their natural beauty, by using images of the village to their full potential in ad material, calendars, etc. A calendar, subsidized by the Merchants' Association fund but still sold for at a nominal price, could easily put the image, brand, and contact info of North Hatley merchants into the homes of residents (both full-time and seasonal) as well as tourists, therefore encouraging recurring visits. Merchants could potentially sponsor a month and benefit from having an image of their business or their logo on that page. North Andover, Massachusetts, offers an example of a small start-up calendar sponsored by a local organization (the rotary club).<sup>1</sup>

Despite the associated costs, advertising material can be critical in gaining new customers and its impact is often difficult to measure. The EDC should explore alternative advertising methods which reach the greatest number of potential tourists at a low cost, yet allows the ability for in-depth communication of the strengths of North Hatley tourism (see resources for potential ideas).

1 North Andover Rotary Club calendar, <http://www.wickedlocal.com/northandover/news/x1926896453/Rotary-Club-calendar-to-celebrate-town-through-2013#axzz2EgsbChHl>

## 4.3.A. Encourage merchants to create tourism packages

TIMELINE: year 3-4

A tourism package is the grouping of tourism products and services into a single product, usually offered at a single price. North Hatley has a valuable mix of tourist amenities, yet very little co-operation or packaging among them. This limits tourists from experiencing all North Hatley has to offer, and potentially travelling through North Hatley without stopping as they utilize adjacent amenities such as Mount Orford or the Route Verte. Packages could combine accommodations, food experiences (a tasting menu or special wine service), cultural events (a show at the Piggery), recreational activities (snowshoeing, tennis), shopping, and tours.

*Manoir Hovey* is already participating in some packaging, such as their collaboration with BALNEA Spa in Bromont. Building this type of relationship with attractions in the surrounding area could help North Hatley further establish itself as a destination within the region, as well as help local merchants support each other. Furthermore, packaging helps customers perceive attractions as “new” when they are packaged in different ways.

This action could be implemented in the short term and would be complementary to the creation of a strong brand for North Hatley tourism. We recommend that the EDC compile an informational guideline. The “Ontario Tourism Marketing Partnership Packaging Handbook for Tourism Suppliers”<sup>1</sup> offers a model to do this. Also, the EDC could create an online platform through which different providers could contact each other (this could potentially be placed in a “merchants only” section of the website).

This is a relatively low cost intervention which would help give North Hatley merchants greater visibility, would promote North Hatley alongside strong

regional draws, and would encourage people to see the village as a destination and an experience. For example, a potential fall retreat package could include a harvest-themed lunch at the Pilsen, a walking map of the best vantage points to look at foliage, and overnight accommodation at the *Chocolatière*, or other local accommodations, with complimentary apple cider or hot chocolate.

The screenshot displays the Niagara Falls tourism board website. At the top, the logo reads "NIAGARA FALLS ONE WONDER AFTER ANOTHER" with navigation links for "MEETINGS & CONVENTIONS", "TRAVEL TRADE", "SERVICES", "FALL TV", and "CONTACT". A search bar is located on the right. Below the logo, a horizontal menu includes "PLAY", "SLEEP", "EAT", "EVENTS", "EXPERIENCES", "NEWS", "PACKAGES", "ABOUT", and "PLAN". The main banner features a couple dining at a restaurant and children by a lake, with the text "PACKAGES FOR EVERY KIND OF TRAVELLER". Below the banner, a section titled "PACKAGE DEALS IN NIAGARA FALLS" lists three packages: "FAMILY PACKAGE" (with the sub-header "ARE WE THERE YET?"), "COUPLES GETAWAY" (with "SWEEP ME OFF MY FEET"), and "RED BULL CRASHED ICE" (with "STAY THE NIGHT"). To the right, an "ONLINE RESERVATIONS" form includes fields for "Arrival Date" (12/05/2012) and "Departure Date" (12/06/2012), and dropdown menus for "Rooms" (1), "Adults" (1), and "Children" (0). A "SEARCH" button is at the bottom right of the form. A small text block at the bottom of the packages section reads: "A Niagara Falls family vacation isn't just a summer thing. With indoor water parks galore and Niagara attractions from Clifton Hill to Skylon Tower, family fun is always within reach. Niagara Family Packages are focused on the family, so you can choose the right entertainment for adults and kids alike."

Niagara Falls tourism board's available tourism packages

1 Ontario Tourism Marketing Partnership Packaging Handbook for Tourism Suppliers (February 2000), [http://www.travelmanitoba.com/images\\_tr/pdf/packages/packaging\\_manual.pdf](http://www.travelmanitoba.com/images_tr/pdf/packages/packaging_manual.pdf)



## 4.3.B. Extend the hours and days of the Farmers' Market as a trial project

TIMELINE: year 2

Currently the Farmers' Market is a major draw which brings residents of North Hatley together and draws people into the village from around the region. However, it is currently operating with limited opening hours. This means that for people to visit the Farmers' Market they need to arrange their day around visiting the market within its few open hours, rather than having the market as a longer event to make it easier for more people to come. Currently, there is a very small chance that someone going through the village for other purposes would spot the market and decide to stop spontaneously. This represents a loss of potential business for the market, as well as lost potential for people to not only stop at the market, but to walk around North Hatley and enjoy some of the other amenities available.



A busy farmers' market

We recommend piloting the extension of Farmers' Market hours as well as having the market open Sundays in addition to Saturdays. This is a low-cost short term intervention which is easily reversible should it not be popular. By increasing hours, spontaneous trips as well as planned trips will increase, and North Hatley merchants will benefit from the increased traffic. The provision of free parking during market hours is good, however the parking is located too close to the market; people have no motivation to do anything besides go from their car to the market and then straight back into their cars. The market should potentially be moved to a more visible location (such as closer to the marina in Riverside park or in Veterans' Park), which encourages people to walk through the downtown area on the way to and from their cars. After receiving adequate feedback from the pilot project, the location and times of the market should be made permanent and be stated clearly on signs and in promotional material.



Clear signage is important to attract spontaneous customers



## 4.3.C. Encourage local merchants to create ties with regional tourism partners

TIMELINE: start year 2, ongoing

When working relationships are created between tourism service providers, all parties involved experience an increase in opportunities and exposure. Currently most North Hatley tourism providers and merchants are not taking advantage of the strong tourism image in the greater area of the Eastern Townships. By creating partnerships with regional draws, such as wineries and ski hills, North Hatley merchants could associate their goods with more visible and recognizable amenities.

This action should start immediately. Although the merchants would ultimately be responsible for creating and managing working relationships with regional tourism partners, the EDC can help start this process by identifying partners which could be of help in marketing North Hatley's tourism amenities. For example, the Route Verte's website includes help finding accommodations and other services along its network and currently only two inns in North Hatley have been certified by the Route Verte. This type of active outreach is currently missing from the actions of the EDC. Merchant's associations from surrounding municipalities could also provide valuable partnerships as it would offer the opportunity to share costs on marketing.



