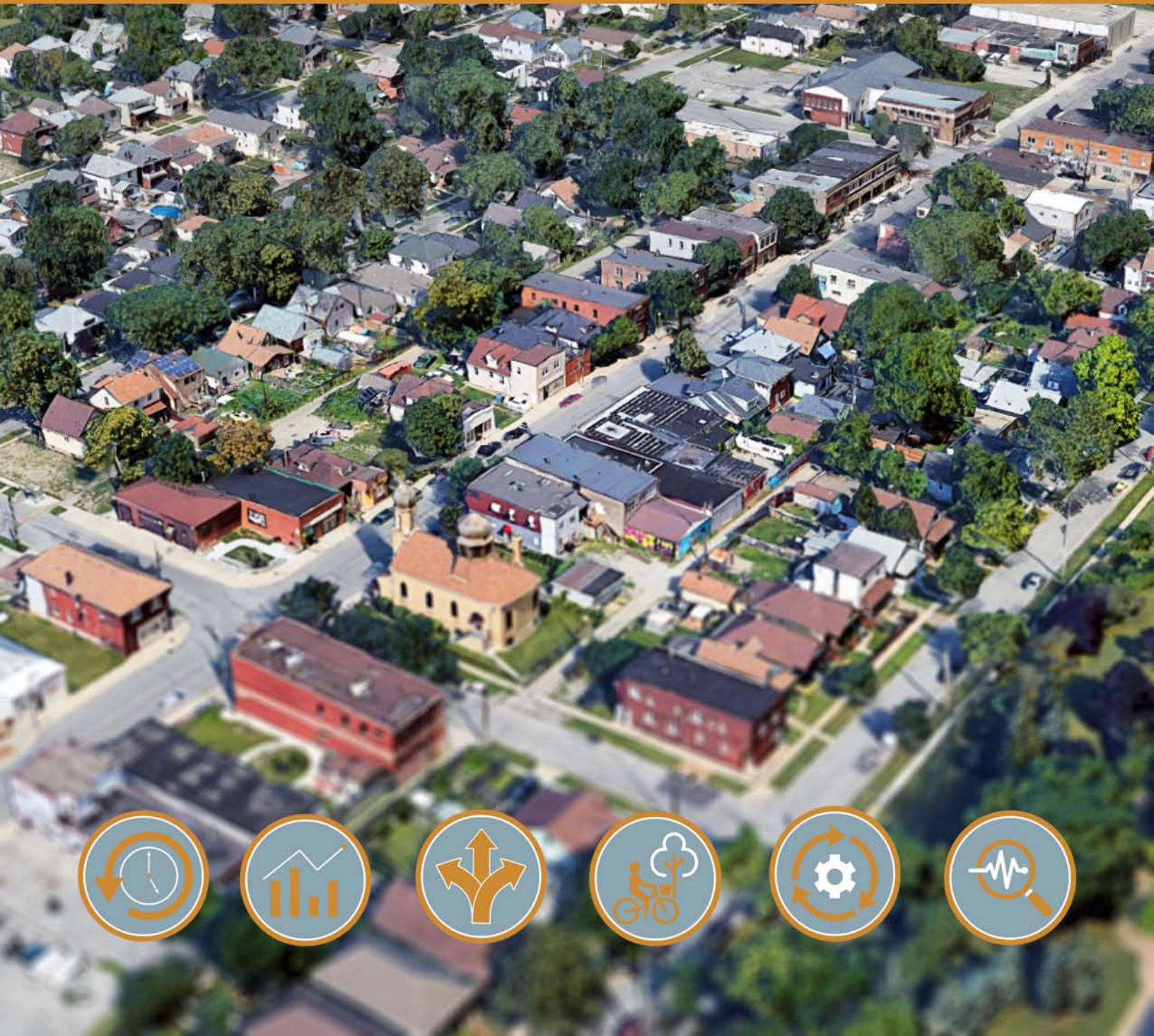




FORD CITY

COMMUNITY IMPROVEMENT PLAN



Acknowledgments

This Community Improvement Plan (CIP) was prepared by the City of Windsor Planning and Building Department. Key Stakeholder Group:

- Ward 5 Councillor, Ed Sleiman
- Drouillard Place
- The Ford City Neighbourhood Renewal
- The Ford City Business Association
- Ford City Residents in Action
- Windsor Essex Community Housing Corporation
- Windsor Police Services

Staff would like to thank the contributions made by organization such as Drouillard Place, the Ford City Redevelopment Committee, Ford City Neighbourhood Renewal, the Ford City Business Improvement Association, the United Way and members of the public who worked to develop background studies and surveys throughout the years. Through these studies and surveys, their efforts established the basis for this CIP and informed staff throughout the process.

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EXECUTIVE SUMMARY

The Ford City Community Improvement Plan (CIP) captures the goals and vision that has evolved from background studies, community conversations and surveys over the past 10 years. Through these “grassroots” community driven efforts, the following vision and approach were identified:

Ford City will be a distinct, attractive, and pedestrian-centered neighbourhood where residents and visitors feel safe and have a sense of ownership. This ethnically diverse community builds on its culture and history as the birth place of the automobile industry in Canada and encourages the arts, crafts, and skills found in the neighbourhood and greater community.



Distinct & Transformed



Safe & Attractive



Community Connectivity



Arts & Craft



Heritage & The Automobile

City planners researched past studies, reviewed historical documents (photos and maps), and conducted site visits to facilitate the preparation of the CIP. Community leaders and staff from Drouillard Place, the Ford City Neighbourhood Renewal, the BIA, and other City Departments were consulted for the purpose of: identifying strengths and issues; aspirations of the community; establishing a study approach; and, strategies to improve the area. The document highlights elements of the public realm (parks and open space, sidewalks, streets, and gateways) and existing development in the area.

Principles were developed as a guide to create streets that are walkable and function as quality public places that draw people in. Community design guidelines and principles were developed for new and existing development. Existing financial incentive programs were identified and coupled with a new targeted financial incentive program designed to encourage the redevelopment of vacant or underutilized existing commercial/mixed use and residential buildings and sites.

The recommendations on the following table identify strategies to improve the Ford City Neighbourhood based on the approach and key sections of this CIP. Through the efforts of Windsor City Council, and the community, and through tools identified in this CIP, the Ford City Neighbourhood will be well on the way to meeting its goal of a distinct and transformed neighbourhood.

#	RECOMMENDATIONS	PRIORITY	TIME FRAME	PARTICIPANTS
Study Approach Recommendations				
Distinct and Transformed				
1	Encourage owners of buildings along Drouillard Road and West of Seminole Street to take advantage of the <i>Windsor Building Facade Improvement Program and Urban Design Guidelines CIP for Main Streets</i> .	High	Immediate/ already in progress	Planning Division through development and finance implementation
2	Encourage owners of properties in Ford City to take advantage of the following existing Economic Incentive Programs: 1. <i>City's Economic Development CIP</i> , and 2. <i>City of Windsor Brownfield Redevelopment CIP</i> .	High	Immediate/ already in progress	Planning Division through development and finance implementation
3	Encourage owners of buildings of heritage value to apply for Heritage Designation to take advantage of municipally funded programs through the Ontario Heritage Act.	High	Immediate/ already in progress	Planning Division through policy and urban design sections
4	Design an economic incentive program through this CIP that encourages retail investment and improvement to vacant ground floor retail space.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
5	Design an economic incentive program that encourages the development/redevelopment of vacant underutilized sites and repurposing of existing buildings by providing an annual tax grant.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
6	Prepare a demolition control by-law under the Planning Act for part of the Drouillard Road main street.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
Safe and Attractive				
7	Design an economic incentive program that encourages the improvement of existing residential properties and the creation of new residential units in Ford City.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
8	Maintain existing streetscape elements (trees, street lights, benches, planters, etc.).	Medium	5 to 7 years	Planning Division and Public Works, BIA
9	Maintain existing traffic calming elements such as bulb outs, on-street parking (on both sides of the street), and streetscaping.	Medium	2 to 3 years	Planning Division and Public Works, Infrastructure and Transportation Divisions, BIA
10	Consider narrowing automobile travel lanes as future traffic calming opportunities arise.	Medium	2 to 3 years	Planning Division and Public Works, Infrastructure and Transportation Divisions, BIA
Community Connectivity-Pedestrian Centered				
11	Reconnect the main street (Drouillard Road) with the public realm by taking advantage of the <i>Windsor Building Facade Improvement Program and Urban Design Guidelines CIP for Main Streets</i>	High	Immediate/ already in progress	Planning Division through development and finance implementation
12	Develop a policy framework to reconnect the main street with the public realm and create streets that function as quality public spaces and prioritize pedestrians as identified in Section 4, Public Realm.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
13	Adopt a pedestrian first approach that prioritizes walking and cycling when designing infrastructure improvements in Ford City.	High	Immediate	Based on adoption of this CIP and Council's view and future direction

#	RECOMMENDATIONS	PRIORITY	TIME FRAME	PARTICIPANTS
	Arts and Crafts			
14	Maintain existing art murals in Ford City and informal art installations found in alleys. <i>(Same as recommendation 28)</i>	Medium	2 to 3 years	Planning Division and Culture and Recreation, BIA
15	Review the zoning along Drouillard Road to determine if a community planning permit system would benefit the area for live-work space opportunities.	Lower	5 to 7 years	Planning Division
	Heritage and the Automobile			
16	Develop a discussion paper on the value of a Heritage Conservation District under Part V of the Ontario Heritage Act for part of Ford City. <i>(Same as recommendation 33)</i>	Medium	2 to 3 years	Planning Division and based on Council Direction
17	Develop a discussion paper on the feasibility of a Canadian Automotive Museum in the area of Ford City as identified through community conversations and background studies.	Lower	5 to 7 years	Planning Division and based on Council Direction
18	Prepare a demolition control by-law under the Planning Act for part of the Ford City CIP Area.	High	Immediately Upon Adoption	Planning Division and based on Council Direction
	Public Realm Recommendations			
19	Adopt the principles identified in Section 4, Public Realm for creating streets that function as quality public spaces that draw people, and are pedestrian-centered	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption
20	Streets and connectivity: Maintain the walkable human scaled design created through the small block, and small narrow commercial and residential lots established throughout Ford City.	High	Immediate/ Upon Adoption	Planning Division as part of the CIP and Council adoption and as part of a future Heritage Conservation District
21	Super Blocks and Connections: Create physical connections in the form of streets, sidewalks, and pathways between Walker Road and St. Luke Road.	High	Ongoing	Planning Division through development and finance implementation and Public Works, Infrastructure and Transportation Divisions
22	Traffic Calming: Consider exploring traffic calming elements as identified in Section 4, Public Realm.	Medium	2 to 3 years	Planning Division and Public Works, Infrastructure and Transportation Divisions
23	Flexible Streets: Explore the opportunity to redesign the intersection of Drouillard Road and Whelpton Street as a flexible street.	Medium	2 to 3 years	Planning Division and Public Works, Infrastructure and Transportation Divisions
24	Gateways and Barriers: Encourage development of neighborhood gateway areas as identified in Section 4, Public Realm.	High	Immediate	Planning Division through land redevelopment applications and implementation of financial incentive programs
25	If property becomes available, the City of Windsor begin potential acquisition discussions for the Ford Motor Company of Canada Ltd waterfront property as a community benefit such as a riverfront park and Canadian Automotive Museum.	Medium	5 to 7 years	Planning Division, Real Estate Services and the City Solicitor
26	Consider enhancements to Neighbourhood Gateway Areas (NGA) in the form of economic incentives and infrastructure improvements.	High	Immediate/upon adoption	Planning Division through development and finance implementation
27	Alleys and Art: Preserve the existing alleys that form part of the original block pattern of Ford City and maintain the system of pathways connecting the neighbourhood, where opportunities exist for informal art installations that celebrate the spirit and diversity of the neighbourhood.	High	Immediate/upon adoption	Planning Division through development review and alley closing applications

#	RECOMMENDATIONS	PRIORITY	TIME FRAME	PARTICIPANTS
28	Maintain existing art murals in Ford City and informal art installations found in alleys. <i>(Same as recommendation 14)</i>	High	2 to 3 years	Planning Division and Culture and Recreation, BIA
29	Explores the opportunity to improve and treat the two alleys east and west of Drouillard Road as art event space.	Medium	Ongoing	Planning Division and Culture and Recreation
Financial Incentives Recommendations				
30	Amend the Windsor Building Facade Improvement Program and Urban Design Guidelines by extending it west along Seminole Street.	Medium	Immediate/upon adoption	Planning Division as part of this CIP and Council Adoption
31	Adopt and activate the targeted Financial Incentive Program identified in Section 5.2 of this CIP.	High	Immediate/upon adoption	Planning Division as part of this CIP and Council Adoption
Built Form and Community Design Recommendations				
Heritage				
32	Review the properties one (1) block east and west of Drouillard Road for consideration on the Municipal Heritage Register.	Medium	2 to 3 years	Planning Division
33	Develop a discussion paper on the value of a Heritage Conservation District under Part V of the Ontario Heritage Act for part of Ford City. <i>(Same as recommendation 16)</i>	Medium	2 to 3 years	Planning Division
Urban Design Guidelines				
34	Adopt the Urban Design Guidelines developed in Section 4.2 Built Form and Community Design as part of this CIP.	High	Immediate/upon adoption	Planning Division as part of this CIP and Council Adoption
35	Amend the Site Plan Control Policies in the City's Official Plan to reflect the Urban Design Guidelines identified in Section 4.2 Built Form and Community Design.	Medium	2 to 3 years if determined to be necessary	Planning Division
36	Amend the City's Site Plan Control By-law to reflect the Urban Design Guidelines identified in Section 4.2 Built Form and Community Design.	Medium	2 to 3 years if determined to be necessary	Planning Division

1 INTRODUCTION



1.1 PREAMBLE

Throughout most of the twentieth century, growth in Ford City was focused on the ongoing development of the Canadian automobile industry and providing housing and services for auto workers who lived and shopped in the area. Like many inner-city neighbourhoods, the Ford City neighbourhood is adjacent to a commercial main street, which has been and still is in some respects the neighbourhood's centre of activity where residents come together to meet, worship, celebrate, and engage in activity.

Drouillard Road has long served as this commercial main street and activity hub for the Ford City neighbourhood. Along Drouillard Road there are a number of murals and sculptures that tell the story of Ford City's unique history. In the adjacent alleys, there are also examples of more informal art that celebrates the spirit and diversity of the neighbourhood.

In the residential area of Ford City, children are seen walking to school, people riding their bikes, and residents sitting on their front porches.

Although Ford City has experienced levels of decline since the late 1960's, strategic efforts by various 'grassroots' organizations have helped fund initiatives and projects aimed at improving the neighbourhood, while retaining residents and businesses in the area. Throughout the years, the efforts of the Ford City Redevelopment Committee and the Ford City Neighbourhood Renewal group, working with the residents and City, has resulted in a number of community plans and surveys which have all led to a vision, goals, objectives and strategies to revitalize Ford City. This information will provide the backbone for the goals and objectives of this CIP.



Street along the Riverfront just west of Drouillard Road. Later Plant No. 2 was built beside Drouillard Road and Plant No. 4 was opened in 1937.

As a result of this growth, the Reeve of the new township of Sandwich East, Charles Montreuil, encouraged the establishment of a village for the fast growing industrial-residential community; he named the area Ford City (Price, T., Kulisek, L.,1992).

Meanwhile, Henry Ford modeled his Canadian holdings of his automotive industrial complex on “The Ford Progressive Assembly System” which had been first put in place in the Detroit Ford Highland Park plant in 1913. By 1914, this process was introduced at the Ford Sandwich Plant No. 1 in Ford Village (Donegan, 1994).

By 1913, Ford Canada employed 1,400 workers at \$4.00 per hour for a 48 hour work week. These wages far exceeded what was being paid in manufacturing at the time. The promise of good paying jobs attracted immigrants to the area, particularly Eastern Europeans (Polish, Russian and Ukrainian). Propelled by the most dynamic industry of the age, the area experienced mushroom like growth and as a result, expansion was often haphazard and unsupervised. In August 1915, Ford City gained Town status and Charles Montreuil was elected the first mayor with E.J. Drouillard serving as the Reeve (Donegan, 1994).

The Ford City Riot

On August 22, 1917 Ford City made national headlines when French parishioners mourning the death of their Nationalist Pastor Fr. Luciens Alexandre Beaudoin, formed a blockade refusing to admit newly appointed pastor Fr. Francois Xavier Laurendeau because they believed he was in favour of the Provincial school policy (Regulation XVII severely restricted use of French in the areas bilingual schools). For over two weeks parishioners mounted a blockade and Bishop Michael Francis Fallon issued an ultimatum to accept the new pastor or face closure of the church. (Donegan, 1994; Brode, 2017).

On September 8, 1917, 3000 parishioners occupied the church grounds and when the police escort arrived with the newly appointed pastor, a blockade formed and a full riot broke out. The priest was eventually able to seek refuge in the Pastor’s residence. Mayor Albert Maisonville was forced to read the

DID YOU KNOW?

The Ford Progressive Assembly System--Ford merges the system of conveyor belts and overhead rails developed in food production and slaughter houses with Frederick W. Taylor’s assembly method of mass production to produce an increasing number of automobiles at a low price. Prior to this process, automobiles were assembled on trestles, where workers would move from trestle to trestle. Later work stations were rearranged and cars pushed between them. Eventually cars were moved along a track with a chain, and by the 1920’s the process included a series of sub-assemblies (axles, crankshafts, frames, motors, radiators, body, upholstery, etc.) which were then brought together in the final assembly and the line moved at a rate of 3 miles per hour.



Riot Act and called in the military for back-up. Nine (9) parishioners were arrested and nine (9) were seriously hurt. For over a year parishioners boycotted masses and parishioners eventually appealed to Pope Benedict XV to have the newly appointed pastor replaced. In October 1918, the Vatican ordered the parishioners to accept the newly appointed Pastor or face excommunication. This act officially ended the boycott. (Donegan, 1994) (Brode, 2017).