*Bienvenue cyclists! certification logo from the Route Verte*

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## 5. SPACES: OBJECTIVES & ACTIONS

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### 5.1. Improve the condition and management of existing public assets

- 5.1.A. Create a public parks management plan
- 5.1.B. Work with Canton de Hatley to develop the Scowen land into a public park
- 5.1.C. Redevelop the government dock into a public lookout on the lake
- 5.1.D. Winterize the NHRS beach house building for year-round use

### 5.2. Support development of knowledge- and creative-based sectors through access to existing buildings and community assets

- 5.2.A. Promote the usage of existing commercial spaces as flexible employment space
- 5.2.B. Engage with regional university researchers and academics
- 5.2.C. Establish an artist-in-residence program

## 5.1.A. Create a public parks management plan



Veteran's Park

TIMELINE: year 3-4

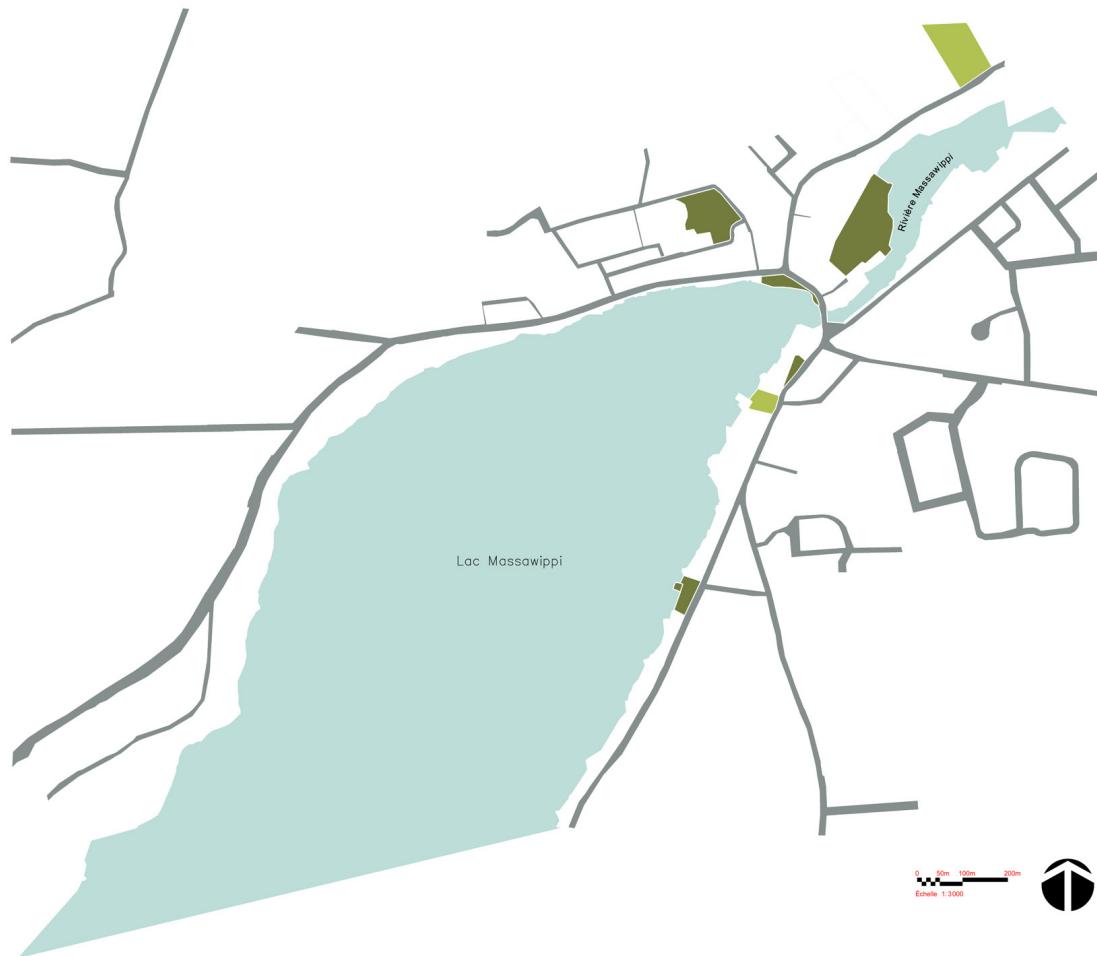
North Hatley has five official public parks: Dreamland Park, River Park, Veteran's Park, the public beach, and the baseball field. While great assets for the village, the current use and management of these spaces varies and only a few have a clear identity of what activities happen there (even if they are passive). Wayfinding between the parks and signage for each is inconsistent — some parks are not immediately visible from main roads (baseball field park) while the small size of others does not immediately attract people to stop and stay (Veteran's Park).

We recommend the creation of a simple parks plan with basic design standards that will allow the municipality to actively develop and manage these spaces, and consider where improvements are needed. The plan should integrate environmental, safety, and beautification objectives that need to be considered in all park projects, for example ensuring a minimum vegetated buffer along lake and riverfronts. The City of Langley parks plan lays out a clear vision for existing parks as well as a plan for future upgrades to facilities as they are needed<sup>1</sup>. A basic map of all municipal parks and a one-page description of each park that details existing layout, programming, activities, and uses should also be located on the village website. A clear wayfinding strategy between municipal parks including a simple map in a central location and consistent park signage will allow the Village to promote these public assets for both residents and visitors. It would provide an idea of the location green space, and where community festivals and activities are hosted. Green spaces that are not municipally owned such as Lobadonaki park, which is owned and maintained by the Massawippi Conservation Trust, should be included in the plan with a note that it is not a municipal park and is intended for conservation and education.

1 City of Langley Parks Plan, [www.city.langley.bc.ca/images/Reports/p\\_and\\_r\\_masterplan\\_2005.pdf](http://www.city.langley.bc.ca/images/Reports/p_and_r_masterplan_2005.pdf)

# 5.1.A. Create a public parks management plan

## Greenspace Map



Map of current parks and greenspaces in North Hatley

### Legend

- Municipal Parks
- Additional Greenspaces





## 5.1.B. Work with Canton de Hatley to develop the Scowen land into a public park

TIMELINE: year 1-2

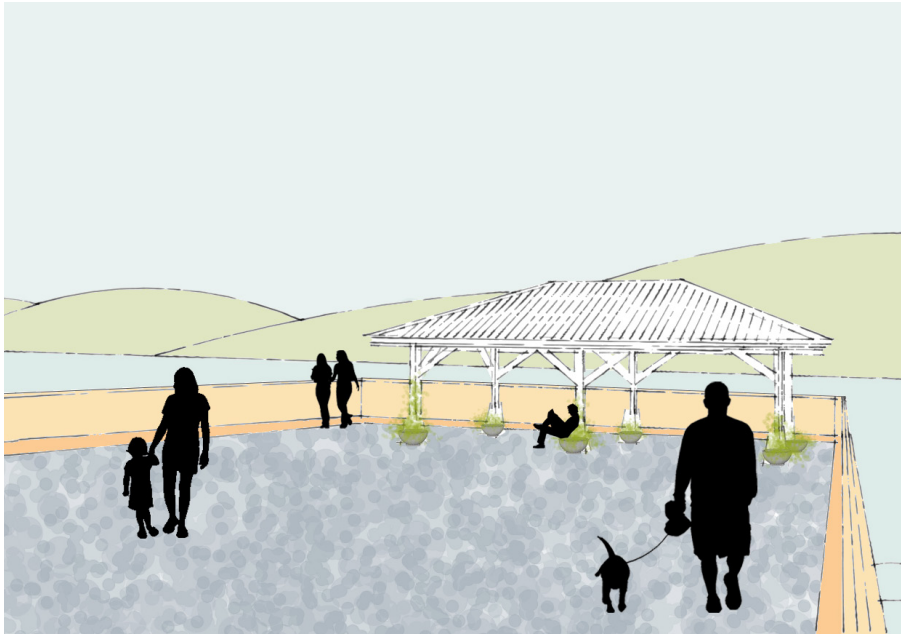
The parcel of land donated by the Scowen family located on the border of North Hatley and Canton de Hatley has been given to the municipalities together and must be used expressly for recreational purposes. The municipalities must work together to create a plan for this land which then must be approved by the Scowen family and both municipalities to move forward. In our community consultation, many residents noted that this space would be an ideal location for walking trails.

We recommend North Hatley actively pursue collaboration with Canton de Hatley to develop this land into a public green space and consider hiring a landscape architect and trail planner to develop a design that incorporates both passive and active walking spaces. Input from community associations and commissions such as the North Hatley Environment Planning Commission as well as the *Comité consultatif en environnement* at the MRC level will be valuable during this process. A clear agreement between the municipalities regarding the maintenance and management of this space will be essential. Once completed, this park should be included in the North Hatley parks plan (see 5.1.A). Funding opportunities may be available - please see the funding section.



Scowen property in North Hatley

## 5.1.C. Redevelop the government dock into a public lookout on the lake



Rendering of government dock revitalization

TIMELINE: year 7-10

The government dock located on the eastern shore of Lake Massawippi is a public asset that is currently underutilized. The dock itself is set back from Main Street, there is little signage to indicate its presence between the North Hatley Club and Lobadonaki Park, and a chain across the driveway prevents unauthorized access. Aside from a small boat launch and open shade structure on the platform there are no amenities to attract people to enjoy views of the lake. The dock presents a great opportunity to develop existing municipal land into a space that provides residents and visitors with more access to the lakefront in a passive manner.

We recommend creating a plan to redevelop the public dock into a public lookout. Elements to consider in the design include the installation of safety railings, seating, and proper signage directing pedestrians to the space. The village should consider hosting a design competition with architectural and engineering firms, similar to the Warming Huts competition in Winnipeg, Manitoba<sup>1</sup>, to gather designs for the space and perhaps include the hiring of a firm to execute the design. A one-time design competition endorsed by the *Ordre des Architectes du Québec* could provide unique insights in revitalizing a public space with a great deal of potential. The Massawippi Foundation may have funds to help with costs (please see the funding section).

1 Warming Huts Competition, [www.warminghuts.com/](http://www.warminghuts.com/)

## 5.1.D. Winterize the NHRS beach house building for year-round use

TIMELINE: start year 5, ongoing

The North Hatley Recreational Society operates the public beach and small beach house located on the eastern shore of Lake Massawippi. In addition to operating the beach and cantina, various lessons and clinics, such as for swimming and sailing, are offered through the summer for members. The beach house is a great asset for the village but is currently not insulated and therefore cannot be used during the winter months.

We recommend that winterizing this building be made a priority to allow additional activities and events for the community through the fall and winter, such as cross-country skiing lessons, community classes, and after school programs. The possibility of renting the beach house to organizations, such as Boy Scouts, and individuals should also be examined as an opportunity to contribute to operating costs for the building and potential programming. The Massawippi Foundation may have funds to help with costs (please see the funding section).



North Hatley Recreation Society beach house



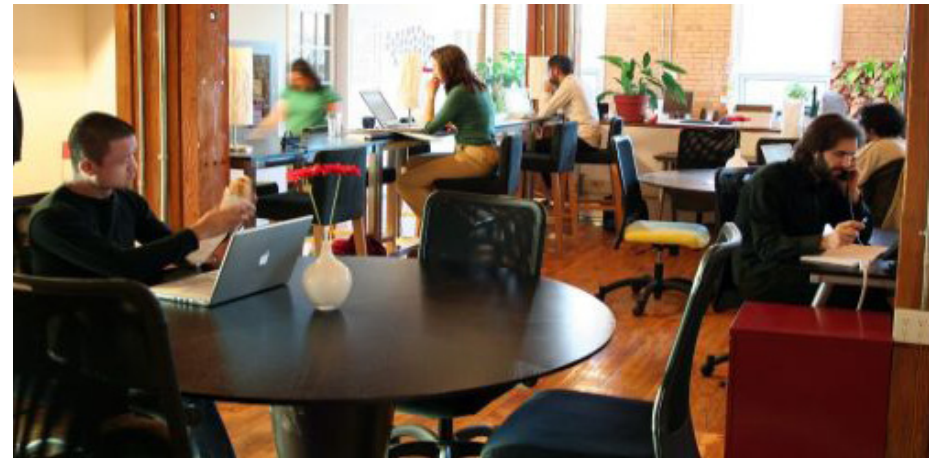
## 5.2.A. Promote the usage of existing commercial spaces as flexible employment space

TIMELINE: start year 2, ongoing

North Hatley's economy is largely grounded in tourism and is highly seasonal. While the prospect of attracting new businesses to settle in the village is challenging, laying the foundation for new forms of employment is important. Many of these individuals work from home as the costs associated with renting office space are not economically feasible and existing spaces in the village may be too large for their needs. We feel there is a great opportunity to pair individuals who currently work from home or would like to start a small business with existing underutilized commercial spaces in the village by promoting the creation of flexible co-work spaces. Co-work spaces provide desk space for individuals and small firms as well as common resources such as phone and internet connections, equipment (printers, copiers), and shared kitchen and boardroom spaces.

Co-working spaces, such as the Centre for Social Innovation in Toronto<sup>1</sup>, have gained popularity for small firms, non-profit organizations, and self-employed professionals looking to rent commercial and office space with less risk and at a lower individual cost. While creating this type of centre is led by non-municipal actors (property-owners, small firms and individuals), we recommend the EDC and Merchants' Association host an information session for property owners, local artists, and entrepreneurs to learn about co-work spaces. By highlighting potential benefits and examples where it has been put to work in smaller communities, a discussion can start about what may be possible in North Hatley. Other opportunities to explore include pop-up

shops that allow local artisans to occupy store space on a temporary basis for a few months. This model allows entrepreneurs to see if renting store space is a viable option with low risk involved and provides visibility of the space for property owners. Fostering relationships between local small businesses and property owners is a good first step to promoting shared and temporary uses of existing buildings. These actions, in turn, help promote new types of economic development within the village longer-term.



Cowork space at the Centre for Social Innovation

<sup>1</sup> Centre for Social Innovation, [socialinnovation.ca/](http://socialinnovation.ca/)



## 5.2.B. Engage with regional university researchers and academics

TIMELINE: start year 2, ongoing

North Hatley is located within close proximity to two regional universities with diverse academic offerings. The *Université de Sherbrooke* and Bishops University do not currently have formal community service learning programs which connect students with local organizations to perform research or volunteer on projects. However, finding opportunities to connect with these institutions can benefit North Hatley by providing community learning events for residents and building potential partnerships for community outreach in the future. North Hatley has already started the process of reaching out to educational institutions by hosting a design charrette with McGill University and the *Université de Montréal* and participating as a client for a senior urban planning studio course. Continuing to build these relationships is a positive step for the community.

We recommend that the North Hatley Environment Planning Commission work with local partners such as the Library Association or Massawippi Foundation, to explore the creation of a lecture series inviting university professors at *Université de Sherbrooke* to present research that may be of interest to North Hatley residents. Additionally, the EDC, in conjunction with the Merchants' Association, could invite speakers from the Williams Business School at Bishops University or the *Institut de tourisme et d'hôtellerie du Québec* to run workshops related to entrepreneurship and business management. Finally, after winterizing the NHRS beach house (see 5.1.D), and in collaboration with the Conservation Massawippi Trust and local universities, there may be opportunities to create a 1-2 week field study camp to study the local ecology of the area and state of the lake. By starting to connect with institutions of higher learning, North Hatley can benefit greatly from local expertise on issues of great interest to the community, such as economic development and environmental health.



Lake Massawippi

## 5.2.C. Establish an artist-in-residence program

TIMELINE: start year 11, ongoing

In addition to working with scientific and business researchers at local universities, the Village should continue to actively engage members of the arts community, such as writers, visual artists, and musicians. Establishing an artist-in-residence program is one opportunity to build on North Hatley's reputation as a creative and arts-supportive community. There is no single model for creating an artist-in-residence program. Residencies can be any length of time and compensation can vary greatly. Some residencies offer a lump sum of money, often funded by grants, to the artist while others, such as that in Coaticook, Quebec, provide studio space and accommodations, requesting the artist provide their own supplies and food for the duration of the program<sup>1</sup>. Further, a community can invite a particular artist to participate or put out a call for artists. A key component of many artist-in-residence programs is outreach and exchange between the artist and the community, such as lecturing or teaching workshops.

While a well-known artist-in-residence program takes time to establish, we recommend the Village of North Hatley explore the creation of a short-term (from two weeks to one month) artist residency in collaboration with regional universities and community partners, such as the Library Association, the North Hatley Club, Massawippi Foundation, Fine Arts Department at Bishops University, *Centre Culturel at Université de Sherbrooke*). After this trial experience, the program can be assessed and adapted to build off the successes and an official program can grow and establish over time.