By 1920, signs of Ford City's emerging prosperity were evident in the new roads built, schools that were opened and level of home ownership. By 1923, approximately 85% of Ford workers owned their homes and the Town was able to finance a loan to build infrastructure for schools, civic buildings, libraries and utility services. Drouillard Road had also emerged as the town's main street, where most activities occurred for shopping, entertainment, and places of worship. At its peak in 1928, Drouillard Road contained a dense mix of retail services, residential, and church properties (Donegan, 1994) (City of Windsor, 2018).

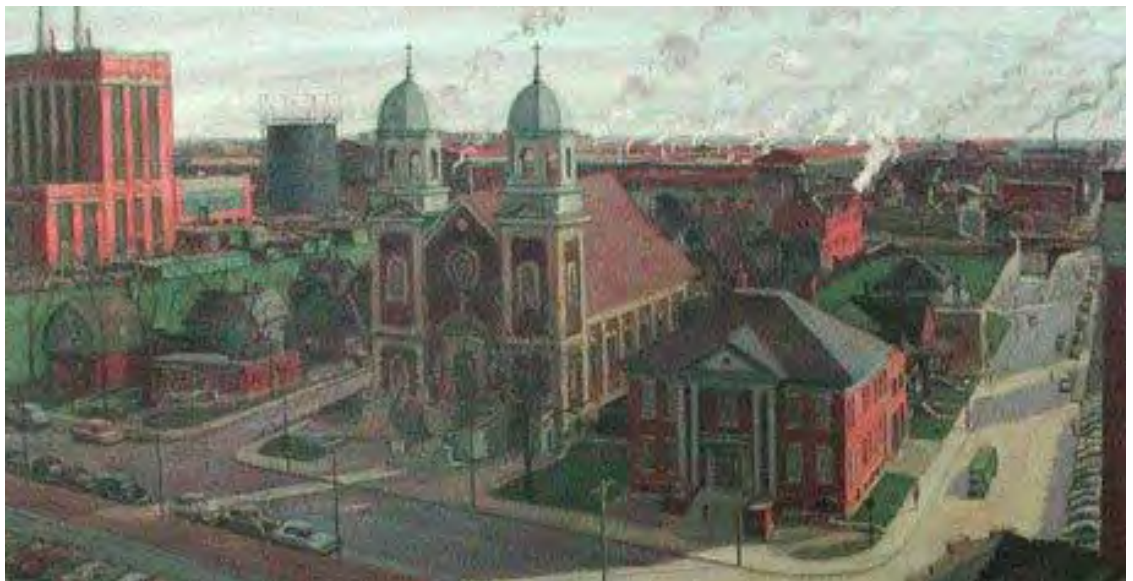
Subsequently, other well-known automobile manufacturers started to locate in Ford City. Chrysler Canada took over Maxwell-Chalmers Motors on St. Luke Road in 1925 and in 1930 General Motors of Canada took over the Fisher Body plant on Edna Street, and extended its Walker Road and Seminole Street Plants. As a result of Chrysler building a new plant at Drouillard Road and Tecumseh Road East, the Town changed its name to East Windsor in 1929 and gained city status. At the time the population was 16,000 (Donegan, 1994).

By 1931, East Windsor was made up of people of French, English,

Scottish, and Irish descent; however with immigrants arriving from Poland, Romania, Russia, Germany, Serbia and the Ukraine this was changing and the area became a real melting pot of cultures. As a result, the religious and ethnic halls began to emerge as the location of much of the social life in the community (Donegan, 1994).

Prior to 1931, Ford City was surrounded by railway tracks and it was difficult for vehicles to move in and out of town because of the heavy industrial usage. Long delays prompted the construction of two large viaducts known as the Drouillard/Wyandotte street subways. These projects were completed between 1930 and 1931 and enabled Wyandotte Street to extend through East Windsor to connect with the Pillette Village area and the Town of Riverside. One of the viaducts remains part of the local road network and continues to have an influence on the area.

East Windsor (former Ford City) began to experience considerable financial difficulty largely due to the Great Depression, the over-extension of building projects and high levels of unemployment in the auto industry. This resulted in East Windsor amalgamating with the City of Windsor, along with Sandwich and Walkerville in 1935 (Donegan, 1994).



ABOVE: Notre Dame du Lac (Holy Rosary Church) with Ford City Town Hall to the right.

The 99 Day Ford Strike

East Windsor again received international attention from the 99 Day strike by Ford UAW Local 200 workers, which lasted from September 12 to December 19, 1945. After threat of police intervention, the union set up an auto barricade for 48 hours around the Sandwich East plant bringing the area to a standstill. The strike was seminal in the history of the Canadian labour movement because when the workers returned to work an inquiry by Mr. Justice Ivan Rand was established to investigate the strike and publish a report. The report put forward the principles that all who benefitted from a union must pay dues and that the union was responsible for maintaining discipline among its members, it outlawed wildcat strikes and made the union responsible for the workers (Donegan, 1994).



ABOVE: During the 1945 strike, employees used thousands of vehicles to block the major arterial roads that lead to the plant on Riverside Drive.

Since the 1960's, Ford City has struggled to retain residents and commercial businesses along Drouillard Road. Many of the buildings and structures that formed part of the industrial complex have been demolished leaving land on the periphery of the neighbourhood underutilized, vacant and often contaminated.

From the many surveys conducted throughout the years by The Ford City Redevelopment Committee and Ford City Neighbourhood Renewal (FCNR) group, residents have often referenced the strong link they have to the 'bustling 1930s

town, a place where a 'melting pot' of cultures come together and as the birthplace of Canada's automobile industry. This unique history is one that will not be forgotten through the development of this CIP and it will help to inform the recommendations aimed at the revitalization of this important neighbourhood.

DID YOU KNOW?

The Ford Motor Company of Canada was not a subsidiary or a branch plant of Ford Motor Company, but rather a separate organization with its own shareholders. Henry Ford only owned 13% of the company. The company gained all Ford patents, rights, and selling privileges to all parts of the British Empire, except Great Britain and Ireland. It eventually established and managed subsidiaries in South Africa, India, Australia, and New Zealand.



1.1.2 Why Invest in Neighbourhoods like Ford City?

Neighbourhoods like Ford City form the most basic component of the City's Urban Structure and occupy the largest portion of land in the City. Neighbourhoods are where the workforce lives and provides both skilled and unskilled labour to business in both the city and region. Neighbourhoods such as Ford City provide the customers that frequent businesses on adjacent main streets and throughout the City. Neighbourhoods grow the families that will one day be our future (City of Windsor, amended 2017).

Notwithstanding these general observations (above), research suggests that investing in neighbourhoods like Ford City makes good business sense. Neighbourhoods like Ford City have been identified by researchers as “middle neighbourhoods,” because they are not the neighbourhoods that have begun to gentrify where developers repurpose land for new or restored housing, restaurants and other retail services (similar to Walkerville). They are also not like the already decayed neighbourhoods where there is no investment, but these are the neighbourhoods that, although show deep signs of decline, there is still investment and residents who take care of their properties. Research shows that these “middle neighbourhoods” are where municipalities should target financial incentives, regulations, and investment of infrastructure and public services at this crucial threshold point of decline (Galster, 2016).

Other sources have also identified the following reasons why it makes good business sense to invest in poorer neighbourhoods (Page, 2015) (Marohn, 2017):

Convenience: living near a main street like Drouillard Road and Wyandotte Street East means residents can walk and bike most places and have easier access to basic services.

Affordable Living: land values are below average and more accessible to people who may otherwise be shut out of the property market.

Higher Investment Potential: purchasing property in a “middle neighbourhood” such as Ford City can also result in an increased return on investment and for the municipality an increase in property taxes when the neighbourhood does turn around and property values increase.

Quality of Life: once these “middle neighbourhoods” turn around they can be exciting and unique places to live. They

tend to be inexpensive, walkable, and diverse with foods from a variety of cultures. These, often more dense areas save residents money on transportation, and smaller living spaces are cheaper to heat and use less electricity. Inexpensive rents bring creative people to the neighbourhood, as well as small businesses.

Conservation and Preservation: in most cases, infrastructure such as roads, sewers, utilities, and other services already exist

and there can be less of a toll on the environment then building in a new suburb at the edge of the City. Also, in many neighbourhoods there are historic buildings and other amenities that represent the culture of the people that lived there in the past and today, which provides uniqueness like no other place can offer.



The Ford City Neighbourhood shares many of the elements discussed above, making a good business case as to why the City and property owners should continue to leverage existing private and public investments in an effort to revitalize this culturally significant neighbourhood in our city.

Neighbourhood Decline and Revitalization

Not unlike other former industrial towns across North America, the Ford City neighbourhood, which had first experienced an initial boom during the early to mid part of the 20th century, has experienced forms of neighbourhood decline since the later part of the 1960’s. Once the automobile and feeder plants that surrounded Ford City started closing workers lost their jobs, sold their neighbourhood homes, and migrated to other areas. Businesses along Drouillard Road (the main street) that serviced residents and workers closed. Plant closures resulted in vacant and abandoned underutilized

(often contaminated) buildings and land. Research suggests the following as it relates to neighbourhood decline (PD&R EDGE An online Magazine, 2018):

- “Neighbourhood Blight” and the presence of vacant and abandoned properties have profound negative impacts on communities such as decreased surrounding property values, eroded local housing markets, safety hazards, and reduced local tax revenue;
- Vacancies and reduced tax revenue can lead to the reduction in public services and functions such as code enforcement, making the area less attractive and fueling further population loss;
- An appraisal gap can occur where buyers have difficulty obtaining mortgages for homes in neighbourhoods with blighted properties and low sales because of “underappraisal”. An appraisal gap, happens when the market price of a property is higher than its appraised value because of a lack of recent comparable sales in the area. Because lenders rarely approve a mortgage for more than a property’s appraised value, the appraisal gap phenomenon results in market conditions that are more attractive to investors than to owner occupiers, hampering market recovery and replicating ownership circumstances that are more likely to result in abandonment and disrepair because the new investors do not necessarily live in the neighbourhood; and
- Vacant and blighted properties make people feel less safe and less proud of their neighbourhoods. In addition to its negative effects on crime rates and property values, blight causes social problems and environmental health issues.

In the past City Council has responded to Ford City’s decline by providing investment in infrastructure such as streetscape beautification projects and the Gino and Liz Marcus Community Complex and through assistance with initiatives led by the United Way, Drouillard Place and other “grass roots” initiatives. In this way City Council’s approach is considered progressive, especially in the recent past (fifteen to twenty years) because it is based on citizen participation and some neighbourhood control where building community

capacity through organizations such as Drouillard Place, the Ford City Neighbourhood Renewal (FCNR) is seen as critical at effecting long –term change. Partly due to the success of these “grassroots” efforts, Windsor City Council has directed the Planning and Building Department to prepare a Community Improvement Plan (CIP) for the Ford City Neighbourhood (CR181/2016), (Keating D., Krumholz N., Star, P., 1996). (CMHC, 2001).

Research also suggests that to address urban decline a framework for action must be developed. This framework should include the following (CMHC, 2001.):

Policies that Seek to Promote Economic Growth and Increase Prosperity: such as adopting a pro-economic growth environment by providing subsidies for job creation and sponsoring employment and training programs. This strategy may be currently provided through the City’s Employment and Social Services.

Tax Equalization: taxation inequalities exist between the suburbs and inner city areas that can pull residents from inner city areas. Reducing tax levels in inner city areas can help to encourage reinvestment into inner city neighbourhoods, but such programs do not exist in Ontario.

Subsidies to Encourage Business to Locate in Inner City Areas: examples which have been used in other areas of the City such as Sandwich Town and Downtown Windsor include grants, development fee grants, and low interest loans. Incentive programs such as this will also be recommended for Ford City.

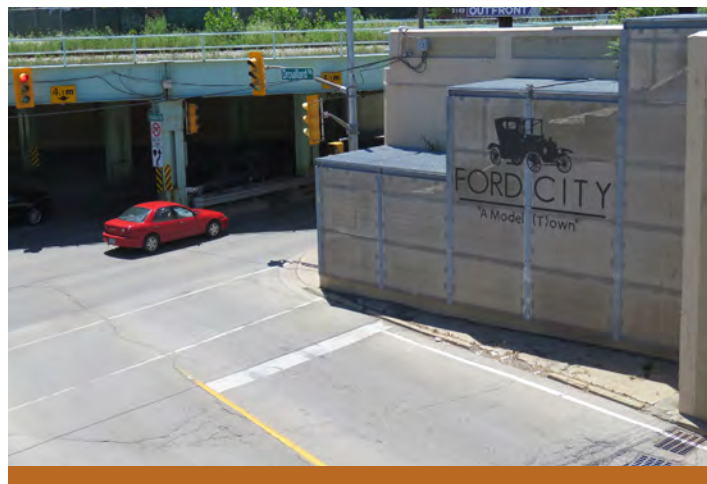
Crime Prevention- neighbourhoods in decline are often viewed as being unsafe. Even if that perception is not true it is important to determine the level of crime. The 2008 Crime Prevention Through Environmental Design (CPTED) Audit identified a level of crime and made several recommendations to improve the area. Many improvements have been made since the time of the audit such as demolishing a derelict building and redeveloping the land into play space for children or cleaning up vacant property where illegal activity may have occurred and transforming it into a park. Although there are still issues that need to

be addressed according to Windsor Police Services crime in Ford City has been consistently well below average compared to many other neighbourhoods in the city over the past several years.

Infrastructure Improvements and improvements in institutional services- improvements to infrastructure such as roads, street lights, parks, recreational facilities and other “cosmetic” changes can help enhance the livability of neighbourhoods in decline. Back in the 1990s, streetscape improvements made by the City of Windsor to Ford City’s Main Street Drouillard included new decorative street lights, benches and trash receptacles. Recently, improvements were made to Garry Dugal Park (former Drouillard Road Park) and vacant properties. The viaduct at Wyandotte Street and Drouillard Road was also given “cosmetic” improvements in the recent past. Improvements to institutional services

programs and policies can encourage home ownership and lead to neighbourhood stability, improved property values, and fewer social problems because people know their neighbours. Through the CIP process Economic Incentive programs can be designed to encourage improvements to residential properties.

Heritage Designation- can reduce perceptions of risk and communicate an intention to maintain the neighbourhood, thereby increasing stability and establishing an important part



ABOVE: Recent beautification improvements made to the viaduct at Drouillard Road and Wyandotte Street

of a neighbourhood renewal strategy. This idea was identified in the 2011 Envision Ford City community conversation with respect to the architecture and built form of the 1930s. Residents expressed preference to have buildings restored to their original facades.

Building and Zoning Codes: building and zoning code process is often associated with heritage designation and can include a relaxing of codes to allow heritage buildings to preserve essential features and still be economically viable. By-law enforcement can help ensure properties are being maintained to a minimum standard and buildings are repaired. Enforcement, however, can be a long and difficult process. Incentives and assisting land owners to improve their property can have more immediate results.



ABOVE: The park that replaced a derelict building on Drouillard Road

such as schools and health care can also contribute to a better quality of life. Such improvements can be linked to programs offered through the Gino and Liz Marcus Community Complex and contributions through the United Way.

Housing Investment policies and home ownership- housing policies and grants can be provided to encourage owners to repair, renovate, and replace housing. Such



ABOVE: Building at the corner of what is now Whelpton Street. Heritage buildings from the “bustling 1930’s downtown” should be considered for the Municipal Heritage Register.

Past research, surveys, studies and initiatives developed by ‘grass roots’ community focused groups are much of the reasons for signs of recent improvement such as lower crime rates seen throughout the neighbourhood. Through the CIP process, the City can implement elements of the framework for action discussed on pages 14 and 15. This is the opportune time for the City to leverage recent investment by these ‘grass roots’ groups to help the area achieve the goals and vision for the neighbourhood.

1.2 PAST STUDIES AND KEY FINDINGS

1.2.1 Neighborhood Support Groups

By the 1950s, Ford Motor Company of Canada moved their final assembly and transferred many employees to Oakville, Ontario. Partly spurred by the construction of roads and highways beyond the edge of the city, in North America, there becomes a desire to migrate from neighbourhood centres to single use residential areas in the new suburbs. Retail follows in the form of large auto oriented commercial plazas. Like other socially diverse neighbourhoods in North America, Ford workers also began to move to the new suburbs on the edge of the City of Windsor. Although many of the former Ford residents still worked at Ford, they no longer lived in the area. Drouillard Road and the

surrounding neighbourhood gradually deteriorated over the years. Recognizing this decline, the City of Windsor and other social support services, such as the United Way have brought resources to the area.

Considered one of the Strengths of Ford City, the ‘grassroots’ efforts made by the following support services and ‘Champions’ of the community with the common goal of improving the physical and social conditions of the area is unique to any other neighbourhood in the City of Windsor.

Gino and Liz Marcus Community Complex: this City run facility provides a gymnasium, arts and craft programs, a full kitchen for catering and meeting and parking space for the community.

Drouillard Place: funded through the City, United Way, fundraising and private donations, it provides the following programs:

- Youth Early Years Centre: Provides programs for children under 6 years of age and Parent & Education support programs;
- Youth Centre: Provides an After School Program (ages 5-11), Teen Program (ages 12-16) and a Summer Youth Program; and



ABOVE: Gino and Liz Marcus Community Complex

- **Additional Services:** An emergency food bank, social work services and counseling, and the Ford City Neighbourhood Renewal Project (FCNR); a place based neighbourhood engagement strategy funded by the United Way where staff facilitate communication between different groups, and provide community-driven solutions to create positive change in the neighbourhood.

Residents and Action Group: this volunteer committee along with the Ford City BIA have been responsible for hosting a number of events such as fireworks, the Christmas tree lighting, and neighbourhood clean-ups.

Ford City BIA: responsible for hosting events such as the Ford City Arts & Heritage Festival and often for advocating for improvements to the area such as decorative streetscaping.

Community Gardens: all community garden programs are administered through the United Way and funded through a Provincial Trillium Grant. Gardens can be found throughout the City of Windsor including the Community Garden in Ford City.

1.1.2 Background Studies and Key Findings

Through the efforts of these groups, the following neighbourhood studies and surveys have been completed yielding valuable information that will provide the backbone for the goals and objectives informing this CIP.

Crime Prevention Through Environmental Design Assessment (CPTED) - 2008

In 2008, Windsor Police Services undertook a CPTED audit of the Ford City BIA area. The audit is largely based on the theories of “Defensible Space” and “Broken Windows.” Both theories explain how the design and condition of the built environment can impact safety and security.