North Hatley Library

<sup>1</sup> Coaticook QC, Artist-in-residence program, [www.culturecoaticook.ca/f/nf12cc/artist\\_in\\_residence\\_program\\_program\\_and\\_entry\\_form.pdf](http://www.culturecoaticook.ca/f/nf12cc/artist_in_residence_program_program_and_entry_form.pdf)

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# FUNDING

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## OVERVIEW

The cost of urban planning and infrastructure projects can often act as an impediment to implementation of proposed actions. For this reason, funding from outside sources can be integral in implementing important urban planning projects. This section lists potential funding sources for North Hatley to assist the EDC. We organized funds by category and provide a brief description of each fund. In addition, we recommend that relevant websites are searched regularly and on a project-by-project basis. North Hatley already has experience with large scale funding, as the new water treatment plant received over \$6.5 million in funding from the provincial government's *Programme d'infrastructures Québec-Municipalités (PIQM)*.<sup>1</sup>

Applying for funding is usually a long task, but external grants can provide large amounts of capital funding. Some municipalities have full-time staff searching, applying, and managing funding agreements. Funding usually comes with requirements for project completion within a certain timeframe, and scheduled progress reporting. Several tips for applying to funds include: frame the project in the terms of the fund, use similar language as the fund description or application guidelines, and call to clarify any part of the application before submitting it. Developed project proposals that include drawings, cost estimates, estimated benefits, etc. have a greater chance of being funded compared to vague project ideas.

## INFRASTRUCTURE

Funding for infrastructure is available at the federal level, although its applicability tends to be for large scale projects for public works projects. Even though they may not be directly applicable to the actions detailed in this plan, these funds should be seriously considered when the Village requires large infrastructure investments.

The following three funds are offered by Infrastructure Canada. The **Gas Tax Fund**<sup>2</sup> provides long term funding for infrastructure projects which achieve particular environmental results. Projects can include drinking water infrastructure, local road work, public transit, and community energy systems.

Similarly, the **Green Infrastructure Fund**<sup>3</sup> is for projects promoting cleaner water and air, as well as reducing greenhouse gas emissions. Projects are selected on merit and the funding is done on a cost sharing basis for projects such as green energy transmission and creation, and wastewater management.

The **Building Canada Fund**<sup>4</sup> can cover up to 50% of the cost of a large scale infrastructure project if it addresses the needs of one of their three priorities: a stronger economy, a cleaner environment, and strong and prosperous communities. There are two main components: the Major Infrastructure Component which targets larger projects of regional importance, and the Communities Component which is for projects in communities of less than 100,000 people.

1 <http://communiqués.gouv.qc.ca/gouvqc/communiqués/GPQF/Mai2012/25/c2694.html>

2 <http://www.infrastructure.gc.ca/prog/gtf-fte-eng.html>

3 <http://www.infrastructure.gc.ca/prog/gif-fiv-eng.html>

4 <http://www.infrastructure.gc.ca/prog/bcf-fcc-eng.html>



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# FUNDING

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## TRANSPORTATION

Public transit systems in Canadian communities are usually funded through a partnership between the municipality and either federal or provincial levels of government (or both). Funding is available for full public transit systems, and for making improvements, such as adapting vehicles for wheelchairs, and promoting active transportation (walking and cycling). *Transports Québec* offers a variety of such programs:

The ***Transport collectif régional***<sup>1</sup> program focuses on developing regional public transit systems, especially those that connect more rural communities to each other. Possible benefits include a one-time grant of \$10,000 for conducting a public transit study and potential pilot project.

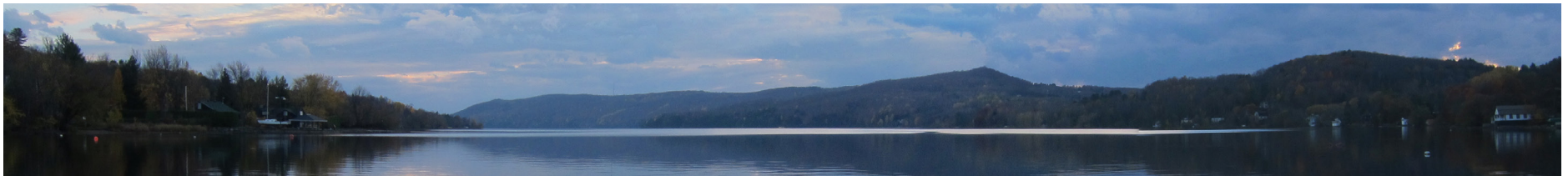
The ***Amélioration des services en transport en commun***<sup>2</sup> program will match each dollar that a municipality invests in improving the service level of public transportation.

***Modes de transport alternatifs à l'automobile (PAGMTAA)***<sup>3</sup> will cover 50% of the costs of projects which encourage active transportation, such as separated bike lanes and pedestrian routes, as well as the development of a municipal plan for active transport.

The ***Programme véloce***<sup>4</sup>, which includes the PAGMTAA, aims to accelerate the development of bicycling paths and helps support local municipalities financially (for cycling infrastructure improvements). This program includes funds for the redevelopment of the *Route Verte*, and has the potential to help North Hatley improve its cycling infrastructure.

Municipalities can also partner with non-governmental organizations, such as employers, in order to develop transportation options for particular populations. North Hatley may want to consider the potential funding of a shuttle service that could be tied with a new autonomous seniors' residence.

- 1 [http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes\\_aide/transport\\_collectif/transp\\_coll\\_region](http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes_aide/transport_collectif/transp_coll_region)
- 2 [http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes\\_aide/transport\\_collectif/amel\\_serv\\_trans\\_com](http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes_aide/transport_collectif/amel_serv_trans_com)
- 3 [http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes\\_aide/transport\\_collectif/modes\\_transpt\\_altern](http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes_aide/transport_collectif/modes_transpt_altern)
- 4 [http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes\\_aide/route\\_verte/programme\\_veloce](http://www.mtq.gouv.qc.ca/portal/page/portal/ministere/ministere/programmes_aide/route_verte/programme_veloce)





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# FUNDING

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## SUSTAINABLE DEVELOPMENT

There are many places that provide funding for green technologies. Grants provided by the private sector and non-governmental organizations tend to be smaller than those available through governments. Furthermore, many of these grants are for very specific and detailed projects. North Hatley may consider this funding useful in efforts to use technology to improve the quality of the lake, or as incentives in the development of green housing initiatives. The following programs are only a sample of what is available.

The **Fonds d'action Québécois pour le développement durable**<sup>1</sup> is a not-for-profit organization which offers both expertise and financial assistance for projects which support sustainable development in Quebec. This provincial initiative can help with the viability of green projects, such as information campaigns and the restoration of river banks, and will even include help measuring the results.

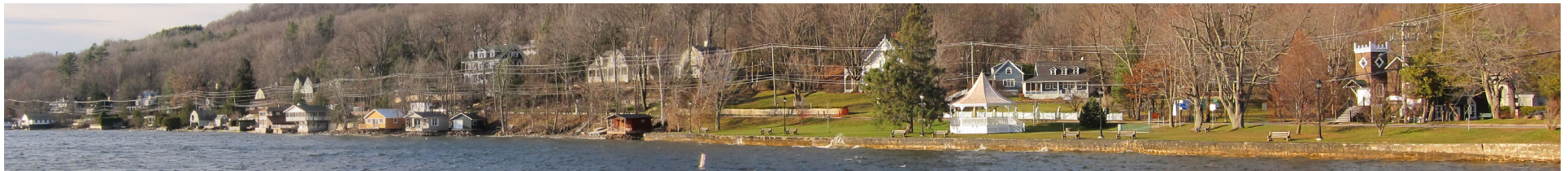
**Environment Canada's EcoAction Community Funding Program**<sup>2</sup> is meant to support community groups working on projects with measurable positive impacts on the environment. Although municipalities are not eligible recipients of this program, community groups are eligible; non-profit community organizations, such as the Mississippi Foundation, may receive funding which would in turn directly benefit North Hatley. Youth, senior, and environmental organizations are also eligible to apply.