“Defensible Space”: an area is safer when people feel a sense of ownership and responsibility and the criminal becomes isolated because his/her turf is removed. Therefore, if an intruder can sense a watchful community the person feels less



secure committing the crime.

“Broken Windows”: refers to the fact that if minor occurrences of disorder such as broken windows, and graffiti are left unchallenged, the issue will proliferate and become a catalyst to more serious crimes such as theft, assaults, and arson.

The audit identifies the following Strengths regarding safety and security in the Ford City BIA area:

- The BIA is unique and has a distinctive character. Evidence of this can be found in the architecture of many of the churches along Drouillard Road. They offer a sense of belonging and strong character to residents and visitors alike. When an area’s unique physical and social character is positively exploited, it galvanizes its residents, business leaders, and visitors in a positive way that supports safe and functional usage;
- Painted murals on the walls of buildings are generally unscathed by graffiti, underscoring a strong sense of territoriality for the neighbourhood;
- Streetscape improvements made years ago such as new benches, planters, banner signs, ornamental streetlights, and sidewalk pavers remain in good physical condition and provide a welcoming image;
- Curb bulb-outs throughout this stretch of Drouillard Road, help control and calm the flow of vehicular traffic by narrowing the roadway, making the environment

safer for pedestrians;

- The residential uses mixed among commercial uses provides “eyes on the street” optimizing natural surveillance;
- Single family homes on Drouillard Road have front porches, encouraging residents to sit out facing the roadway promoting random, ongoing observation of the neighbourhood;
- On street parking lines the main street (Drouillard Road). Besides the economic benefit of accommodating potential customers, there is the built in safety value whereby parked vehicles help slow through traffic;
- There is a continuous network of sidewalks on both sides of Drouillard Road, facilitating a venue for safe, and ongoing pedestrian usage; and

“Community Anchors” such as Gino and Liz Marcus Community Complex, New Song Church, Slovenian Cultural Hall, Drouillard Place, Border City Boxing Club, Drouillard Park, and Maisonville Court residence provide a sound foundation for social stability and neighbourhood cohesion and their presence helps to promote safe activity.

The audit also identified a number of site specific “safety and security deficiencies”. These deficiencies are identified in the 2008 CPTED and should be reviewed when making improvements to any specific site within the area. One deficiency that applies throughout the length of the BIA is the lack of visible street address numbers visible from the street, making it difficult for emergency service responders to locate the property during emergencies. Also, there is a significant degree of vacancy along Drouillard Road which reduces “eyes on the street” and can lead to safety and security issues such as graffiti and vandalism.

The study also revealed that the incidents of Police calls for service were on the decline from 2004 to 2008. Common social influencing factors were also identified through the audit. These factors combine to degrade the neighbourhood’s safety climate. In order for real positive change to be implemented, the corrective action being proposed must address the root

causes of social deterioration, crime, and disorder. These root cause factors, in no particular order are:

Vacant and derelict property: creating a “cancerous” environment for adjacent and surrounding properties

A proliferation of loitering, graffiti, vandalism, and debris/litter throughout the neighbourhood: acting as a dignity-stealing stigma for the area

Small and inconsistent address numbering and signage: a major obstacle to consolidating neighbourhood identity

A very low degree of positive activity generation: the principle ingredient in establishing and sustaining an area’s ability to prevent crime and disorder by encouraging positive activity/usage

Many of the strengths of the Ford BIA can be built upon through a CIP. Some of the safety and security issues can also be addressed; however, some social related issues may not be able to be directly addressed through a CIP.

Revitalization Prospects: Ford City-Drouillard Road Neighbourhood (2009)

The study, completed in 2009 provides a summary of past community renewal efforts and identifies elements that were still relevant to the neighbourhood in 2009. These initiatives, which began in the late 1960s, also identify a community reacting to an area in gradual decline. The following objectives were based on the summation of previous studies (including the 2008 Crime Prevention through Environmental Design Audit) considered relevant in 2009.

- Enhance the physical appearance of the study area
- Form a viable and attractive commercial core
- Return vacant brownfield sites to productive economic uses
- Ensure public safety, the protection of residents, visitors and property

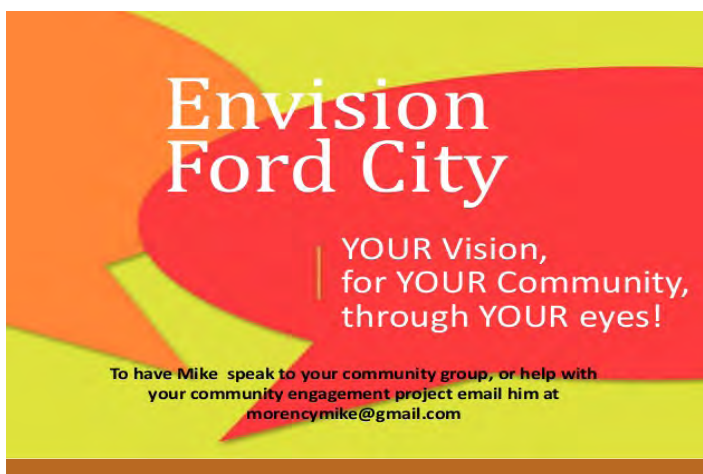
- Enable the development of a positive community identity
- Enhance social and recreational programs and community open space
- Protect and enhance the quality of residential areas
- Conserve heritage resources
- Promote and provide opportunities for community involvement

The study also provided Immediate, Short Term and Long Term strategies to revitalize the area.

The above objectives can also be considered goals of the study and can be used to inform the Ford City CIP (Reference: Hayes Report 2009).

Envision Ford City: Community Conversations for a Shared Community Vision 2011

In 2011, the Ford City Redevelopment Committee (through the Ford City Neighbourhood Renewal Project) engaged residents, owners, and community and business leaders in an asset and strengths focused dialogue to develop a shared community vision. A series of ten Community Conversations were used to promote community discussion. The Conversations were held at various times and days to allow ample opportunity for stakeholder participation. In total, seventy-two (72) individuals participated in fifteen (15) small groups to discuss and provide



feedback on the following questions:

1. What do you like about Ford City? What is good about your community?
2. What are the top ten words you would like people to use to describe Ford City in the Future?
3. What businesses would you like to see in Ford City? Is there a theme or concept you envision?
4. What could be done with the vacant land in the community including the land between St. Luke and Walker?

The survey confirmed that the community vision aligned with past studies, including the 2009 Revitalization Prospects: Ford City-Drouillard Road Neighbourhood regarding the redevelopment of Ford City. The survey provided an avenue to reach out to less engaged community members, including youth, seniors, and people with disabilities in developing the vision for Ford City. The survey found this group also shared the same vision identified in the 2008 and 2009 studies.

Several themes (vision), emerged through the “community conversations”, including the desire to have Ford City seen as “safe, caring, and prosperous,” and as a “unique, artistic, and urban village” with a strong connection to its heritage as the birthplace of the automobile in Canada, and the “Best place to live, work, worship and play”. Specifically, the following four themes emerged:

1. **Safety and Security:** participants wanted a safe and secure community.
2. **Community Connectivity:** participants strongly value their social connections and see these as a key part of the redevelopment efforts.
3. **Activity generation:** participants recognize that the community needs people to visit and conduct business to make the business district viable.
4. **Thriving commercial corridor:** participants recognize that the feel of the business district forms the sense of the community surrounding it.

1. What do you like about Ford City? What is good about your community?
Strong Sense of Community: “small town feel”, “people know each other.”
Character: murals “creative”, “unique”, “artistic character” or feel.
Churches & Service Providers: a strong appreciation for the service providers in the community including: Drouillard Place, New Beginnings, Spirit of Excellence, and the Gino & Liz Marcus Community Complex.
Participants stated that they value the ease of “access to amenities” such as parkland, recreational programs, the riverfront and public transportation, and a strong appreciation for the churches and faith groups in the community.
2. What are the top ten words you would like people to use to describe Ford City in the Future?
Vibrant: “busy”, “bustling”, “active”, “alive”, and “moving” community. “fun”, “exciting”, “dynamic”, and “amazing” place, full of “opportunity”.
Safe: change negative reputation of being unsafe. Wanted people to “feel welcome” in a “clean”, “beautiful”, “walkable”, and “relaxing” environment. “Beautiful homes that have been restored and are well-kept”, “Lots of flowers and greenery”, “relaxing spaces and cafes”.
Character: “creative community of artisans”, “arts”. Expressed a desire for the community to be a place “where history is celebrated”, “historic buildings restored”, “the public through tours, heritage plaques and photo displays.”
Friendly: Groups used the terms “nice”, “caring”, “helpful”, and “accommodating to people’s needs”.
Transformed: seen as “building”, and “growing”. Existing properties/lands “restored or repurposed”
Urban Village: “a destination”, “find unique items, they can’t get anywhere else”. They picture an “eclectic mix of shops”, “artistic storefronts”, “cafes”, “craft vendors”, “live music and art”, and a “farmer’s market”. They also described a “place where you can walk to work and shop”.
Expressed a strong vision for the future of their community utilizing words such as “vibrant”, “amazing”, “transformed”, “walkable”, and “unique”.
3. Is there a theme or concept you envision? What businesses would you like to see in Ford City?
Art Spaces and Shops (arts hub): “theatres”, “studio space”, “shops”, and “music or dance schools”.
Specialty Shops: “hair salon”, “candy shop”, “ice cream shop”, “chocolatier” and an “upscale thrift/resale shop”.
Cafe: “coffee shop”, or “cafe” where people could “simply relax”, “bakery” and “deli”.
Full-Line Grocery Store: “fresh fruit and vegetables”, at “less expensive” prices, “farmer’s market”.
Restaurant: affordable and family friendly
Museum: “museum or education centre” focused on the history of the area, the automobile-“A Ford Motor Company of Canada Museum”, manufacturing, the labour movement, and great lakes and maritime shipping.
Business Incubator: recognized the need for employment opportunities and expressed a desire to see “jobs created in Ford City”.
Artisan Village: an arts theme would “draw in people”, and “give them a reason to hang around, eat and shop”. They also expressed that “artists are edgy and will put up with less than perfect living accommodations and community image”. Artists would “bring new energy to the community”.
Urban Village: When speaking of an urban village, groups used terms such as “small town”, “walkable”, “convenient”, “unique”, “eclectic”, and “specialty”, “variety of specialty shops”.
Heritage District: “bustling, 1930’s downtown, with “buildings restored to their original facades”. “have plaques placed on the front describing its original use”, “tour guide for local history/heritage buffs”.

4. What could be done with vacant land in the community including the land between St. Luke and Walker?
a. What could be done with the former Holy Rosary church building?
<ul style="list-style-type: none"> • Arts Centre with shared space; • Home for the Windsor Symphony; • Community theatre groups and concerts • Museum (i.e. Ford Motor Company of Canada or manufacturing, labour movement, a great lakes maritime museum).
b. Ideas for the riverfront lands which are currently owned by Ford Motor Company
It appears that there were no suggestions with regard to this question
c. Ideas for what can be done with infill lots (vacant residential and commercial lots) in the community?
<ul style="list-style-type: none"> • Alleys East and West of Drouillard identified as underutilized and suggested improving them or treating them as arts/event spaces. • Regarding the re-use of vacant commercial and residential lots not all groups addressed the question. Of the groups that responded many felt that this property could be used for “new commercial space and that new businesses should draw labour from people in the community.” • Parking and “housing”. • Property standards issues such as maintaining lawns and removing old vehicles and garbage.
d. Ideas for the repurposing of Industrial Lands between Walker Road and St. Luke Road
<ul style="list-style-type: none"> • Recognized that due to previous use, the land may be contaminated and they were uncertain if anything could be built on these lands. For this reason many recommended a recreational use • Recognized that a higher and better use of these lands would open the community up to the rest of the city • Affordable or mixed-income housing. • Develop employment generating projects and commercial space
Since this study, a portion of these lands along Walker Road between Richmond and Niagara Streets have been redeveloped into a market plaza.

The following questions became the framework for the “community conversation” and identified strengths, assets, and weaknesses in Ford City: The Community Conversation also asked the following questions and identified key properties perceived as both opportunities and barriers in the community. These barriers are associated with large expanses of vacant Brownfield sites which often surround the neighbourhood.

The “Community Conversation” confirmed the majority of recommendations found in previous studies and reports especially the more recent 2008 “Crime Prevention Through Environmental Design Assessment (CPTED)” and the 2009 “Revitalization Prospects: Ford City-Drouillard Road Neighbourhood study”.

The “Community Conversation” also resulted in the following recommendations:

1. Evaluating, mitigating, and redeveloping the former industrial lands between Walker and St. Luke Roads.
2. Repurposing the former Holy Rosary Parish into a shared community arts and heritage Centre.
3. Redeveloping the Ford City Business District into an Urban Artisan Village with a strong heritage theme.
4. Executing a program to foster positive community self-image and vision.
5. Developing a set of financial incentives for current and future investors.

In order to facilitate the successful achievement of the above recommendations, participants made the following recommendations:

1. Form an Arts and Heritage Advisory Panel made of representatives from the arts and heritage community to advise on the development of Ford City as an Artisan Village and Heritage Community.
2. Gather, and curate Ford City memorabilia, photographs and historic documents, ensuring they are properly documented and stored for future use.
3. Re-establish a Ford City Discovery Centre or Ford City Museum.

Regarding recommendation No. 2, the former Holy Rosary church has been repurposed into The Water's Edge Event Centre. However, some of the uses proposed can still be shared within the space if there is owner interest. For example, as one of the many events held at the Water's Edge Event Centre the space could also be used for theatre, music or arts events if the owner is interested.

Through the Ford City CIP other recommendations can also be partly addressed to assist the community in achieving its vision and goals for Ford City. Recommendation No. 5 for example can be addressed through the CIP process where existing economic incentive programs (ie. Brownfield, Economic Development, and City-wide Facade Improvement Program) and a new economic incentive program can be designed specifically for Ford City that will encourage investment into the area, including the redevelopment of vacant underutilized lands (Recommendation No.1).

2013 Ford City BIA Business Interview Report

The report is a summary of answers from a Business Survey conducted by the Ford City Neighbourhood Renewal. The surveys were conducted in person and questions were developed by the team and approved by the Planning Department. A total of eighteen (18) businesses were surveyed. Generally the survey confirms the findings of the “Envision Ford City:

Community Conversations for a Shared Community Vision 2011” as it relates to the types of businesses the community would like to see in Ford City. The survey also confirms many of the issues identified in past studies such as crime, poor image, parking, vacant and buildings in poor condition, boarded up storefronts, and poor return on investment.

Neighbourhood Scan - 2014

In 2014, Ford City Neighbourhood Renewal (FCNR) felt it was essential that they work alongside neighbourhood residents to identify community needs and concerns to improve the quality of life. The Neighbourhood Scan was a tool used to collect data necessary for finding existing and new community needs to include in the 2015-2020 work plan. The scan results were used to assist FCNR and other community groups with neighbourhood revitalization efforts over the next five years. In 2014, FCNR engaged residents with questions related to the following areas:

Quality of Life: the survey identified that respondents did interact with the different neighbourhood groups such as FCNR, the BIA and Drouillard Place, and the Community Centre, and that the majority of respondents felt involved in the neighbourhood.

Over half of respondents also felt confident that the recommendation of the Ford Powerhouse CIP in 2007 to acquire the riverfront land on Drouillard Road and Riverside Drive for public space will be achieved. When asked “Tell Us One thing That Can Be Done to Make a Positive Change in Your Neighbourhood?” of the Ninety-one (91) comments received, over fifty-percent (50) percent of responses were related to undesirable behaviour (Combat Prostitution, Police Presence, Combat Drug Trafficking).

Safety & Security: generally the majority of respondents felt that the perception of crime was either not changing or increasing regarding the image of the area. Also the majority of neighbourhood concerns focused on property standards (dirty yard, rodents, weeds, etc.) and crime related issues. Community development related concerns such as vacant

buildings and lots were also of concern. Sixty-one (61) percent of respondents felt safe walking alone during the day. However, only twenty-two (22) percent felt safe walking alone at night. The majority of respondents felt that street light levels at night were adequate to good.



ABOVE: Some results of the “I Wish This Was” Report

Housing issues: fifty-five (55) percent of respondents said that they rented housing in the neighbourhood and the other forty-five (45) percent owned their home. The majority felt that housing was affordable. At the time forty-five (45) percent of those who identified as home owners said that their home was in need of repair (roof, furnace, windows or siding).

2015 “I Wish This Was” Information Graphic Report

The “I Wish This Was” survey was conducted by the Ford City Neighbourhood Renewal and received eight-hundred and thirty-two (832) responses. Residents were asked what types of businesses they would like to see in Ford City. Generally the survey confirms the types of uses residents would like to see from past surveys. Of those participants three-hundred and nine (309) wished for food services, two-hundred and thirty-three (233) asked for retail services, and thirty-nine (39) people wished for a fitness studio.

Through the Ford City CIP, zoning amendments can be recommended if the uses residents wished for are not currently permitted and economic incentives can assist in encouraging

new uses such as those wished for.

Neighbourhood Scan - 2017

In 2017, FCNR engaged residents again with questions related to the following:

Quality of Life: the survey identified that neighbourhood involvement had improved. This time the survey also asked about skills residents were willing to share, as well as their involvement with concerns in the neighbourhood and involvement in community gardening. It appears that there were improvements made to the neighbourhood (such as community involvement) since the 2014 scan and additional questions veered more towards questions of health and recreation, and what people would enjoy as part of their recreational time. When people are engaged this is a sign of good mental health.

In 2017 residents were still focused on utilizing the riverfront land on Drouillard Road and Riverside Drive for public space. Also, sixty-five (65) percent of respondents said that their main form of transportation was transit, walking, and biking. When asked “Tell Us One thing That Can Be Done to Make a Positive Change in Your Neighbourhood?” twenty-one (21) percent said combat prostitution. Fourteen (14) percent said clean/repair/beautification. When asked “Tell us one positive change you have noticed in your neighbourhood” the top answers related to physical improvements such as building renovations, a new parkettes, murals, and landscaping.