The **Green Municipal Fund (GMF)**, supported by the Federation of Canadian Municipalities, was developed to "offer funding and knowledge to municipal governments and their partners for municipal environmental projects."<sup>3</sup> The GMF helps finance the development of a plan for green initiatives, feasibility studies, and implementation of projects (usually supported by below market loans and partial grants). Funding is allocated for projects concerning brownfields, water, waste, energy, and transportation.

1 <http://www.faqdd.qc.ca/>

2 <http://www.ec.gc.ca/ecoaction/default.asp?lang=En&n=FA475FEB-1>

3 <http://www.fcm.ca/home/programs/green-municipal-fund.htm>



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# FUNDING

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## COMMUNITY

North Hatley is a unique community of heritage and cultural significance, as evidenced by its recent incorporation in the Association of the Most Beautiful Villages of Quebec. This should help North Hatley be in a position to take advantage of funding which targets valuable cultural landscapes.

The Memphrémagog MRC has two programs for cultural events, both of which are worth up to \$10,000 and support cultural activities and artists in the MRC: *Programme de soutien financier aux initiatives culturelles des municipalités de la MRC de Memphrémagog*<sup>1</sup>, and *Programme d'aide financière aux activités culturelles structurantes*<sup>2</sup>.

The federal **Cultural Development Fund**<sup>3</sup> is an example of a program which supports the arts, culture and heritage of official language groups, something that may be particularly relevant in North Hatley. However, it seems that this program will be over as of March 31, 2013. Often times similar programs are developed in order to replace those that have been terminated.

The **Building Communities through Arts and Heritage Program** “was created to help you celebrate your community, its past and its present.”<sup>4</sup> In particular, the local festivals component could be relevant for North Hatley: it can provide up to 100% of the eligible costs for a festival that highlights local artists and celebrates local history and culture, up to a maximum of \$200,000. This federal fund hopes to increase communication between local artisans and the larger community.

1 [http://www.mrcmemphremagog.com/pdf/PACC/volet\\_I\\_2012.pdf](http://www.mrcmemphremagog.com/pdf/PACC/volet_I_2012.pdf)

2 [http://www.mrcmemphremagog.com/pdf/PACC/volet\\_II\\_2012.pdf](http://www.mrcmemphremagog.com/pdf/PACC/volet_II_2012.pdf)

3 <http://www.patrimoinecanadien.gc.ca/eng/1267800383152/1254443037132>

4 <http://www.pch.gc.ca/eng/1267799042836/1278426015896>


The above mentioned programs are meant to act as a starting point. Funding programs are notorious for being cut short and having very detailed criteria, therefore, it is possible that some of these programs may not be directly applicable to North Hatley’s situation. Furthermore, the available funding is dependent on what types of projects the municipality wishes to pursue.




## PHILANTHROPY

Part of North Hatley’s funding strategy should include harnessing the historic tradition of philanthropy among its residents. In the past, residents donated money for public amenities such as benches and the Dreamland Park gazebo. The city should consider creating information packages about projects they would like to implement. Information should include costs, how this project will benefit the community, and how the individual’s contribution will be recognized, such as recognition plaques or engraved paving stones. This would allow residents to see an array of possible projects, at different cost points, and decide if they would like to donate to fund one or leave funds in their estate planning process. A strategy should also be developed on how to prioritize the spending of donated money. Furthermore, local fundraising could be a very effective method of collecting money for specific and visible public projects, such as retrofitting the federal dock. Popular fundraising activities include silent auctions, raffles, and dinners.

# Phasing Chart

 = concrete action

 = ongoing action

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
<b>Goal 1: Housing</b>																					
Create zoning regulations to encourage smaller, more affordable homes		Concrete	Concrete																		
Encourage the development of secondary suites to increase the rental housing stock			Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing										
Create a municipal tax structure to reduce the tax burden on multi-family dwellings						Concrete	Concrete														
Create zoning regulations to allow for low-rise condominiums							Concrete	Concrete													
Promote the development of an autonomous retirement home in the Town Square area		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing															
Investigate the viability of environmentally-conscious developments									Concrete	Concrete											
Develop a relationship with a regional co-operative housing development agency							Concrete	Concrete	Concrete	Concrete	Concrete										
<b>Goal 2: Circulation</b>																					
Conduct a survey to assess residents' transportation needs							Concrete														
Partner with STS to provide a pilot project commuter service from North Hatley to Sherbrooke								Ongoing	Ongoing												
Introduce a rideshare system for residents								Concrete													
Introduce 1-year trial agreement with property owners for footpaths					Concrete																
Establish routes and create footpaths						Concrete	Concrete	Concrete													
Create footpath map and share with residents							Concrete														
Introduce a policy standard for future sidewalks		Concrete	Concrete																		
Redesign two main intersections in the downtown			Concrete	Concrete																	
Improve downtown pedestrian network			Concrete	Concrete	Concrete	Concrete															

	Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
<b>Goal 3: Governance</b>																					
Create agreements for inter-municipal service sharing																					
Explore the potential of expanding municipal boundaries																					
Enhance public engagement in municipal planning projects																					
Improve communication with citizens via the municipal website																					
Implement a Plan Particulier d'Urbanisme for the Town Square area																					
Update the Plan d'implantation et d'intégration architecturale (PIIA)																					
<b>Goal 4: Tourism</b>																					
Reinstate the "Skiwippi" cross country ski trail system																					
Expand the "Plaisirs d'hiver" winter festival																					
Integrate winter activities with parks																					
Create a cohesive and complete tourism image																					
Consider an alternate use of merchants' association funds																					
Encourage merchants to create tourism packages																					
Extend the hours and days of the Farmers' Market as a trial project																					
Encourage local merchants to create ties with regional tourism partners																					



Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
<b>Goal 5: Spaces</b>																					
Create a public parks management plan																					
Work with Canton de Hatley to develop the Scowen land into a public park																					
Redevelop the government dock into a public lookout on the lake																					
Winterize the NHRS beach house building for year-round use																					
Promote the usage of existing commercial spaces as flexible employment space																					
Engage with regional university researchers and academics																					
Establish an artist-in-residence program																					

Proposed phasing of the actions has been structured to ensure that work is manageable. In general, actions related to changing municipal policies have been prioritized as they will impact other actions later on. Actions that require collaboration with local and regional partners have been given specific phasing to show that relationships and partnership take time to develop, however starting to build these relationships can be initiated prior to the proposed phasing.

This final report contains goals, objectives, and actions to develop a future for North Hatley based on an expanding residential scenario. In January 2013, Locus Planning will present the master plan once to the EDC, and once to the

public. Subsequently, we hope that the EDC will review the master plan and adopt some or all of its measures. The risk of not adopting a master plan is that the Village will not have a unified view of the future nor tangible goals to achieve. The benefit of adopting a master plan is that it will guide future development and programming for the village. It also allows the Village to prioritize when and how to complete actions. In summary, Locus Planning believes that any master plan should be adopted with adequate information provided for and in consultation with its residents.







*Au Revoir...  
Come Again*

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# APPENDIX

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# PHOTO SOURCES

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Photos or other graphics not listed on this page are the personal work of Locus Planning.

## HOUSING

p. 18

Aerial View of the Village of Anmore, British Columbia  
[www.homewithtyra.com](http://www.homewithtyra.com)

Secondary Suite Diagram

[http://www.edmonton.ca/city\\_government/documents/Secondary\\_Suite\\_Graphic.jpeg](http://www.edmonton.ca/city_government/documents/Secondary_Suite_Graphic.jpeg)

p.20

Example of Multi Family Dwelling

[http://www.keithvolz.com/gallery/259898782\\_1.jpg](http://www.keithvolz.com/gallery/259898782_1.jpg)

p.21

Example of Low-Rise Condo in Qualicum Beach, British Columbia

<http://villarose.ca>

p.22

Example of Autonomous Seniors Residence in Comox Valley, British Columbia

<http://www.comoxvalleyseniorsvillage.com/>

p.23

Eco-Friendly Concept Home

<http://www.simonedesignblog.com/eco-day-green-walled-homes/>

p.24

La Maison Blanche: A Potential Renovation Opportunity  
[Remax.ca](http://Remax.ca)

## CIRCULATION

p.26

Collin County Unmet Transportation Needs Survey

DART Mobility Management Services, Texas

<https://www.surveymonkey.com/s/ccunmettrans>

p.27

Société de transport de Sherbrooke's electric mini bus

La Presse

<http://www.lapresse.ca/la-tribune/innovation/201211/06/01-4590936-une-voie-davenir-inspirante-mais-complexe.php>

p. 28

City of Ottawa's bilingual rideshare service

<https://www.ottawaridematch.com/Public/UserSignIn.aspx>

p.29

Bruce Trail marker

[http://brucetrail.org/system/images/0000/0818/Bruce\\_Trail\\_Sign\\_and\\_Blaze\\_-\\_white.JPG](http://brucetrail.org/system/images/0000/0818/Bruce_Trail_Sign_and_Blaze_-_white.JPG)

p.31

Example of a footpath map

<http://www.eskakwa.ca/index.php/maps/13-trail-maps>

p.32

Diagram of a curb ramp

<http://www.kitchener.ca/en/businessinkitchener/resources/PartC-ApprovedDesignStandards.pdf>



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# PHOTO SOURCES

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p. 34

An LED light stop sign shines through fog

<http://www.tapconet.com/solar-led-division/flashing-led-stop-sign-blinkerstop/>

p. 38

The “Town Crier” public notice board in Woodstock, Vermont

[www.philip.greenspun.com/images/pcd2488/woodstock-town-crier-15](http://www.philip.greenspun.com/images/pcd2488/woodstock-town-crier-15)

## GOVERNANCE

p. 40

Régie Verte

<http://www.laregieverte.ca>

p.42

Municipal logos

[www.sainte-catherine-de-hatley.ca](http://www.sainte-catherine-de-hatley.ca)

[www.cantondehatley.ca](http://www.cantondehatley.ca)

[www.ayerscliff.ca](http://www.ayerscliff.ca)

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The City of Sherbrooke’s website

<http://www.ville.sherbrooke.qc.ca>

p. 49

architectural guidelines found in Hampstead’s PIIA

[http://www.hampstead.qc.ca/uploads/files/docs/PIIA\\_Hampstead\\_FR.pdf](http://www.hampstead.qc.ca/uploads/files/docs/PIIA_Hampstead_FR.pdf)

## TOURISM

p. 52

Dog sledding

[http://westmichiganweekly.blogspot.ca/2011\\_02\\_01\\_archive.html](http://westmichiganweekly.blogspot.ca/2011_02_01_archive.html)

p. 53

Comox Valley

<http://www.aboutcomoxvalley.com/>

p. 54

Kosciusko County, Indiana

<http://www.northstarideas.com/tourism-case-studies.html>

p. 55

Winthrop, Maine, Historical Society calendar

[http://www.kjonline.com/news/winthrop-historical-societycalendars-on-sale-featuring-the-past\\_2012-12-02.html](http://www.kjonline.com/news/winthrop-historical-societycalendars-on-sale-featuring-the-past_2012-12-02.html)

p. 56

Niagara Falls Tourism board

<http://www.niagarafallstourism.com/packages/>

p. 57

Farmers’ Market

<http://vancouver.about.com/od/shopping/tp/farmersmarkets.htm>

p. 58

Bienvenue Cyclists!

<http://www.routeverte.com/rv/index.php?page=home>

## SPACES

p. 65

Cowork space at the Centre for Social Innovation

[socialinnovation.ca](http://socialinnovation.ca)

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# ADDITIONAL RESOURCES

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## HOUSING

Goal 1, Objective 1:

Action 1:

Mortgage Affordability Calculator, CMHC

[http://www.cmhc-schl.gc.ca/en/co/buho/buho\\_005.cfm](http://www.cmhc-schl.gc.ca/en/co/buho/buho_005.cfm)

Action 2:

Second Suites Factsheet, CMHC

[http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash\\_040.cfm](http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash_040.cfm)

Secondary Suites: A Guide for Local Governance, Ministry of Housing of British Columbia

[http://www.housing.gov.bc.ca/pub/secondary\\_suites.pdf](http://www.housing.gov.bc.ca/pub/secondary_suites.pdf)

Goal 1, Objective 3:

Action 2:

La Confédération québécoise des coopératives d'habitation Website

<http://www.cooperativehabitation.coop/site.asp>

## CIRCULATION

Goal 2, Objective 1:

Action 1:

DART Mobility Management Services, Texas - Collin County Unmet Transportation Needs Survey

<https://www.surveymonkey.com/s/ccunmettrans>

Measuring the Transportation Needs of Seniors in Hennepin County, Minnesota

[http://tram.mcgill.ca/Research/Publications/Seniors\\_MN.pdf](http://tram.mcgill.ca/Research/Publications/Seniors_MN.pdf)

Action 2:

Transit Cooperative Research Program - Guidebook for Change and Innovation at Rural and Small Urban Transit Systems

[http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_70a.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_70a.pdf)

Action 3:

Rideshare websites:

Ottawa (bilingual): [www.ottawaridematch.com](http://www.ottawaridematch.com)

Halifax: [www.hrmssmarttrip.ca](http://www.hrmssmarttrip.ca)

Calgary: [www.carpool.ca](http://www.carpool.ca)

[www.erideshare.com/](http://www.erideshare.com/)

<http://kootenayrideshare.com/rideshare/v2/>

<http://www.comosey.com/>

<http://www.pickuppal.com/>

<http://ridejoy.com/montreal>

Goal 2, Objective 2:

Action 1:

Bruce Trail website <http://brucetrail.org/>

Bruce Trail Private Landowners Brochure [http://brucetrail.org/system/downloads/0000/0269/BTC\\_Conservation\\_Legacy\\_Brochure.pdf](http://brucetrail.org/system/downloads/0000/0269/BTC_Conservation_Legacy_Brochure.pdf)

Action 2:

Trent University, ON - Trail Studies Unit

<http://www.trentu.ca/academic/trailstudies/>

International Mountain Bike Association Canada – Trail building and design

<http://www.imbacanada.com/resources/trail-building>

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## ADDITIONAL RESOURCES

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### Goal 2, Objective 3:

#### Action 1:

City of Kitchener - Urban Design Manual

<http://www.kitchener.ca/en/businessinkitchener/resources/PartC-ApprovedDesignStandards.pdf>

#### Action 2:

American Association of State Highway and Transportation Officials (AASHTO), Green Book - Except defining various vehicle turning radii <http://design.transportation.org/Documents/TurnRadii,GreenBook2004.pdf>

Pedestrian and Bicycle Task Force - Institute of Transportation Engineers (ITE), "Alternative Treatments for At-grade Pedestrian Crossings"

[http://www.traffexengineers.com/documents/Articles/Alternative\\_Treatments\\_for\\_At-Grade\\_Pedestrian\\_Crossings.pdf](http://www.traffexengineers.com/documents/Articles/Alternative_Treatments_for_At-Grade_Pedestrian_Crossings.pdf)

US Department of Transportation, Accessible Sidewalks and Street Crossings [http://www.bikewalk.org/pdfs/sopada\\_fhwa.pdf](http://www.bikewalk.org/pdfs/sopada_fhwa.pdf)

Transport Canada, Rural Intersection Safety Handbook.