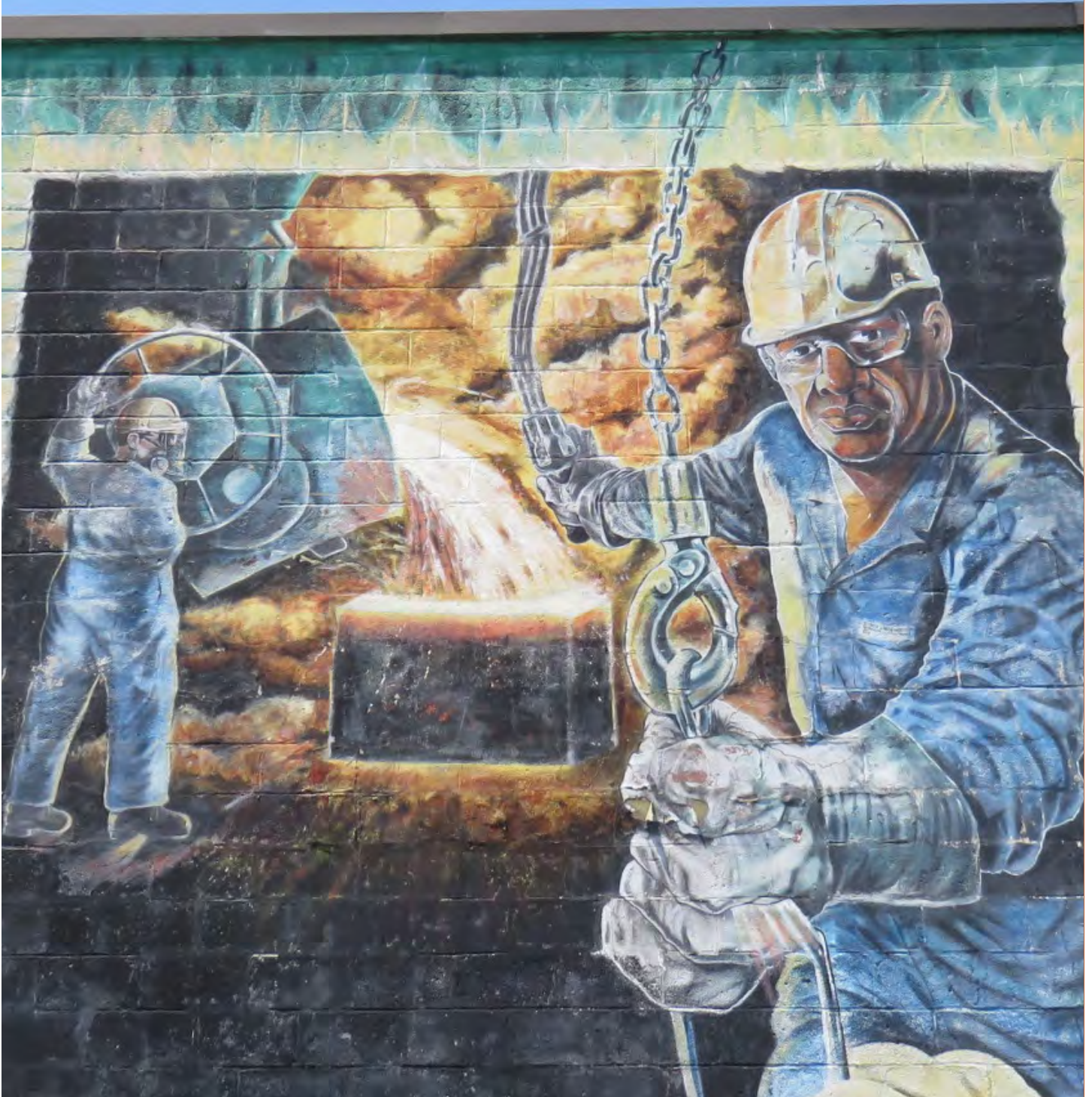
Safety & Security: in 2017, the majority of respondents felt that the perception of crime was decreasing or not changing regarding the image of the area, which is an improvement from 2014 and gives some evidence of an improved confidence in the neighbourhood. In 2017 the top neighbourhood concerns revolved around prostitution, rodent/insect issues, drugs and vacant buildings. In 2017, seventy-six (76) percent of respondents felt safe walking alone during the day (an increase of 15%), and thirty-four (34) percent said that they felt safe walking alone at night (an increase of 12%). This provides some evidence that the efforts of the various neighbourhood

support groups such as FCNR is working.

Housing Issues: in 2017, fifty (50) percent of respondents said that they rented housing in the neighbourhood and the other forty-eight (48) percent owned their home. The big change from 2014 is that sixty-three (63) percent of those who identified as home owners said that their home was in need of repair when compared to forty-five (45) percent in 2014. This is a true sign of property decline (Reference Galster article).

The number of studies and surveys conducted over the last several years through the United Way, neighbourhood and resident/business involvement' and through the help of individuals who have become "champions of the community" demonstrate strong 'grass roots' neighbourhood support, that has provided real positive change. Many of the strengths and barriers identified in these studies remain true today; some of them have been addressed while others still require attention. The goals and objectives of the earlier studies such as the 2009 Revitalization Prospects: Ford City-Drouillard Road Neighbourhood have been confirmed through several additional studies and surveys. These studies will form the foundation for the Ford City CIP. Not all issues can be addressed by the CIP, however, as a Planning Tool the CIP can go a long way in encouraging new development on vacant underutilized properties, beautification, acquiring land and providing the neighbourhood a legislative tool that they can cite when requesting investment to the area.

2 BACKGROUND



2.1 POLICY DIRECTION

2.1.1 Provincial Policy Statement

Section 3 of the Planning Act requires that decisions affecting planning matters “shall be consistent with policy statements issued under this Act and shall conform with the provincial plans and not in conflict with those plans”. The policies are consolidated in the most recent version of the Provincial Policy Statement (PPS) that took effect on April 30, 2014.

The following Provincial Policy Statements are consistent with the purpose of this CIP:

- Promoting cost-effective development patterns and standards to minimize land consumption and servicing costs (Section 1.1.1 a);
- Promoting the vitality and regeneration of existing settlement areas as the focus of growth and development (Section 1.1.3.1);
- Promoting opportunities for intensification and redevelopment taking into account existing building stock or area, including brownfield sites and the availability of suitable exiting infrastructure and public service facilities (Section 1.1.3.3);
- Promoting economic development and competitiveness by encouraging compact, mixed-use development that incorporates compatible employment uses to support livable and resilient communities (Section 1.3.1 c);
- Providing an appropriate range of housing types and densities that accommodate current and future users (Section 1.4.1);
- Planning public streets, spaces and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate active transportation and community connectivity (Section 1.5.1a)
- Promoting a land use pattern, density and mix of uses that minimize the length and number of vehicles trips

and support current and future use of transit and active transportation (Section 1.6.7.4);

- Supporting the long-term economic prosperity by maintaining and enhancing the vitality and viability of mainstreets (section 1.7.1 c);
- Encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes(Section 1.7.1 d);
- Supporting the long-term economic prosperity by promoting the redevelopment of brownfield sites (Section 1.7.1 e);
- Supporting the long-term economic prosperity by providing opportunities for sustainable tourism development (Section 1.7.1 g);
- Supporting energy conservation and efficiency, improved air quality, reduced greenhouse gas emissions, and climate change adaptation through land use and development patterns which promote compact form and a structure of nodes and corridors Section 1.8.1 a) ; and
- Conserving and protecting significant built heritage and cultural heritage resources (Section 2.6.1);

Section 2 of the Planning Act identifies areas of provincial Interest that the municipality “shall have regard to” when making planning decisions, including adopting a CIP. The Ford City CIP shall have regard to the following matters of Provincial interest:

- The conservation of features of significant architectural, cultural, historical, archaeological or scientific interest (Section 2,d.);
- The orderly development of safe and healthy communities (Section 2,h.);
- The adequate provision and distribution of educational, health, social, cultural and recreational facilities(Section 2, i) ;

- The adequate provision of a full range of housing, including affordable housing (Section 2,j.) ;
 - The adequate provision of employment opportunities (Section 2,k.);
 - The protection of public health and safety (Section 2,o.);
 - The appropriate location of growth and development (Section 2,p.);
 - The promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians (Section 2,q.); and
 - The promotion of built form that is well-designed, encourages a sense of place, and provides for public spaces that are of high quality; safe, accessible, attractive and vibrant (Section 2,r).
- improvement plan;
 - Sell, lease or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan; and
 - Make grants or loans to registered or assessed owners and tenants of lands and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of rehabilitating such lands and buildings in conformity with the community improvement plan.

Section 28 (7), of the Planning Act specifies that the eligible costs of a Community Improvement Plan (CIP) may include costs related environmental site assessment, environmental remediation, development or redevelopment of lands, construction and reconstruction of lands, and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements, or facilities.

2.1.2 The Ontario Planning Act

Section 28(2) of the Ontario Planning Act permits municipalities such as the City of Windsor to designate (through by-law) the whole or part of an area as a *community improvement project area* if there is an Official Plan in place containing provisions relating to community improvement.

Section 28 (1) of the Planning Act, defines a “community improvement project area” as “*a municipality or an area within a municipality, where in the opinion of council the community improvement is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social, or community economic development reason*”.

It is the opinion of Windsor City Council that Community Improvement provisions will support the Goals and Objectives of the Ford City CIP. For the purposes of carrying out a Community Improvement Plan, a municipality may:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community

Section 28 (7.3) of the Planning Act specifies that the total of the grants and loans made in respect of particular lands and buildings under subsections (7) and (7.2) and the tax assistance as defined in section 365.1 of the Municipal Act, 2001, in respect of the lands and buildings shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings.

2.2 CITY OF WINDSOR POLICIES FOUNDATION

2.2.1 Community Strategic Vision



The Windsor 20-year Strategic Vision provides a framework for Council and City Administration when making decisions regarding programs, services, and infrastructure.

The Strategic Vision has a number of specific objectives that fall under three main themes: 1) Jobs, 2) Reputation, and 3) Quality of Life. The Ford City Community Improvement Plan aligns with the following objectives identified in the Strategic Vision:

Jobs

- Supporting streamlined and local economic development initiatives, coordinated with other bodies where appropriate
- Diversifying its economy and encouraging, facilitating and attracting all sizes of business in many different sectors

Reputation

- Leveraging the City’s existing strengths to attract and retain people

Quality of Life

- Strengthening neighbourhoods to ensure they are safe, caring and meet the needs of residents
- Encouraging the arts as both an economic driver and an essential part of life in Windsor
- Promoting the City’s unique culture and built heritage

2.2.2 The City of Windsor Official Plan

The Official Plan provides guidance for the physical development of the municipality over a 20-year period

while taking into consideration important social, economic, and environmental matters and goals.

The Official Plan also provides direction on neighbourhoods such as Ford City and CIPs. In keeping with the strategic direction Council’s implementation goals for neighbourhoods

and community improvement are designed to achieve, the following:

- Neighbourhoods that will be safe, caring and diverse with a range of services and amenities (Section 11.1.2)
- Community Improvement for the Rehabilitation and redevelopment of areas in need of improvement (Section 11.1.5).



Neighbourhoods Policies

The City’s Urban Structure Plan identifies the key structural elements within the municipality. These key structural elements, including neighbourhood nodes and corridors also identified in the Ford City area and the linkages between them,

create the strategic framework within which more detailed land use designations can be established (Section 3.3 and Schedule J)

Neighbourhoods such as Ford City are given special consideration in the City’s Official Plan. Section 3.3.3 states: *“Neighbourhoods are the most basic component of Windsor’s urban structure and occupy the greatest proportion of the City. Neighbourhoods are stable, low-to-medium-density residential areas and are comprised of local streets, parks, open spaces, schools, minor institutions and neighbourhood and convenience scale retail services.”*

Section 3.3.2.2 states: *“the purpose and function of neighbourhood corridors is to link street sections to neighbourhood nodes or as standalone sections of community retail and services. These corridors provide for the day to day needs of the immediate neighbourhood that surrounds them. While employment is not the major focus, these corridors create a sense of community by providing places for residents to walk such as local retail businesses and services. Local services may also include pharmacies, convenience stores and retail to serve the day to day needs of residents.”*



ABOVE: Local retail businesses and services along Drouillard Road

The following policies support the Development of a CIP for Ford City, one that serves to strengthen the neighbourhood and is consistent with the community vision identified in the City’s Official Plan:



ABOVE: Low-density homes in the Ford City neighbourhood

- **NEIGHBOURHOOD CENTRES:** Windsorites want to be a part of neighbourhoods that meet their needs as places to live, shop and play. Each neighbourhood will have a central area that provides a focus for activities and is within a convenient walking distance. Here, people will find shops, jobs, neighbourhood based services, public places that are safe and inviting, and a place to meet with neighbours and join in community life. The neighbourhood centre will provide a variety of housing types for all ages and incomes (Section 3.2.1.1).

- **NEIGHBOURHOOD HOUSING VARIETY:** Encouraging a range of housing types will ensure that people have an opportunity to live in their neighbourhoods as they pass through the various stages of their lives. Residents will have a voice in how this new housing fits within their neighbourhood. As the city grows, more housing opportunities will mean less sprawl onto agricultural and natural lands (Section 3.2.1.2).

- **DISTINCTIVE NEIGHBOURHOOD CHARACTER:** Windsor will keep much of what gives its existing neighbourhoods their character – trees and greenery, heritage structures and spaces, distinctive area identities, parks, and generally low profile development outside the City Centre. Around the neighbourhood centres, the existing character of the neighbourhood will be retained and enhanced. Newly developing areas will be planned to foster their own unique neighbourhood identities with a mixture of homes, amenities and services (Section 3.2.1.3).

- **COMMUNITY DESIGN:** The design of buildings and spaces will respect and enhance the character of their surroundings, incorporating natural features and creating

interesting and comfortable places. Streets, open spaces and the greenway system will serve as public amenities connecting and defining neighbourhoods and contributing to Windsor’s image. New development in Windsor will accommodate the needs of pedestrians, cyclists and other recreational activities (Section 3.2.1.4)

2.2.3 Community Improvement Policies

Section 11.8 of the City’s Official Plan contains the provisions related to Section 28(2) of the Planning Act regarding community improvement and provides direction related to the applicability and objectives to be achieved

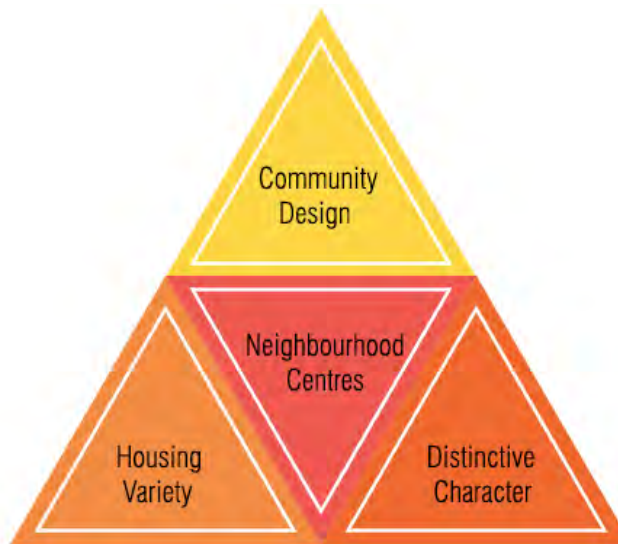
as a result of applying these provisions. Specific to neighbourhoods such as Ford City, the Official Plan states:

Community improvement plans may be used to revitalize existing planning districts, neighbourhoods, corridors or any other area identified as being in need of community improvement due to physical, environmental, economic or social conditions.

The Ford City CIP will meet the following objectives identified in Section 11.8.1 for preparing

and adopting a Community Improvement Plan:

- Encourage the renovation, repair, rehabilitation, development, redevelopment or other improvement of lands and/or buildings (Section 11.8.1.1);
- To provide standards for building and property maintenance and occupancy (Section 11.8.1.2) ;
- Maintain and improve the physical and aesthetic amenities of the streetscape (Section 11.8.1.3) ;
- Encourage the conservation, restoration, adaptive reuse and improvement of cultural heritage resources (Section 11.8.1.4) ;



- Strengthen residential areas and neighbourhoods, including where applicable, facilitating residential infill and intensification in residential areas and mixed use areas (Section 11.8.1.5) ;
- Facilitate the construction of a range of housing types and densities, including affordable housing (Section 11.8.1.6);
- Encourage the eventual elimination and/or relocation of incompatible land uses, and where this is not feasible, encourage physical improvements to minimize land use conflicts (Section 11.8.1.7);
- Encourage improvement activities which contribute to a strong economic base, strengthen employment, commercial and mixed use areas, and facilitate and promote community economic development (Section 11.8.1.8);
- Encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, and recreational facilities and amenities, and establish new facilities where deficiencies exist to meet the needs of the community (Section 11.8.1.9);
- To ensure the provision of energy efficient uses, buildings, structures, works, improvements or facilities (Section 11.8.10);
- Maintain and improve municipal services including the water distribution system, the sanitary and storm sewer systems, roads, sidewalks, and street lighting (Section 11.8.11);
- Maintain and improve the transportation network, including pedestrian and bicycle trails, to ensure adequate traffic flow and pedestrian mobility and circulation (Section 11.8.1.12);
- Improve environmental and social conditions (Section 11.8.1.13 and 11.8.1.14);
- Promote cultural development (Section 11.8.1.15); and
- Improve community quality, safety, health and stability (Section 11.8.1.16).

2.3 DEMOGRAPHICS

Demographic information can inform the decision-making process. For example, socioeconomic statistics (e.g. age, income) can provide a snapshot of a specific place at a specific time. This information can be compared to the same place during a different time period or another place during the same time period to identify trends or issues.

This Community Improvement Plan will take the demographics of Ford City into account when making recommendations so that they fit with the neighbourhood's vision and goals.



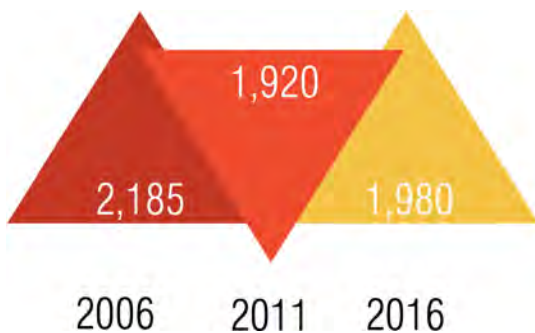
(More than 1,700 Ford of Canada workers gather for a photo sometime during WWI (1914-1918))

2.3.1 Population

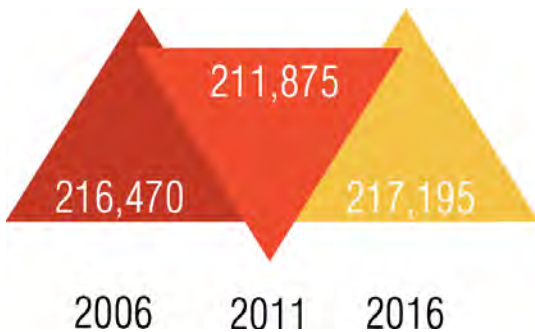
Total Population

The total population of Ford City increased slightly by 60 people in 2016 from 2011 but remained lower than the 2006 Census population of 2185. The City's population also fluctuated during this period but was marginally higher in 2016 than in 2006.

FORD CITY'S POPULATION CHANGE



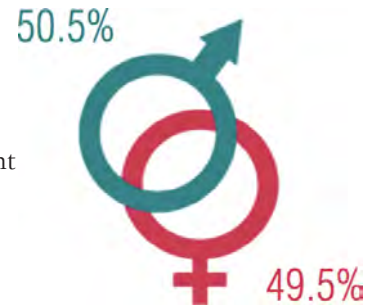
WINDSOR'S POPULATION CHANGE



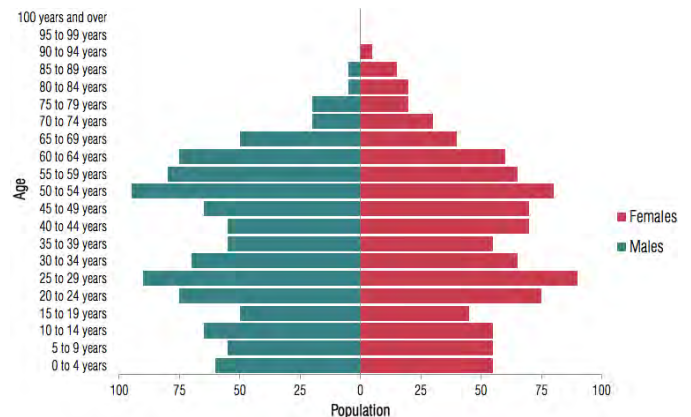
Age and Sex Distribution

'Age' refers to the age of a person (or subject) of interest at last birthday. 'Sex' refers to whether the person is male or female. Ford City has an almost equal balance of male residents (50.5%) and female residents (49.5%). The City of Windsor as a whole has a similar distribution, with 48.8% male and 51.2% female. The most populous age categories in Ford City are the 25-29 and 50-54 cohorts for both males and females. The City's most populous cohorts also include 50-54; however, the second most populous cohort is slightly younger than Ford City at 20-24. The average age of the population in Ford City is 38.3 years old and the City's average age is 41.1. The vast

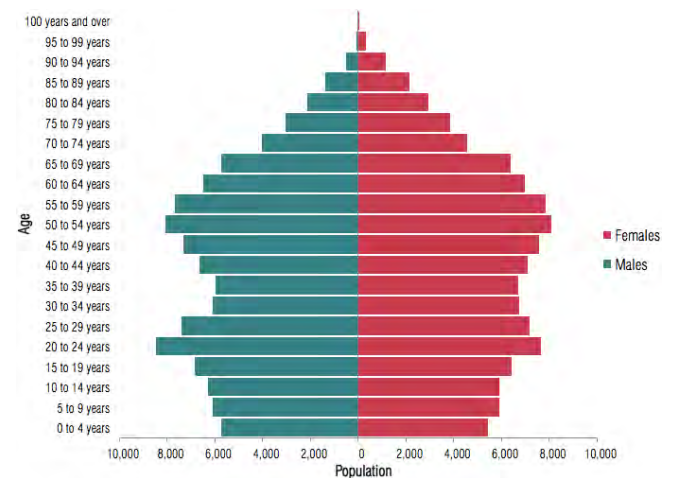
majority of the neighbourhood's population are of working age (between 15 and 64), with children (0 to 14) following, and the least amount of people being over 65 years of age.



FORD CITY'S POPULATION DISTRIBUTION



WINDSOR'S POPULATION DISTRIBUTION



2.3.2 Diversity

Immigration

Any population in Canada can be divided into three different categories in terms of immigration status: an immigrant, a non-immigrant, and a non-permanent resident. An immigrant is any person who is or has ever been a landed immigrant/permanent resident in Canada, including those who have successfully become citizens or permanent residents. A non-immigrant is anyone who is a Canadian citizen by birth. A non-permanent resident refers to foreign students, foreign workers, and refugee claimants. This data is important to note when implementing any programs that are either specific to immigrants or those trying to gain an ‘immigrant’ status, or is specifically targeting Canadian citizens and permanent residents (such as most educational programs).

In Ford City, 86% of the population are non-immigrants, 14% of the population are immigrants, and 0% of the population are non-permanent residents. This data is not too far off from the City of Windsor’s, as 70% of the population are non-immigrants, 28% of the population are immigrants, and 2% of the population are non-permanent residents. This information shows that it is equally required to consider immigrant groups in Ford City as it is in the City of Windsor.

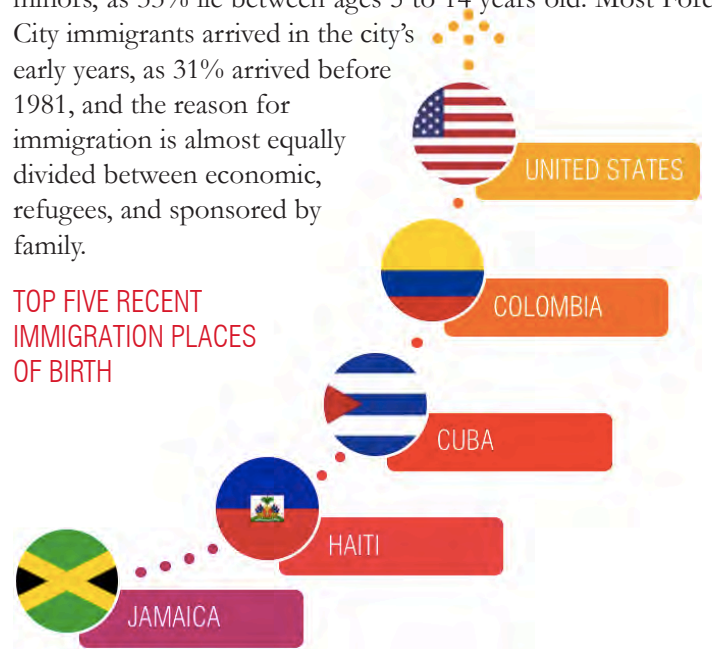
IMMIGRATION STATUS OF FORD CITY POPULATION



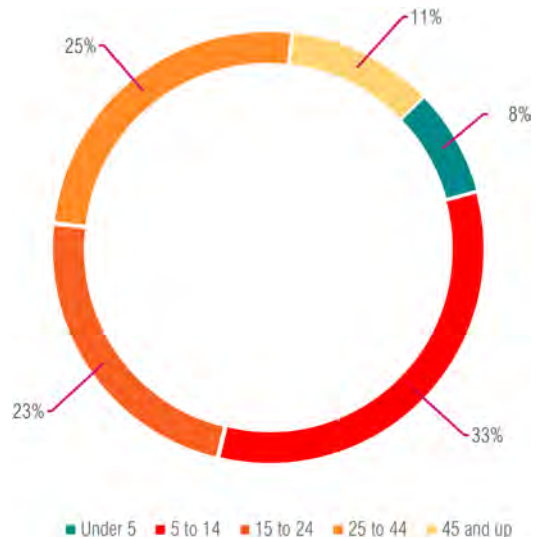
Moreover, information such as origin and age of immigrants and year and reason of immigration is also useful for understanding who the target audience are when considering the possibility of a program for immigrants or any improvement plan to the area. In Ford City, the top five immigration places of birth are the United States, Colombia, Cuba, Haiti, and Jamaica. This is a drastic change from the immigration places of birth from the 1930s; Poland, Romania, Russia, Germany, Serbia, and the Ukraine. The majority of immigrants are

minors, as 33% lie between ages 5 to 14 years old. Most Ford City immigrants arrived in the city’s early years, as 31% arrived before 1981, and the reason for immigration is almost equally divided between economic, refugees, and sponsored by family.

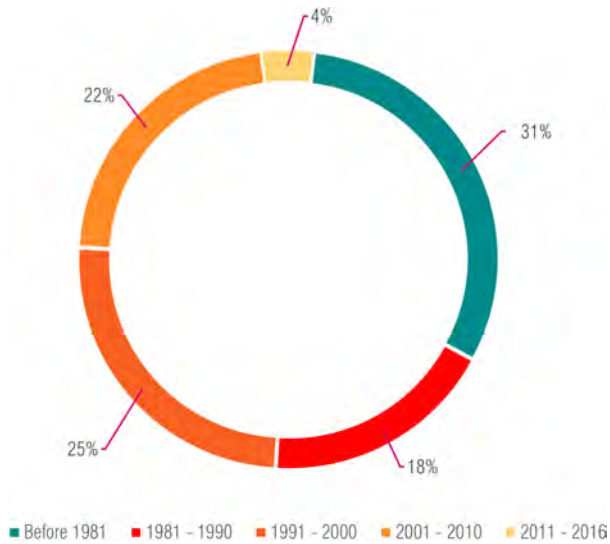
TOP FIVE RECENT IMMIGRATION PLACES OF BIRTH



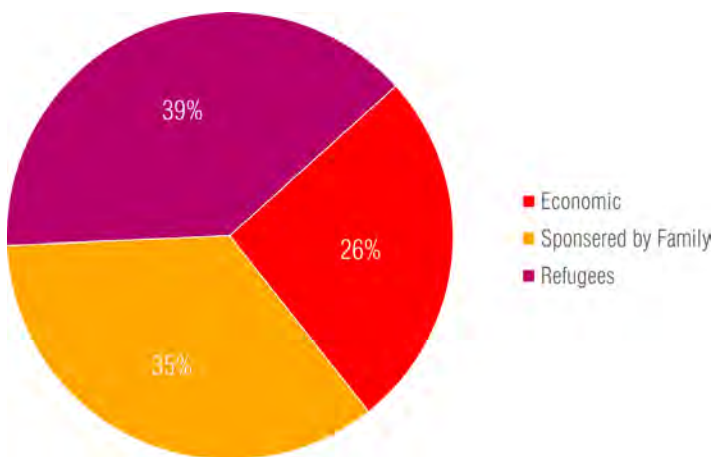
IMMIGRANT POPULATION BY AGE



IMMIGRANT POPULATION BY POPULATION PERIOD



IMMIGRANT POPULATION BY POPULATION PERIOD



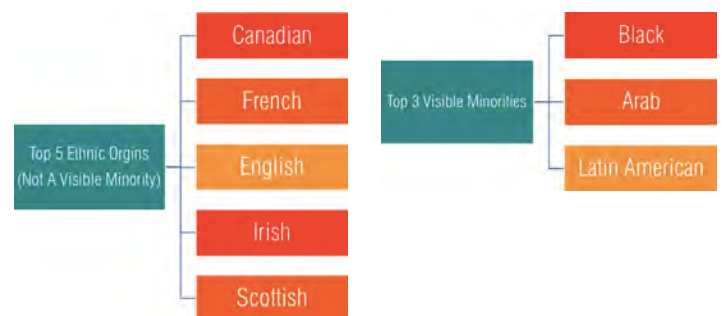
Visible Minority

The visual identity of any person in Canada can classify them as a ‘visible minority’ or ‘not a visible minority’. A visible minority is a person other than aboriginal peoples who are non-Caucasian in race and non-white in colour. It is important to note the percentage of the population that is a visible minority to be able to plan accordingly and ensure that the programs implemented are accessible and suitable to all. Only 13% of Ford City’s population are visible minorities and are mainly Black, Arab, and Latin American. It is also important to note the ethnic background of those categorized under ‘not a visible minority’ to be able to understand the cultural make-up and influences of Ford City. The top five ethnic origins of this category are Canadian, French, English, Irish, and Scottish.

VISUAL IDENTITY CLASSIFICATION



VISIBLE MINORITIES AND ‘NOT A VISIBLE MINORITY’ BREAKDOWNS



Languages

The importance of knowing the different languages spoken in Ford City is the same as that of the visible minority groups, to ensure accessibility and suitability for all. English and French are the dominant languages in Ford City, which is not surprising when analyzing the ethnic backgrounds of the populations. 90% of the population only



speak English and 8% speak English and French only. Only 2% of the population cannot speak either official language. By mother tongue, 83% of the population speak English, 4% speak French, and 12% speak non-official languages. These non-official languages comprise of Arabic, being the most common, Spanish, Serbian, Vietnamese, and Niger-Congo languages.

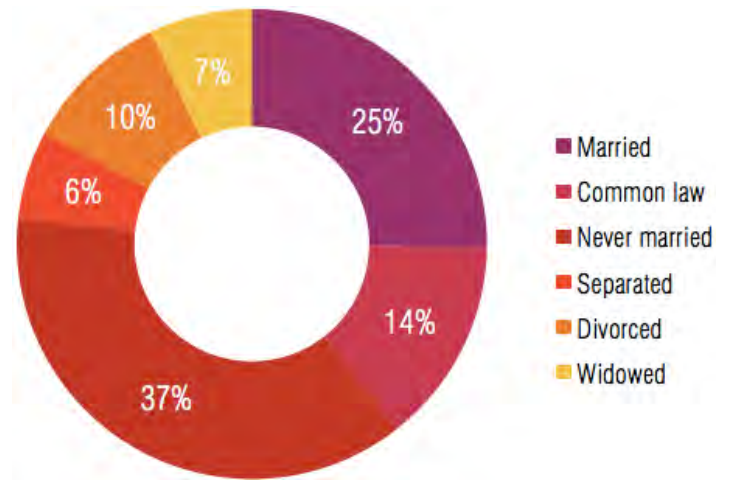
2.3.3 Household Characteristics

Marital Status and Family Structure

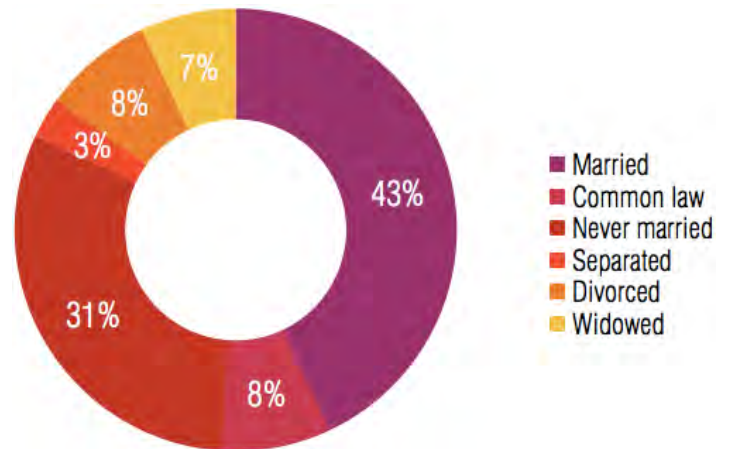
‘Marital status’ refers to whether or not a person is living in a common-law union as well as the legal marital status of those who are not living in a common-law union. All persons aged less than 15 are considered as never married and not living common law. ‘Census family structure’ refers to the combination of relatives that comprise a census family. Classification on this variable considers the presence or absence of: married spouses or common-law partners and children. The most common marital status in Ford City is never married, followed by married and common law couples. The most common marital status in the City of Windsor is married and the least is separated. For family structure, the most common is couples without children, followed closely by female lone parents and

couples with children. Male lone parents are by far the smallest category at only 7%. In contrast, 40% of families in Windsor are made up of couples with children. Male lone parents are still the smallest group at 4%.

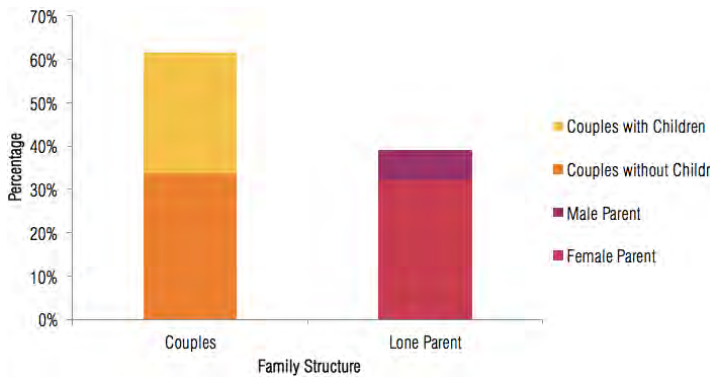
MARITAL STATUS IN FORD CITY



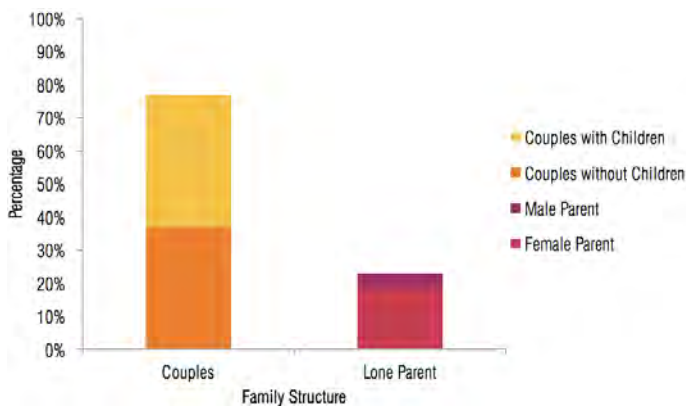
MARITAL STATUS IN WINDSOR



FAMILY STRUCTURE IN FORD CITY



FAMILY STRUCTURE IN WINDSOR



Windsor at 60%. High-rise and low-rise apartments make up the next highest percentages and row houses, semi-detached houses, and duplexes represent the smallest percentages of dwellings in Windsor.