Intersection conflict points (p. 14) [http://www.tc.gc.ca/media/documents/roadsafety/rural\\_intersection\\_safety\\_handbook.pdf](http://www.tc.gc.ca/media/documents/roadsafety/rural_intersection_safety_handbook.pdf)

Note: The US has information and many city examples of making streets more accessible as they are mandated to comply with the Americans with Disabilities Act (Canada does not have an equivalent act or regulation).

US Department of Justice, "Curb Ramps and Pedestrian Crossings"

<http://www.ada.gov/pcatoolkit/chap6toolkit.htm>

American Disability Act (ADA), "Accessibility Guidelines" - see section 4.7

<http://www.access-board.gov/adaag/html/adaag.htm>

City of Oakland, California, "ADA Curb Ramp Transition Plan" <http://www2.oaklandnet.com/oakca/groups/cityadministrator/documents/policy/dowd005730.pdf>

## GOVERNANCE

### Goal 3, Objective 1:

#### Action 1:

MAMROT

Procedural explanation for régies intermunicipales

<http://www.mamrot.gouv.qc.ca/amenagement-du-territoire/guide-la-prise-de-decision-en-urbanisme/intervention/ententes-intermunicipales/>

#### Action 2:

Guide on Municipal Reorganisation Processes, Quebec Ministry of Municipal Affairs, Regions and Land Occupancy (MAMROT):

[http://www.mamrot.gouv.qc.ca/pub/organisation\\_municipale/organisation\\_territoriale/guide\\_annexions.pdf](http://www.mamrot.gouv.qc.ca/pub/organisation_municipale/organisation_territoriale/guide_annexions.pdf)

Quebec Municipal Territorial Organisation Act / Loi sur l'organisation territoriale municipale:

[http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/O\\_9/O9.html](http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/O_9/O9.html)

List of municipal amalgamations realised between 2001 and 2010, MAMROT:

[http://www.mamrot.gouv.qc.ca/pub/organisation\\_municipale/organisation\\_territoriale/Tableau\\_regroupements\\_municipalites.pdf](http://www.mamrot.gouv.qc.ca/pub/organisation_municipale/organisation_territoriale/Tableau_regroupements_municipalites.pdf)

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# ADDITIONAL RESOURCES

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Livre blanc sur la réorganisation municipale:  
[http://www.mamrot.gouv.qc.ca/pub/organisation\\_municipale/historique/reorganisation\\_loi170/reorg\\_mun\\_resum.pdf](http://www.mamrot.gouv.qc.ca/pub/organisation_municipale/historique/reorganisation_loi170/reorg_mun_resum.pdf)

Report on the municipal amalgamation of Cookshire-Eaton, MAMROT (2004):  
[http://www.mamrot.gouv.qc.ca/pub/organisation\\_municipale/reorganisation\\_2006/rapport\\_etape\\_cookshire\\_eaton.pdf](http://www.mamrot.gouv.qc.ca/pub/organisation_municipale/reorganisation_2006/rapport_etape_cookshire_eaton.pdf)

Goal 3, Objective 3:

Action 1:

Ville de Sherbrooke

Programme Particulier d'Urbanisme: Secteur du centre de services du noyau urbain de Lennoxville (2008):

<http://www.ville.sherbrooke.qc.ca/webconcepteurcontent63/000023300000/upload/Communications/consultations/LennoxvillePPU/RapportPPULennoxville-2008-07-09-2.pdf>

Action 2 (detailed policy intervention):

Plateau Mont-Royal Borough PIIA, Montreal

Typology of typical architectural styles and buildings:

[http://ville.montreal.qc.ca/portal/page?\\_pageid=7297,74613586&\\_dad=portal&\\_schema=PORTAL](http://ville.montreal.qc.ca/portal/page?_pageid=7297,74613586&_dad=portal&_schema=PORTAL)

Sud-Ouest Borough PIIA "Fiche Permis", Montréal

[http://ville.montreal.qc.ca/pls/portal/docs/page/arrond\\_sou\\_fr/media/documents/fiche\\_permis\\_piia.pdf](http://ville.montreal.qc.ca/pls/portal/docs/page/arrond_sou_fr/media/documents/fiche_permis_piia.pdf)

Westmount Renovating and Building Guidelines

[http://www.westmount.org/pdf\\_files/UP\\_guidelines\\_e/1-Introduction\\_to\\_Guidelines.pdf](http://www.westmount.org/pdf_files/UP_guidelines_e/1-Introduction_to_Guidelines.pdf)

Whistler Architectural guidelines and review process (British Columbia)  
[http://www.whistler.ca/sites/default/files/related/rmow\\_whistler\\_village\\_design\\_guidelines\\_0.pdf](http://www.whistler.ca/sites/default/files/related/rmow_whistler_village_design_guidelines_0.pdf)

## TOURISM

Goal 4, Objective 1:

Action 1:

Bruce Trail: <http://brucetrail.org/>

Bruce Trail Landowner Relations Manuel: [http://brucetrail.org/system/downloads/0000/0514/Landowner\\_Relations\\_Manual\\_Fina\\_I\\_-\\_Nov\\_2010.pdf](http://brucetrail.org/system/downloads/0000/0514/Landowner_Relations_Manual_Fina_I_-_Nov_2010.pdf)

Examples of areas taking advantage of cross-country skiing opportunities:

Bruce County: <http://www.explorethebruce.com/cross-country-skiing.php>

Gatineau Park: <http://www.canadacapital.gc.ca/places-to-visit/gatineau-park/things-to-do/cross-country-skiing-gatineau-park>

Whistler: <http://www.whistler.ca/xcountry>

Action 2:

Saranac Lake Winter Festival: <http://www.saranaclakewintercarnival.com/>

Ice Sculpting festival, Racine, Wisconsin: <http://www.racinedowntown.com/TheBigChill.html>

SISU Ski Fest in Ironwood, Michigan (combines cross country skiing and gourmet food tasting): <http://www.sisuskifest.com/index.php>

Goal 4, Objective 2:

Action 1:

Destination and marketing tourism branding case studies, including brand



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# ADDITIONAL RESOURCES

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identity, brand action, and results: <http://www.northstarideas.com/tourism-case-studies.htm>

Rural Tourism Marketing- Effective Innovative Rural Tourism Marketing Advice and Tips: <http://ruraltourismmarketing.com/>

Destination Branding Strategy: <http://destinationbranding.com/destination-branding-strategy>

Small City Branding Around the World blog, by Bill Baker: <http://citybranding.typepad.com/city-branding/>

CEOs for Cities - Branding your City:  
<http://documents.scribd.com.s3.amazonaws.com/docs/4eehv53rb41ky9bz.pdf?t=1336147743>

Total Destination Marketing: <http://destinationbranding.com/>

Action 2:  
Small Town Marketing: Advertising Tips: [http://www.smalltownmarketing.com/advertising\\_tips.html](http://www.smalltownmarketing.com/advertising_tips.html)

Avenue Media Group: <http://avenuemedia.ca/grassroots-marketing-idea-1-low-cost-effective-community-advertising-ideas/>

Goal 4, Objective 3:  
Action 1:  
Check out these tourism boards taking advantage of packages:  
Ottawa, ON:  
<http://www.ottawatourism.ca/en/visitors/getaways-and-special-offers>  
Whistler, BC:  
<http://www.enjoywhistler.com/packages/index.php>

Prince Edward Island:  
<http://www.tourismpei.com/pei-package-offers>

Action 2:  
“10 Principles of a Successful Farmer’s Market” [http://www.nyfarmersmarket.com/pdf\\_files/marketprinciples.pdf](http://www.nyfarmersmarket.com/pdf_files/marketprinciples.pdf)

Action 3:  
How to obtain Bienvenue cyclistes! certification: [http://www.routeverte.com/rv/index\\_e.php?page=certification\\_e](http://www.routeverte.com/rv/index_e.php?page=certification_e)

Guide to developing tourism partnerships: <http://www.heritagedestination.com/guide-to-partnerships.aspx>

## SPACES

Goal 5, Objective 1:  
Action 1:  
City of Langley BC - Parks and Trails  
<http://www.city.langley.bc.ca/index.php/recreation-and-community/parks-and-trails>