RENTERS VS OWNERS IN FORD CITY



RENTERS VS OWNERS IN WINDSOR



In its heyday, 85% of people in Ford City owned their homes. This high percentage has dropped significantly, as only 42% own their homes in Ford City currently. Even when looking at the entire City of Windsor, only 64% of people own their homes now.

Structural Dwelling Types

‘Structural type’ refers to the structural characteristics and/or dwelling configuration, that is, whether the dwelling is a single-detached house, an apartment in a high-rise building, a row house, a mobile home, etc. A dwelling is defined as a set of living quarters. Single-detached homes are the most popular dwelling type in Ford City at 55% of all housing. Of the attached dwelling types, low-rise apartments and duplexes represent the largest groups of dwelling types, with 25% and 15% respectively. The smallest percentages are 4% for single-attached houses and 1% for semi-detached houses. Information about dwelling and shelter costs were unavailable and as a result, so was information about affordable housing rates. Single-detached homes are also the most popular dwelling type in

DWELLING TYPES IN FORD CITY



2.3.4 Financial Status

Employment

Any population in Canada can be categorized as: employed, not employed, actively searching for a job but is unable to find one, or not in the labour force, anyone who is not interested or unable to work. Knowing these categories can help identify the labour need in the area, whether there is a shortage or surplus of appropriate employment opportunities. In Ford City, out of the 49% of the population that is in the labour force and of working age (15+), 43% of the population are employed and 7% are unemployed. This data is closely related to Windsor’s employment rate, as out of the 57% of the population that is in the labour force and is of working age (15+), 52% are employed and 5% are unemployed. While there is a shortage in jobs in Ford City as well as Windsor, it is important to note that Windsor in general has seen a decrease in unemployment rates from 2006 to 2016. The labour force can be categorized by the different occupations in Ford City. The leading occupations are Sales and Service, with 32% of the labour force and Trades; Transportation and Equipment Operations with 17%. The most uncommon occupations are Art; Culture Recreation and Sport with 1% of the labour force and Natural Resources, Agriculture and Related Production with 1%.

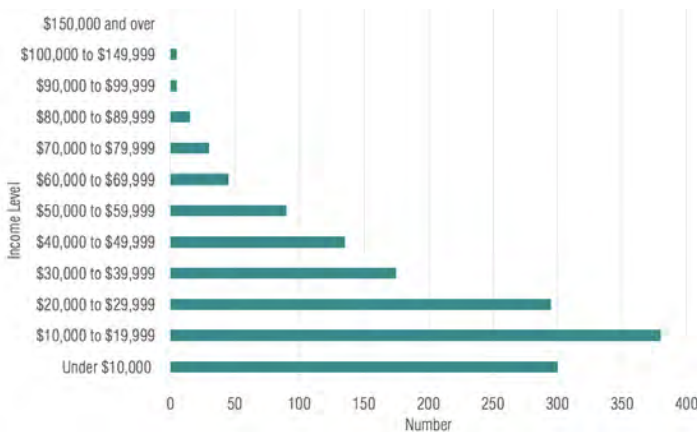
LABOUR FORCE BY OCCUPATION



Income Levels

Employment income refers to all income received as wages, salaries and commissions from paid employment and net self-employment income from farm or non-farm unincorporated business and/or professional practice during the reference period (2015). It is important to analyze the different income levels to plan a comfortable, affordable community and to create the appropriate businesses. The average income is \$24,715. The majority of individuals in the labor force and are of the working age (15+) earn below \$20,000 annually and only 100 individuals make over \$60,000 (Figure 9). Although the majority of Windsor’s population also earn below \$20,000 annually, the average income is \$36,583. This is possibly because of the much higher number of individuals who make well over \$60,000 and live in other parts of Windsor.

INCOME LEVELS OF POPULATION (15 YRS+) - 2015



2.3.5 Educational Characteristics

Educational attainment refers to the highest level of education that a person has successfully completed. 69% of people in Ford City have at least a high school education. Only 31% have a post-secondary certificate, diploma or degree. 9% more females have a post-secondary education than males. Of the post-secondary graduates, college certificates or diplomas are the most common. In Windsor, 81% of the population have at least a high school education. 5% more females have a post-secondary education than males in Windsor. working age (15+), 43% of the population are employed and 7% are unemployed. This data is closely related to Windsor’s employment

rate, as out of the 57% of the population that is in the labour force and is of working age (15+), 52% are employed and 5% are unemployed. While there is a shortage in jobs in Ford City as well as Windsor, it is important to note that Windsor in general has seen a decrease in unemployment rates from 2006 to 2016. The labour force can be categorized by the different occupations in Ford City. The leading occupations are Sales and Service, with 32% of the labour force and Trades; Transportation and Equipment Operations with 17%. The most uncommon occupations are Art; Culture Recreation and Sport with 1% of the labour force and Natural Resources, Agriculture and Related Production with 1%.

EDUCATION LEVELS IN FORD CITY



EDUCATION LEVELS IN WINDSOR



35% of females have a post-secondary certificate, diploma, or degree

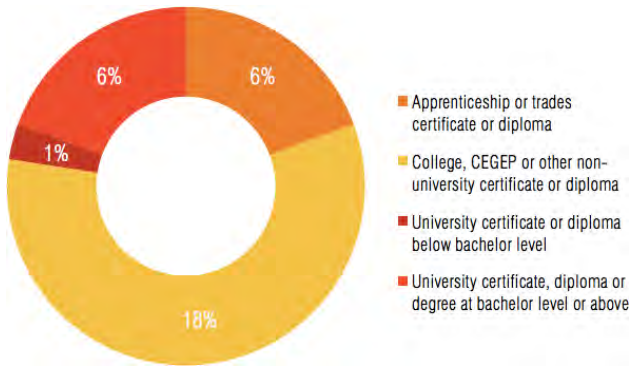


26% of males have a post-secondary certificate, diploma, or degree

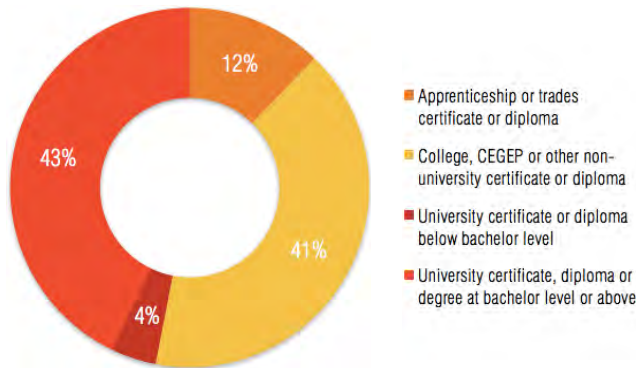


32% of total population have a post-secondary certificate, diploma or degree

POST SECONDARY EDUCATION IN FORD CITY



POST SECONDARY EDUCATION IN WINDSOR

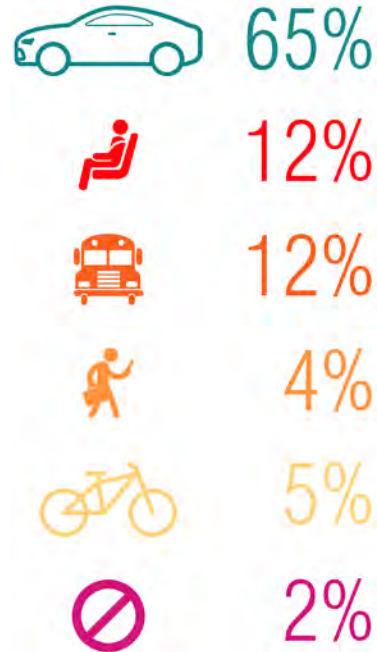


2.3.6 Transportation

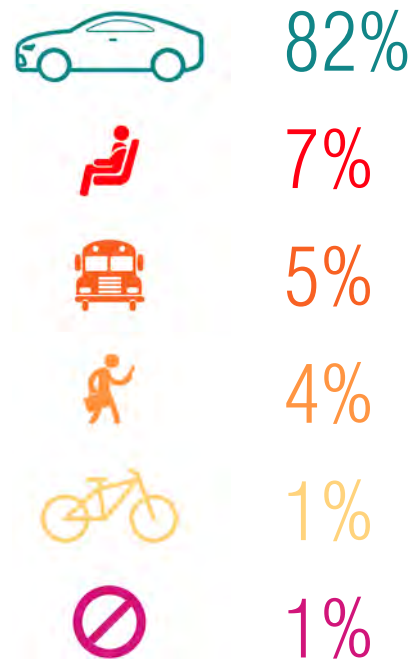
The main modes of transportation found in the City of Windsor are: car, truck, or van as a driver, car, truck, or van as a passenger, public transit, walking, and biking. Knowing a population’s commute choices can help determine the area’s need for infrastructure or education to encourage the population towards healthier commute choices or active transportation methods. In Ford City, the most popular mode of transportation, 65%, is car, truck or van as a driver. While this seems like a high percentage, it is much lower than the City of Windsor’s, as that is 82%. Furthermore, 4% of the population of Ford City choose to walk and 5% of the population choose to bike. This is a much higher rate than the City of Windsor’s, as 4% of the City choose to walk, but only 1% chooses to bike. This data shows that Ford City is on the right track of promoting

and providing active transportation methods in comparison with the rest of the city, but also shows great opportunity for improvement.

MODES OF TRANSPORTATION IN FORD CITY



MODES OF TRANSPORTATION IN WINDSOR





3 STUDY APPROACH



3.1 APPROACH

On March 29, 2016 Windsor City Council directed the Planning and Building Department to develop a CIP for the Ford City neighbourhood. The study approach is based on research identified through ‘grassroots’ efforts conducted through the United Way, neighbourhood groups and resident/business involvement as described in Section 1.2. The goals, objectives, and visioning exercises from neighbourhood surveys will form the foundation for the approach and vision for this CIP, as well as provide a strategy leading towards the revitalization of the neighbourhood.

Recommendations of this plan and its implementation are based on the following approaches:



Distinct and Transformed:

Maintaining and fostering the unique identity that developed through the neighbourhood’s evolution from a francophone farming community to an ethnically diverse twentieth century worker town, and more recently as an area for art and culture.



Safe and Attractive:

The plan will provide recommendations and design principles that promote the following:

- Eyes on the street – people feel a sense of ownership
- Defensible space – people feel less secure committing crimes when they know that there is a watchful community



Community Connectivity (Pedestrian-Centered):

Reconnecting the storefront with the public realm to reinforce existing physical connections throughout the neighbourhood.



Arts and Crafts:

Building upon formal and informal art initiatives established in the community and working towards fostering an environment that is both attractive and

sustainable for artists.



Heritage and the Automobile:

Creating opportunities to build upon the infrastructure, built form, and Ford City’s automotive history as the birthplace of the automobile industry in Canada. Much of the street layout, block pattern, and buildings that formed Ford City at its peak still exist today.

3.2 VISION

The following vision was based on the 2009 Revitalization Prospects: Ford City-Drouillard Road Neighbourhood and the 2011 Envision Ford City: Community Conversations for a Shared Community Vision, as well as ongoing neighbourhood scans and surveys:

Ford City will be a distinct, attractive, and pedestrian-centered neighbourhood where residents and visitors feel safe and have a sense of ownership. This ethnically diverse community builds on its culture and history as the birth place of the automobile industry in Canada and encourages the arts, crafts and skills found in the neighbourhood and greater community.

Objectives

The objectives below are a direct result of past studies and community surveys that have been conducted over the last ten years. The following objectives reflect the approach developed from the community studies and surveys and will be used as a guide when considering recommendations and implementation strategies for this plan.



Distinct and Transformed

- To build on the unique and distinctive character found in the architecture of the churches and traditional storefronts along Drouillard Road (CPTED 2008);

- To build on the unique and distinctive character found in the architecture of remnant industrial buildings found throughout the CIP project area;
- Provide an incentive program that is attractive enough to encourage the repurposing of underutilized buildings and properties and return Brownfield sites to productive use (CPTED 2008) (Hayes Report 2009);
- Provide an incentive program that is attractive enough to encourage the types of commercial businesses and services identified in community surveys (Envision Ford City: 2011); and
- To attract investment in underutilized properties that results in an increase in tax assessment and grows the municipal tax base over the long-term



Arts and Crafts

- To build upon and encourage the sense of pride created through the investment in both formal and informal public art celebrating the history and ethnically diverse culture found in the neighbourhood; and
- Support the arts theme that has been developed through the formal mural project and less formal public art found throughout the neighbourhood to “draw in people” and “give them a reason to hang around, eat and shop” (Envision Ford City 2011).



Safe and Attractive

- To encourage the ongoing maintenance and enhancement of existing streetscape elements (ornamental street lights, benches, planters, etc.) furniture and traffic calming features such as bulb-outs found throughout the area that make it appear welcoming and help to slow down traffic and make the area safe for pedestrians (CPTED 2008);
- To open up storefronts and encourage the preservation of existing front porches along the

commercial and residential districts to provide natural surveillance making the area feel safe (CPTED 2008);

- To protect and enhance the quality of residential areas (Hayes Report 2009);
- To enhance the physical appearance of the study area and to create a viable and attractive Main Street (Hayes Report 2009);
- To improve the overall neighbourhood conditions by encouraging both private and public sector investment and property improvement (CPTED 2008);



Community Connectivity (Pedestrian Centred)

- Reconnect the main street with the public realm along Drouillard Road through principles developed to create streets that function as quality public places that draw people to the area (Envision Ford City: ..2011);
- Promote a pedestrian first approach where walking and cycling is prioritized when designing for new infrastructure improvements throughout the community;



Heritage and the Automobile

- To encourage the conservation and protection of heritage resources in Ford City (Hayes Report 2009); and
- To reinforce the strong link residents have to the ‘bustling 1930s town’ a place where a ‘melting pot’ of cultures come together and as the birthplace of Canada’s automobile industry (Envision Ford City: 2011).

Develop recommendations from the objectives identified in this section (Study Approach). These objectives are based on the background studies, community conversations, and research conducted by the Planning and Building Department (reflected in Recommendations 1 through 18 in the Executive Summary).

3.3 PUBLIC AND STAKEHOLDER CONSULTATION

As discussed in section 1.2, since 2008, public consultation has been a key component to the many studies and surveys conducted through funding from the United Way, and the Ford City BIA and the City. The following studies, surveys and neighbourhood scans are summarized in Section 1.2.:

- CPTED Audit 2008
- Revitalization Prospects 2009
- Envision Ford City Report 2011
- Ford City Business Survey 2013
- Neighbourhood Scan 2014
- I Wish This Was Info graphic Report 2015
- Neighbourhood Scan 2014 and 2017

Reports from the Ford City Redevelopment Committee and Police Services, the Ford City Neighbourhood Renewal, and Ford City BIA provide the foundation for the approach vision, objectives, recommendations and strategies of this study.

Key Stakeholder Meeting

On August 2, 2017, a Key stakeholder meeting was held in the Planning and Building Departments Office at 400 City Hall Square. Stakeholders included representatives from the BIA, the Ford City Neighbourhood Renewal, Drouillard Place, the Windsor-Essex Community Housing Corporation, key property owners, Windsor Police Services, and the Ward

5 City Councillor. The meeting was held to acknowledge the challenges and opportunities identified through the past studies developed for the Ford City Neighbourhood, outline the CIP process, and obtain feedback regarding the project and study area boundary.

Statutory Public Meeting

The report recommending approval of the Ford City CIP was reviewed at the Planning, Heritage and Economic Development Standing Committee (PHEDSC) on September 10, 2018. The meeting of the PHEDSC is the statutory public meeting as prescribed under the Ontario Planning Act. A notice was placed in the Windsor Star informing the Public about the meeting on August 10, 2018. The appropriate approval authorities as prescribed by Ontario Regulation 543/06 were also notified.

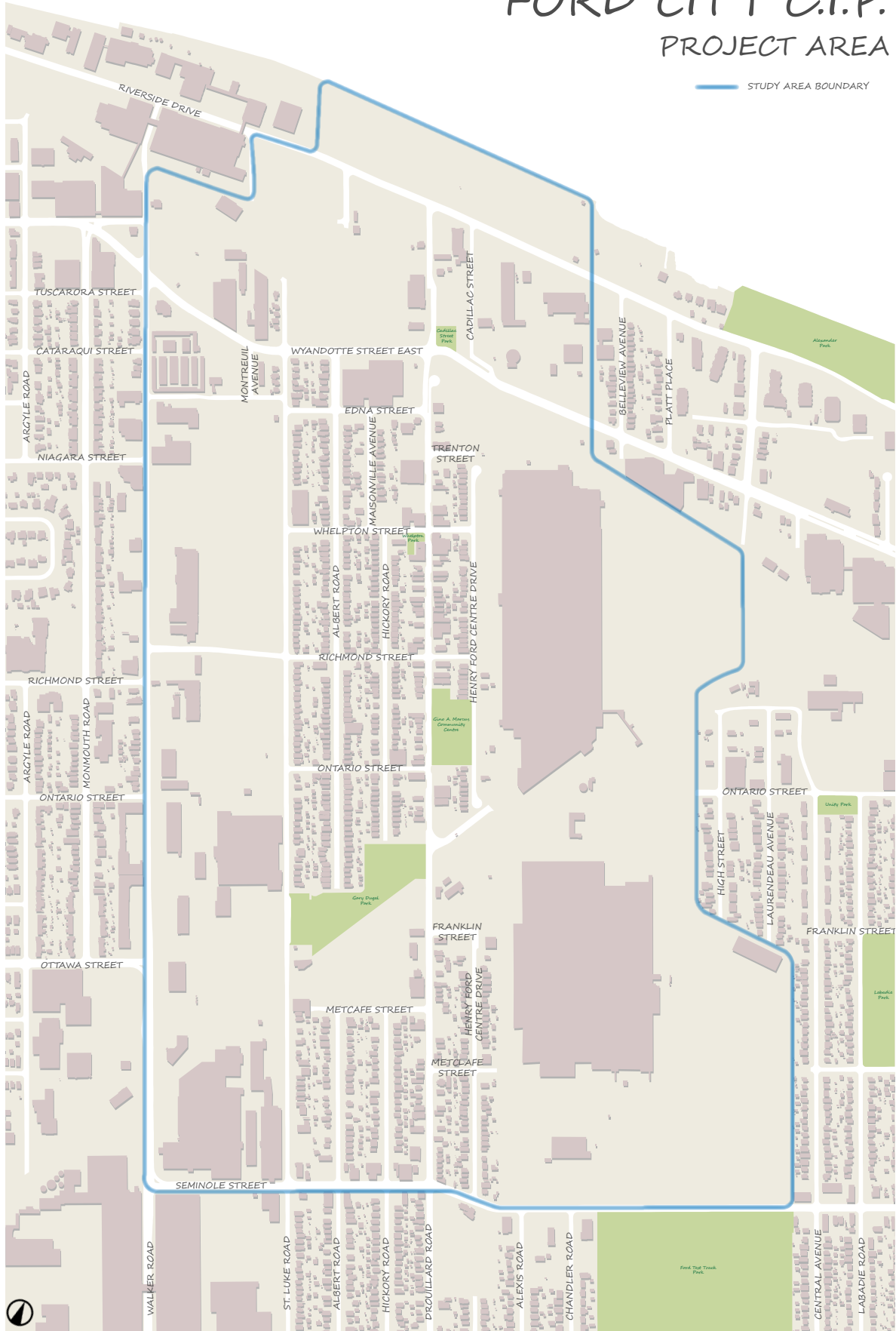
3.4 STUDY AREA

3.4.1 Community Improvement Project Area

Section 28 (1) of the Planning Act states that a “community improvement project area” means a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.

The purpose of approving the Project Area for the Ford City CIP is consistent with Section 11.8.3.5 of the Official Plan containing the following provisions appropriate to a Community Improvement Project area as set out in the Planning Act for:

FORD CITY C.I.P. PROJECT AREA



STUDY AREA BOUNDARY



- The revitalization of land and buildings (Section 11.8.3.5 a.);
- The acquisition, sale or lease of lands or buildings acquired by the Municipality to facilitate community improvement (Section 11.8.3.5 b.);
- The establishment, provision and payment of grants or loans for the purpose of revitalizing the area (Section 11.8.3.5 c.);
- Other such matters as may be appropriate for the Community Improvement Project Area (Section 11.8.3.5 d.); and
- Affordable housing (Section 11.8.3.5 e.).

The designation of the project area is consistent with the following Criteria for Designation identified in Section 11.8.2.2 of the City’s Official Plan:

- Properties including buildings, building facades, structures and lands in need of maintenance, repair, restoration, rehabilitation or redevelopment (11.8.2.2 a.);
- Vacant and/or underutilized properties and buildings which have potential for infill, expansion, development or redevelopment (11.8.2.2 b.);
- Commercial areas with high vacancy rates and/or poor overall visual quality of the built environment, including but not limited to building facades, streetscapes, public amenity areas and urban design (11.8.2.2 c.);
- Land use conflicts as a result of incompatible uses (11.8.2.2 d.);
- Presence of cultural heritage resources (11.8.2.2 e.);
- Known or suspected environmental contamination (11.8.2.2 f.);
- Presence of natural, cultural heritage, waterway and other amenities which would benefit from protection

or enhancement and provide an opportunity for tourism and economic development (11.8.2.2 l.); and

- Other significant barriers to the repair, rehabilitation, development or redevelopment of underutilized land and/or buildings (11.8.2.2 m.).

The Community Improvement Project Area for the Ford City CIP takes into consideration both natural (the Detroit River) and manmade features (streets and railways) and large swaths of vacant property that somewhat isolates the area considered today as the Ford City neighbourhood. Generally the CIP Project or study area boundaries are delineated by the Detroit River to the north, running along the Ford Motor Company of Canada property to the east, Seminole Street to the south and Walker Road to the west.

3.4.2 Districts of Ford City

Based on the background information provided by “grassroots” surveys and studies completed since 2008 and a neighbourhood survey conducted by urban planners from the City’s Planning and Building Department in the summer and fall of 2017, six (6) districts or areas of Ford City can be identified and include the following:

Former Industrial Riverfront

Visually separated from the rest of Ford City by the Drouillard/ Wyandotte Street viaduct, historically this area was the town centre for the largely French speaking settlement and early Ford Motor Company of Canada. It included a town hall, a bank, Notre Dame Du Lac (Our Lady of the Lake) French-Catholic Church (later Holy Rosary) and rectory, Ford Motor Company’s Walkerville Plant (Plant No.1 , demolished in 1969). Today much of this land sits vacant and underutilized. Although the Church has been repurposed as the Water’s Edge Event Centre, much of the land is vacant former industrial land (brownfield) and used as surface parking areas.



LEFT: Ford Motor Company of Canada once occupied land along the riverfront and on the south side of Riverside Drive East. Today, most of the land is vacant or under-utilized.

Heritage

Although not identified on the Municipal Heritage Register the farm lots where Ford Motor Co. (including Plant No. 1 on the riverfront along Riverside Drive) was established were almost entirely owned by French families. The main thoroughfare (Drouillard Road) was once a private lane on the Drouillard farm, which wound its way from Riverside Drive to Tecumseh Road. Also, not on the Municipal Heritage Register the commercial building located at 279 Drouillard Road is identified in early Ford City photos forming part of the commercial Main Street. Remnants of Ford’s automotive industrial complex still remain on this site and include tunnels and other infrastructure not visible on the surface but were important structures as part of Henry Ford’s operations when the area became home to the Canadian automobile industry. The following properties are identified on the Municipal Heritage Register:



- Holy Rosary Roman Catholic Church (former Notre dame Du Lac) the Water’s Edge Event Centre located at 2879 Riverside Drive East is designated under Part IV of the Ontario Heritage Act and included on the Municipal Heritage Register.
- Ford Power House located at 3100 Riverside Drive/ 3150 Wyandotte Street East is listed on the Municipal Heritage Register.
- Ford Powerhouse Screen House located at 3150 Riverside Drive East listed on the Municipal Heritage Register.

Building/Property Condition

Approximately 75% of this land is vacant or underutilized and likely contaminated. The built form that exists in the area it is in good condition.

Development Opportunity

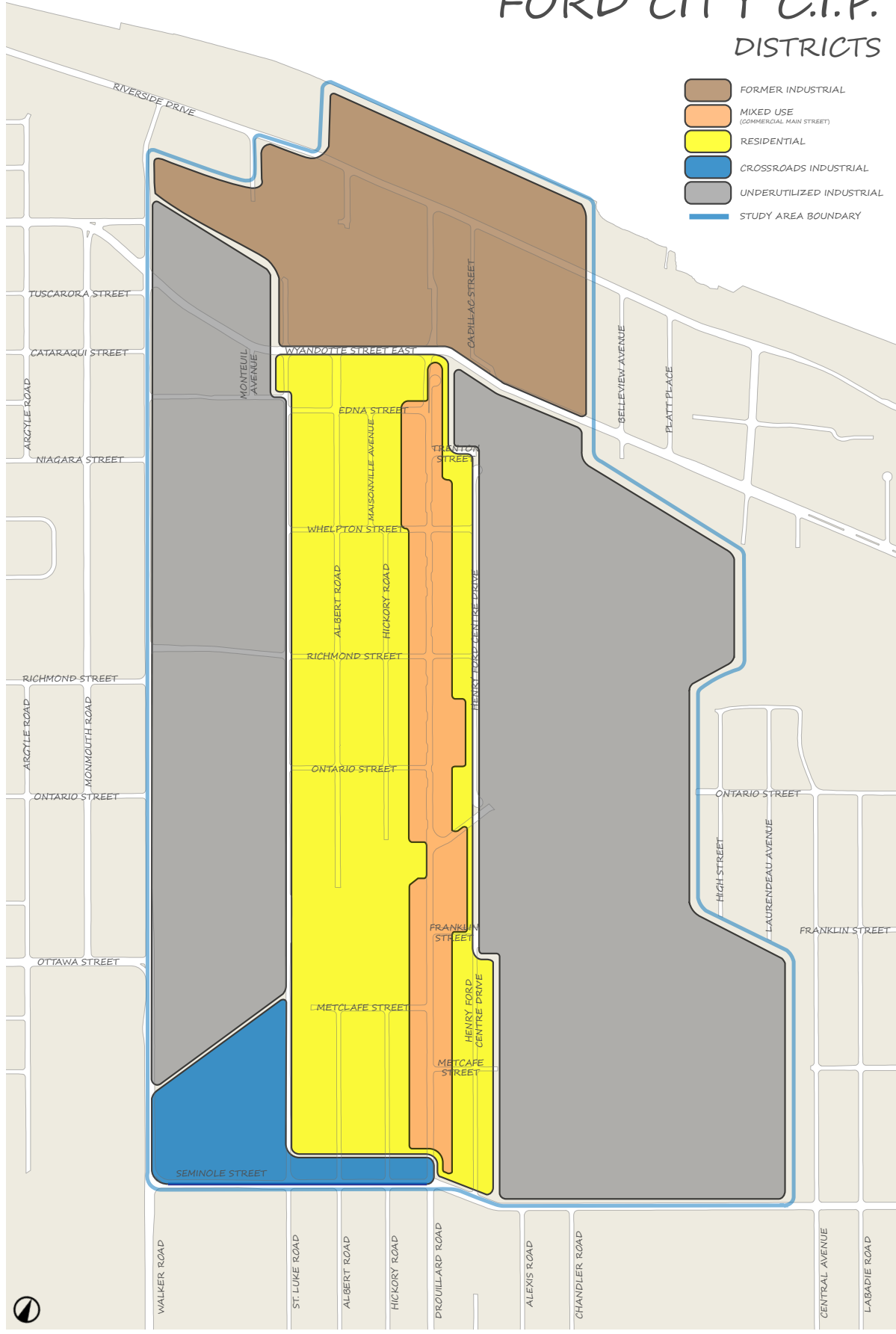
The majority of vacant or underutilized land (used for surface parking lots) in the area is former Industrial (Brownfield) where it is likely that Phase 1 and Phase 2 environmental testing would be required for any redevelopment. However, the City does have a city-wide Brownfield CIP which includes funding for studies and tax grants for redevelopment. There is a desire by the City and residents to redevelop former industrial land along the riverfront for parkland to reconnect this community with the shoreline of the Detroit River and skyline.

Official Plan and Zoning

The following land use designations have been identified in the Official Plan permitting the following land use types:

Waterfront Port (Ford Motor Company Property)—generally permits industrial and business uses that require direct water

FORD CITY C.I.P. DISTRICTS



access, multi-modal transportation and docking facilities or dry docks.

Business Park (property flanking Drouillard Road)—generally permits research and development and information processing , offices, services, and light industrial uses, and ancillary uses such as open space, hotels/motels, convenience stores/gas bars, restaurants, warehouses, limited retail and restaurants , adult entertainment, clubs, methadone clinics .



Industrial (VIA rail property and adjacent VIA rail line)—generally permits large industrial uses that may include nuisances not suitable to other land use categories, and ancillary uses such as open space, convenience stores and restaurants, adult entertainment, motor vehicle sales, athletic, sports facility, and methadone clinics.

Zoning By-law 8600 permits the following zoning associated with the corresponding land use in the Official Plan

- Manufacturing District (MD) 1.2; and 1.3
- Commercial District (CD) 1.7; 4.1; and 4.5
- Institutional District (ID) 1.1
- Green District (GD) 1.1

Opportunities and Challenges Based on the Community’s Vision

In general, the vision for the community developed through “grassroots” community plans and surveys identified Ford City as a walkable urban village. The opportunity was also identified to redevelop former waterfront industrial lands as a new waterfront park to provide a gateway into the area and reconnect the neighbourhood with the riverfront. Assembling land that is corporately owned and potentially contaminated may present significant barriers or challenges if a public/private partnership cannot be gained, specifically one where significant amounts of government assistance is needed. Windsor’s Brownfield Redevelopment Program and other redevelopment grants (if approved by Council) can provide some assistance and lessen this risk similar to other waterfront areas of the city, such as the Central Riverfront Parklands.

Description of Issues	Opportunity	Item	
Large parcels of former industrial lands cut the community off from the river.	Opportunity to redevelop these lands as a new waterfront park to provide a gateway into the area and reconnect the neighbourhood with the riverfront.	Public Realm Development Opportunities	
Assembling corporately owned and potentially contaminated land may present significant challenges.	Opportunity for a public-private partnership or the use of Windsor’s Brownfield Redevelopment Program and other grants, or assistance from other levels of government.	Development Opportunities Incentives Programs	

Mixed-Use Commercial Core (The BIA)

During the bustling 1930s this area which exists along Drouillard Road, from Edna to Seminole Streets was the commercial centre for Ford City and though it still may be considered the commercial centre for the neighbourhood it has significantly fallen from its former status. From the site visits conducted in the fall of 2017 the following characteristics were identified:



ABOVE: Aerial view of Drouillard Road

Facade and Storefront

- Generally, buildings are a mix of residential (single detached one-and-a-half storey, siding clad with concrete base), commercial (one storey brick flat facade with one front door and large storefront windows), and mixed use (two-storey brick retail/commercial main storey with residential/office second storey).
- Many buildings display typical main street characteristics of the 1920's (centred front door with large storefront windows on either side, space for offices or residential above, flat or stepped parapet). Some appear to be vacant and deteriorating and possibly unsafe to occupy without structural improvements.
- Commercial vacancy appeared high
- Setbacks vary from the street frontage due to a mix of land uses. Commercial and mixed use buildings are built up to the property line, while residential buildings are set back from the street.
- Some residential buildings have extended their front

entrances to the sidewalk and built the facade to look like a traditional one storey commercial building;

- Storefront window displays are cluttered with advertisements and in need of cleaning; many windows and doors have been boarded up with wood, siding, or bricked in causing security/safety concerns
- Many storefronts have security bars that create a feeling that the area is unsafe;
- Signage is missing or in poor condition along many storefronts throughout the Main Street
- Generally building facades are in a state of fair to poor condition; however some building facades are in good condition (brick, doors and windows appear to be well maintained).

Overall Attractiveness of the Area

- Where buildings have been demolished or developments have been setback from the property line, there is a gap in the street facade and often illegal parking has taken hold in these areas.

- Boarded up or covered doors and windows create a sense of abandonment where visitors to the area feel unsafe.
- Chain link fencing along the Main Street creates the feeling that people should stay away and are not desired in the area
- From south of the Essex Terminal Railway to Seminole Street along the Drouillard Road main street there are no decorative street lights or furniture. The street has more of an industrial character (e.g. auto repair/sales and storage, a metal recycler, surface parking and commercial signage/billboards) which detracts from a traditional main street. The feeling of a traditional main street is not present along this section of Drouillard Road.
- Vacant properties along Drouillard where traditional main street buildings once existed are now overgrown with grass and weeds, often used as parking, or maintained informal public green space. This has created a “Missing tooth” effect because there are breaks in the street wall interrupting the continuity of the street facade.
- Mid Drouillard (closer to the community centre) has more residential houses. Many of these 1 and half storey houses are clad in siding with concrete block bases, and many have actively used front porches

In early 2018 City Council addressed some of the issues identified above by including the Drouillard Road Main Street as part of the city wide Building Facade Improvement Program and Urban Design Guidelines for Main Streets.

Building/Property Condition

Approximately 20% of this land is vacant or underutilized. Generally commercial vacancy has decreased since 2012, but still remains high at 42.2%. As identified above commercial buildings are generally in a state of fair to poor condition with few considered to be in good condition where brick, doors and windows appear to be well maintained (City of Windsor Commercial Vacancy Land Use Survey, 2016). Generally the residential properties within this area along Drouillard Road are in good condition. The alley in the back of property along the east side of Drouillard Road is paved, generally clean, and in good condition. In this location, the community has taken

it upon themselves to paint the back of buildings with artwork enhancing the public realm. The alley in the back of properties along the west side of Drouillard Road between Edna and Whelpton Streets is also paved and generally clean and in good condition. However, the remaining alleys on the west side of Drouillard Road are gravel/dirt and in fair condition.

Development Opportunity

The city-wide Building Facade Improvement Program and Urban Design Guidelines for Main Streets offers assistance for property owners to improve existing commercial/mixed use buildings and, possibly, key elements of the more ornate facades that form Ford City’s commercial main street. Affordable property values and low rental rates also provide the opportunity for live-work space for artists and craftspersons. The Ford City CIP provides the opportunity to further encourage redevelopment in this mixed-use commercial area by providing grants (if approved by Council) for the creation of new residential units, the rehabilitation of existing residential properties, property improvement tax grants, live-work building conversion grant, and municipal development fee grants.

Heritage

Several commercial buildings along Drouillard Road have been covered or altered, many have been identified in historical photos of the Main Street. The original block pattern (which includes Drouillard Road) and laneway system appear to still be intact in this area. A number of buildings appear significant, however, they are not currently on the City’s Municipal Heritage Register.

The following properties are identified on the Municipal Heritage Register and should be encouraged to be designated:

- Provincial Bank of Canada Building, currently New Song church located 999 Drouillard Road, listed on the Municipal Heritage Register
- St. John the Divine Russian Orthodox Church located at 1094 Drouillard Road, built in 1949 by Architect John R.

- Boyd. Listed on the Municipal Heritage Register
- House located at 1321 Drouillard Road, built in 1949, listed on the Municipal Heritage Register for its unique design
- Holy Trinity Russian Orthodox Church, located at 1410 Drouillard Road, built in 1947, Architect John R. Boyd, listed on the Municipal Heritage Register.
- Ukrainian Labour Federation Temple (vernacular commercial building), located at 1457 Drouillard Road, built in 1927, listed on the Municipal Heritage Register

Official Plan and Zoning

The following Land use designation has been identified in the Official Plan permitting the following land use types:

Mixed Use (along Drouillard Road between Edna Street and the Essex Terminal Rail Line)—generally permits compact clusters of commercial, office, institutional, open space and residential uses. The intent of this designation is to be pedestrian oriented and serve as the focal point for the surrounding neighbourhood, community, and region (City of Windsor, 2012).

Commercial Corridor (property flanking Drouillard Road)—generally permits retail, wholesale store, entertainment, service oriented, offices combined with an integrated form of development. Ancillary includes open space and major institutional uses.