City of Kingston ON - Parks and Outdoor Facilities  
<http://www.cityofkingston.ca/residents/recreation/parks/>

City of Edmonton AB - Queen Elizabeth Park Master Plan  
[http://www.edmonton.ca/city\\_government/documents/QEParkFinal-Part1.pdf](http://www.edmonton.ca/city_government/documents/QEParkFinal-Part1.pdf)

Alberta Parks Plan  
<http://www.albertaparks.ca/albertaparksca/management-land-use/current-parks-system.aspx>

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## ADDITIONAL RESOURCES

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Action 2:

Upper Valley Trails Alliance, Vermont  
<http://www.uvtrails.org/trails-by-town>

Action 3:

Warming Huts, The Forks; Winnipeg MB  
<http://www.warminghuts.com/>

Waterfront Toronto

[http://www.waterfronttoronto.ca/our\\_waterfront\\_vision/parks\\_and\\_public\\_spaces\\_](http://www.waterfronttoronto.ca/our_waterfront_vision/parks_and_public_spaces_)

Goal 5, Objective 2:

Action 1:

Information on Small Town Co-working Communities  
<http://www.shareable.net/blog/how-to-start-a-rural-coworking-community>  
<http://www.smallbizsurvival.com/2011/03/how-to-start-coworking-space-in-your.html>

Queen Street Commons, Charlottetown PEI:

<http://queenstreetcommons.org/>

Centre for Social Innovation, Toronto ON:

<http://socialinnovation.ca/>

Pop-up Danforth East:

<http://danfortheastcommunityassociation.com/brts-pop-up-shops/>

Community Economic Development and Employability Corporation (CEDEC)

Small Business Network:  
<http://www.cedec.ca/sbsn/>

Action 2:

Department of Biology, Université de Sherbrooke, Sherbrooke QC:  
<http://www.usherbrooke.ca/biologie/>

Department of Medicine and Community Health Sciences, Université de Sherbrooke, Sherbrooke QC:

<http://www.usherbrooke.ca/medecine/>

Williams Business School, Bishops University, Lennoxville QC:

<http://www.ubishops.ca/academic-programs/business/index.html>

Institut de tourisme et d'Hôtellerie du Québec:

<http://www.ithq.qc.ca/en/school/>

Action 3:

Artist-in-residence program, Coaticook QC:

[http://www.culturecoaticook.ca/f/nf12cc/artist\\_in\\_residence\\_program\\_program\\_and\\_entry\\_form.pdf](http://www.culturecoaticook.ca/f/nf12cc/artist_in_residence_program_program_and_entry_form.pdf)

Writer-in-residence program, Saskatoon Public Library, Saskatoon SK:

<http://www.saskatoonlibrary.ca/node/478>

Fine Arts Department, Bishops University, Lennoxville QC:

<http://www.ubishops.ca/academic-programs/humanities/fine-arts/index.html>

Centre Culturel, Université de Sherbrooke, Sherbrooke QC:

<http://www.centrecultureludes.ca/billet-spectacle/index.aspx>

# HOUSING ANALYSIS DETAIL

## NEIGHBOURHOOD ANALYSIS

### Rublee Land Analysis

Total Size	72,860	M2	100.0%
Public Roads	12,044	M2	16.5%
Private Lot Space	60,816	M2	83.5%
(including driveways, yards, and housing footprints)			

### Rublee Home Analysis

Total Number of Homes Sampled	10	M2
Size of all Lots Sampled	20,502	M2
Average Lot Size	1,870	M2
Average Home Footprint	180	M2

### Chambly Neighbourhood Land Analysis

Total Size	84,838	M2	100.0%
Public Roads & Woonerf	10,194	M2	12.0%
Public Green Space	8,188	M2	9.7%
Private/Shared Lot Space	66,456	M2	78.3%
(including driveways, yards, and housing footprints)			

### Chambly Neighbourhood Home Analysis

Total Number of Homes Sampled	118	100.0%
<i>Single Family Homes</i>	58	49.2%
<i>Semi Detached Homes</i>	32	27.1%
<i>Townhouse Homes</i>	28	23.7%
Average Home Footprint		
<i>Single Family Homes</i>	163	M2
<i>Semi Detached Homes</i>	91	M2
<i>Townhouse Homes</i>	85	M2
Average Lot Size (per Home)		
<i>Single Family Homes</i>	740	M2
<i>Semi Detached Homes</i>	320	M2
<i>Townhouse Homes</i>	252	M2
Average Number of Homes per M2 of Lot	0.0017756	

## SAMPSON PROJECTION

Size of Sampson Land	187,166	M2
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### Rublee-Style Development

Public Roads	30,939	M2
Private Lots	156,227	M2
<b>Number of Homes</b>	<b>83</b>	<b>Homes</b>
<b>New Residents (Assume 2 per Home Avg)</b>	<b>166</b>	<b>People</b>

### Chambly-Style Development

Public Roads & Woonerf	22,490	M2
Public Green Space	18,064	M2
Private/Shared Lot Space	146,612	M2
<b>Number of Homes</b>	<b>260</b>	<b>Homes</b>
<i>Single Family Homes</i>	128	Homes
<i>Semi Detached Homes</i>	71	Homes
<i>Townhouse Homes</i>	62	Homes
<b>New Residents (Assume 2 per Home Avg)</b>	<b>520</b>	<b>People</b>

\*All figures are approximate and for illustration purposes only

# HOUSING ANALYSIS DETAIL

## SAMPLE OF 3 HOMES FROM RUBLEE DEVELOPMENT

Street	Home Number	Lot Size (M2)	Assessed Lot Value	Assessed \$ per M2 Lot Value	Home Footprint Approximation	Assessed \$ per M2 Home Footprint	Assessed Home Value	Assessed Total Value
Rublee	436	1602	\$45,700	\$28.53	141	\$1,537.59	\$216,800	\$262,500
Rublee	441	1318	\$37,600	\$28.53	168	\$1,319.64	\$221,700	\$259,300
Rublee	482	2040	\$58,200	\$28.53	155	\$972.90	\$150,800	\$209,000
<b>AVERAGES</b>		<b>1,653</b>	<b>\$47,167</b>	<b>\$28.53</b>	<b>155</b>	<b>\$1,276.71</b>	<b>\$196,433.33</b>	<b>\$243,600.00</b>

## TAX PAYABLE VARIANCE ANALYSIS: NORTH HATLEY COMPARED TO CANTON DE HATLEY

Street	Home Number	North Hatley Taxes Payable*	Canton de Hatley Taxes Payable	Canton Taxes as % of North Hatley Taxes
Rublee	436	\$3,201.63	\$2,170.25	67.79%
Rublee	441	\$3,172.67	\$2,149.45	67.75%
Rublee	482	\$2,717.45	\$1,822.50	67.07%

\*Not including the Rublee special infrastructure tax

## TAX REVENUE ESTIMATES USING CURRENT NORTH HATLEY RATES: RUBLEE-STYLE DEVELOPMENT VS CHAMBLY DEVELOPMENT

Development Model	Type of Dwelling	Average Lot Size (per Dwelling in M2)	Average Assessed \$ per M2 Lot Value	Assessed Average Lot Value	Home Footprint Approx	Average Assessed \$ per M2 Footprint	Average Assessed Home Value	Assessed Total Value	Estimated Tax Revenue per Dwelling
Rublee	Single Family	1,653	\$28.53	\$47,166	155	\$1,276.71	\$197,465	\$244,631	\$3,039.91
Chambly	Single Family	740	\$28.53	\$21,111	163	\$1,276.71	\$208,104	\$229,215	\$2,900.39
Chambly	Semi Detached	320	\$28.53	\$9,129	91	\$1,276.71	\$116,181	\$125,310	\$1,960.05
Chambly	Townhouse	252	\$28.53	\$7,189	85	\$1,276.71	\$108,520	\$115,710	\$1,873.17