Industrial (along Essex Terminal Rail Line)—generally permits large industrial uses that may include nuisances not suitable to other land use categories, and ancillary uses such as open space, convenience stores and restaurants, adult entertainment, motor vehicle sales, athletic, sports facility, and methadone clinics.

Zoning By-law 8600 permits the following zoning categories associated with the corresponding land use in the Official Plan:

- Manufacturing District (MD) 1.2; and 2.1
- Institutional District (ID) 1.1
- Residential District (RD) 1.3
- Commercial District (CD) 2.2; and 4.1

Opportunities and Challenges Based on the Community’s Vision

In general the vision for the community developed through “grassroots” community plans and surveys identified Ford City as a Walkable Urban Village. The mixed-use designation in the Official Plan is consistent with the idea of a walkable (Pedestrian oriented) neighbourhood. The vision for the area includes a commercial centre with specialty shops, other retail services and space for artists. There may be some challenges to reaching this vision such as vacant and underutilized properties, but as part of this CIP and other incentive programs, these tools can be used to encourage the re-use of vacant buildings and properties. These uses are included within the Zoning for the area and could include live-work space for artists and other craftspersons.

Description of Issues	Opportunity	Item	
The vision for Ford City is of a Walkable Urban Village with a commercial centre and space for artists.	Opportunity to create a pedestrian-oriented neighbourhood using the mixed-use designation.	Public Realm/ Pedestrian Focus	
		Official Plan Policy and Land Use	
		Zoning	
An abundance of vacant and underutilized properties may provide challenges to this vision.	Opportunity to use various incentive programs to encourage the re-use of vacant properties.	Development Opportunities	
		Design Guidelines	
		Incentives Programs	
		Zoning	

Residential

The residential area of Ford City generally surrounds the Drouillard Road Main Street and is bordered on the north, east and west sides by generally underutilized industrial property remnant of the areas industrial past. From the site visits conducted in the fall of 2017 the following characteristics were identified:

- Generally single detached one-and-a-half storey homes, clad siding with concrete base
- Residential properties were generally in good condition with some in poor condition scattered throughout the area
- Most residential homes had porches that were used by residents which is a sign of vibrancy

Building/Property Condition

There are few vacant residential lots scattered within the district providing an opportunity for redevelopment in an area where properties were generally in good condition with few in poor condition throughout the area

Heritage

Although not identified on the Municipal Heritage Register much of the original block pattern and laneway system appear to still be intact in this area. The only property listed on the Municipal Heritage Register is the Ford Canada Plant No. 2 (E)/ Long Manufacturing located at 2744 Edna Street/2601

Wyandotte Street East. An additional review should be completed for this area to determine if any other heritage resources should be identified.

Development Opportunity

The main development opportunity for the residential area is to improve existing single and multiple family residential properties and encouraging infilling where vacant land exists. Land values are generally affordable in this area providing possible future return on investment. The Ford City CIP provides the opportunity to further encourage residential redevelopment in the area by providing grants (if approved by Council) for the creation of new residential units, the rehabilitation of existing properties, property improvement tax grants, and municipal development fee grants.

Official Plan and Zoning

The land use designation identified in the Official Plan for this area is residential permitting a range of housing types and complementary services in order to develop safe, caring and diverse neighbourhoods.

Zoning By-law 8600 permits zoning categories Residential District (RD) 1.3; 2.1; 2.2; and 2.5 associated with the corresponding residential land use identified in the Official Plan for this area.

Opportunities and Challenges Based on the Community's Vision for the Area

The residential district provides a variety of housing options for infill development and improvements to existing residential dwellings. This can attract residents to the area and potential customers for new and existing services along the Drouillard Road Main Street.

Description of Issues	Opportunity	Item
The residential district provides a variety of housing types.	Opportunity for infill development and improvements to existing residential dwellings, which can attract residents and customers.	Development Opportunities Design Guidelines Zoning

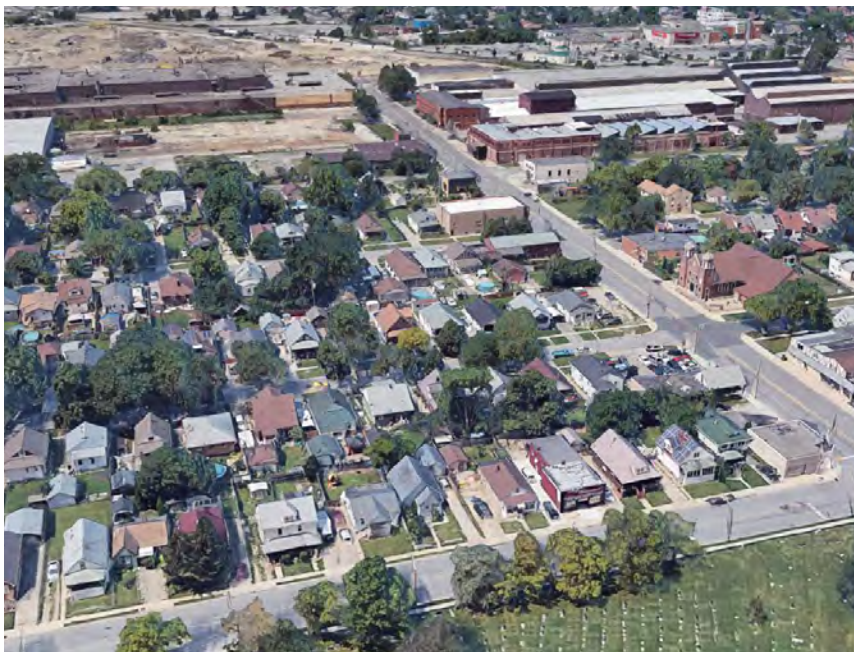


Crossroads

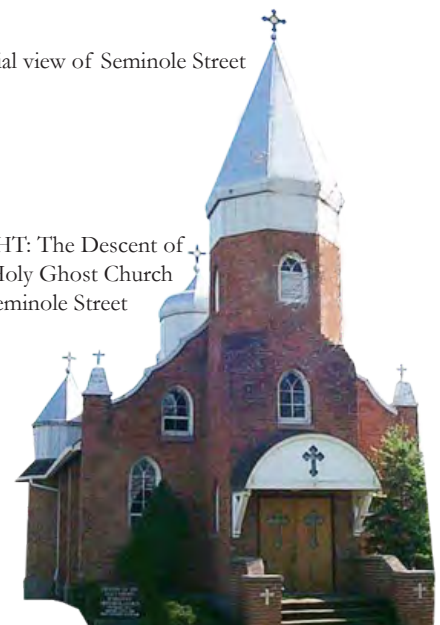
This area includes industrial buildings such as the former Dominion Forge/ Hearn Industry Building, historic churches, a utilities building, commercial storefronts and other cultural remnants from Ford City's past. Many buildings are on the City's Municipal Heritage Register while others should be possibly considered for inclusion on this register.

Underutilized Industrial

This area separates Ford City from Walkerville by a row of factories or underutilized factory/warehouse buildings, vacant land with some commercial establishments along Walker Road to the west. This property is a remnant of the early automotive industrial complex in Ford City. (Donegan, 1994).



LEFT: Aerial view of Seminole Street



RIGHT: The Descent of the Holy Ghost Church on Seminole Street

ABOVE: Aerial view of industrial land between Walker Road and St. Luke Road. This area isolates Ford City from Walkerville.



Building/Property Condition

Portions of this land appear vacant or underutilized, but some industrial activity continues in this area. Property is generally in good condition but could use improvement, such as brick and mortar repair, restoring of windows and doors, etc.. Properties that are not vacant or underutilized may appear to be that way due to windows and doors having been covered with wood.

Development Opportunity

Through the Ford City CIP incentives may be provided to encourage existing owners to improve and restore some of the facades which appear to be the offices of some of the industrial uses located in this area. Other incentives could be provided to encourage the repurposing of vacant or underutilized properties. Improvements to Seminole Street, the public realm and buildings could help create a gateway into Ford City from the West at Walker Road and Seminole Street and from the South at the intersection of Seminole Street and Drouillard Road.

Heritage

Portions of the Ford City Industrial complex still remain in this area and the following properties have been listed on Windsor’s Municipal Heritage Register:

- Dominion Forge/Hearn Industry Building located at 2800 Seminole Street.
- Croatian National Home, located at 2520 Seminole Street
- St. Dimitrije Church, located at 2690 Seminole Street
- Windsor Utilities Communication Substation, located at 2521 Seminole Street (just across the street from the district area identified).

Official Plan and Zoning

The following Land use designation has been identified in the Official Plan permitting the following land use types:

Industrial: generally permits large industrial uses that may include nuisances not suitable to other land use categories, and ancillary uses such as open space, convenience stores and restaurants, adult entertainment, motor vehicle sales, athletic, sports facility, and methadone clinics.

Commercial Corridor (property flanking Drouillard Road): generally permits retail, wholesale store, entertainment, service oriented, offices combined with an integrated form of development. Ancillary includes Open Space and Major Institutional uses.

Residential: permits a range of housing types and complementary services in order to develop safe, caring and diverse neighbourhoods

Zoning By-law 8600 permits the following zoning categories associated with the corresponding land use in the Official Plan:

- Manufacturing District (MD) 2.1
- Residential District (RD) 3.1
- Institutional District (ID) 1.1
- Commercial District (CD) 1.1; 2.2; and 4.1

Opportunities and Challenges Based on the Community's Vision for the Area

Improvements to buildings and the public realm (street and sidewalk areas) are in keeping with the community’s vision of a walkable “urban village”. Through the many surveys held in the neighbourhood the community recognized the importance of heritage linking the culture of the past with the future. The character created by built form and the social connection with the past is important to neighbourhood identity.

Description of Issues	Opportunity	Item
Improvements to buildings and the public realm should reinforce the heritage of the neighbourhood.	Opportunity for the character created by built form and the social connection with the past to reinforce the neighbourhood identity.	Public Realm Development Opportunities Design Guidelines

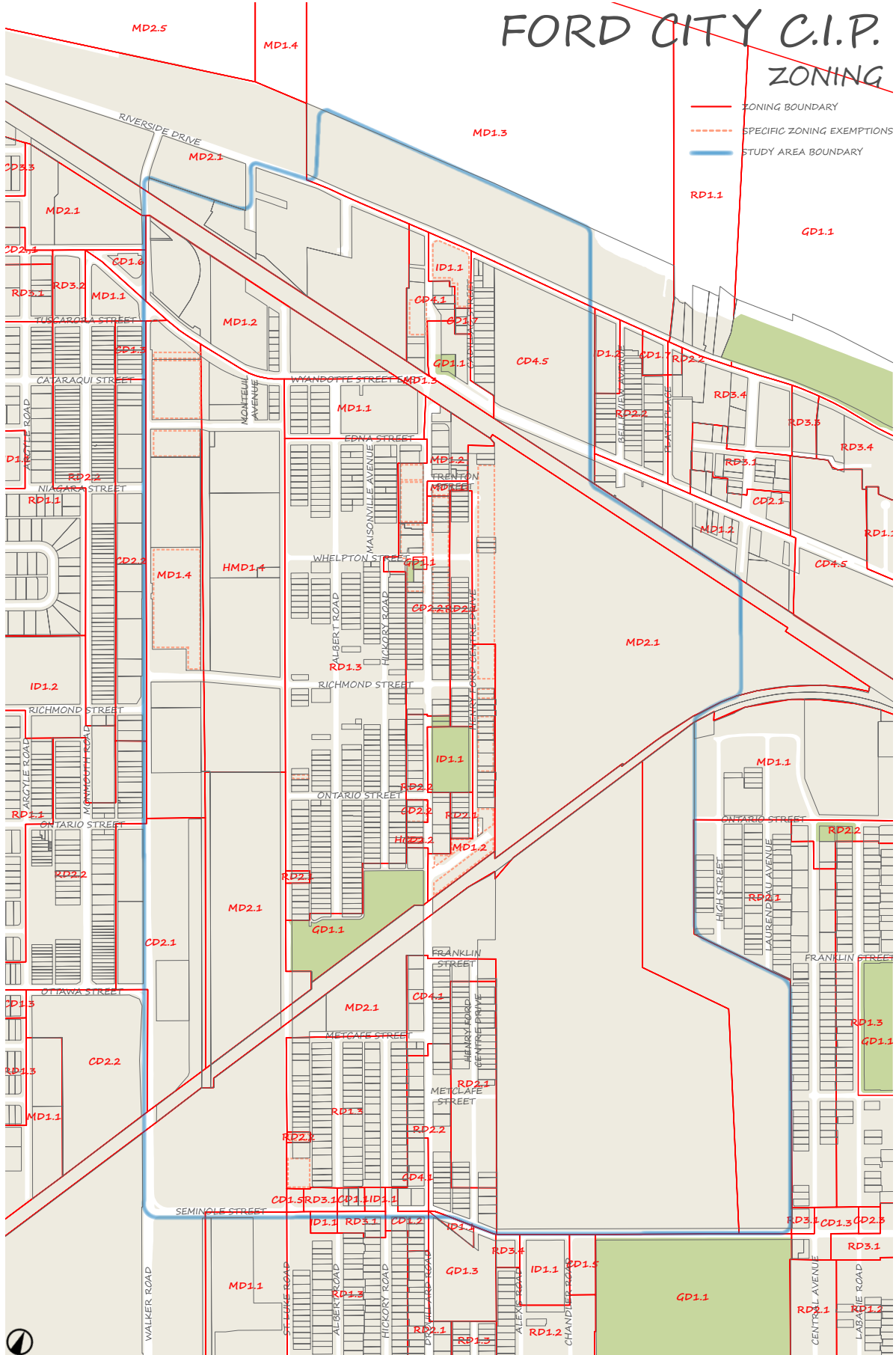


RECOMMENDATION #8 - Review the zoning along Drouillard Road to determine if a community planning permit system would benefit the area for live-work space opportunities.

RECOMMENDATION #33 - Develop a discussion paper on the value of a Heritage Conservation District under Part V of the Ontario Heritage Act for part of Ford City.

RECOMMENDATION #32 - Review the properties one (1) block east and west of Drouillard Road for consideration on the Municipal Heritage Register.

FORD CITY C.I.P. ZONING





4 THE PUBLIC REALM



4.1 THE PUBLIC REALM

The Ontario Professional Planners Institute (OPPI) recently released a “Call to Action” paper on Healthy Communities and Planning for the Public Realm. The public realm is defined as “the publicly owned places and spaces that belong to and are accessible by everyone” These can include municipal streets, lanes, squares, plazas, sidewalks, trails, parks, open spaces, waterfronts, public transit systems, conservation areas, and civic buildings and institutions. It can be a passive environment, such as sitting at a cafe, or an active environment, such as cycling in a bike lane, or a combination of both. It can also be an interior space such as a library, or a recreation centre, or an

exterior space such as a multipurpose trail or a public square (OPPI, 2016).

Focusing on the public realm for community building and placemaking is consistent with the vision of a walkable or pedestrian oriented “urban or artisan village” that has been established for the Ford City neighbourhood through numerous public consultation efforts organized throughout the years. To further this vision, the existing streets, streetscape elements, murals and art, community garden, alleys, and both public (Gino and Liz Marcus Community Complex) and private parks and spaces (cultural halls) will form the framework for the public realm in Ford City.



4.1.1 Great Streets

Through research in cities around the world, the Project for Public Spaces (PPS) arrived at a list of the “key ingredients for creating streets that function as quality public places that draw people in”. When considered in their entirety, streets consist of all of the elements within the public right-of-way including sidewalks, streets, alleys or laneways, both public and private open space (along the street), and the buildings and businesses that create the indoor-outdoor relationship with the public realm.



The following principles will be used as guidelines to maintain and enhance making the public realm safe and attractive for those who live and visit Ford City in the future:

1. Great Activities & Destinations

People need a reason to visit or stay in a place. The more activities and options a street offers, the more it attracts diverse groups of people. A critical mass of people is needed to create a buzz, which in turn will attract even more people. Although having great uses such as restaurants and shops is important, it is also just as important to have an “inside-outside” quality where indoor activity spills onto the street. This can happen when merchandise is laid out in large display windows, outdoor



ABOVE: Open Streets 2017

cafés, through special events or programming that takes place within the right-of-way.

If institutions, government agencies and businesses consider the street as an extension of their facility (as many libraries and restaurants do) creative things can happen. When paired with permissive policies for street vending, performances, and other activities, streets have the potential to be the most diverse and exciting places in our communities.

“IF YOU PLAN CITIES FOR CARS AND TRAFFIC, YOU GET CARS AND TRAFFIC. IF YOU PLAN FOR PEOPLE AND PLACES, YOU GET PEOPLE AND PLACES.”
-FRED KENT, PROJECT FOR PUBLIC SPACES

2. Safe

People do not want to spend time on a street or in a place that does not feel safe. Threats including speeding cars and crime (real or perceived) can also prevent people from wanting to be on the street. Research has found that people who live on streets with high car traffic have fewer social connections than those who live on streets with lower traffic volumes. Also, every year thousands of people are killed or injured while crossing

streets. Creating “slow streets” through traffic calming (e.g. raised crosswalks, pedestrian signals, reduced automobile traffic lanes/widths, on-street parking and bumpouts) is effective in reducing traffic speeds.

When more people are spending time on the street through the indoor-outdoor connection created by storefronts and sidewalk cafes, people gardening in their yards, sitting on porches, or conversing on the street the more you will have “eyes on the street” , making it less likely for crime to occur.

3. Inviting and Rich in Detail

Great streets are the result of detailed elements that break-up the scale of the street through the buildings, sidewalk features, and street layout itself. These features are interesting and encourage walking. A street that lacks these elements isn’t inviting and encourages driving rather than walking.

Historically, the small scale of streets and the buildings along them with many different shops and houses occurring one after the other on small blocks is what made streets dynamic and diverse. Buildings help define the street, but it is the architectural details, public art, landscaping, signage, and of course, people that make a street feel interesting and captivating the eye. Activity levels are typically much greater in front of open building facades than those with closed off facades where window and door openings have been minimized or covered up.

This situation is similar to the street, block pattern, and buildings that are found throughout Ford City, especially along the Drouillard Road main street, but unfortunately many of details of the street such as storefront windows, brick, and other architectural elements have been covered up. Reintroducing these elements back into the public realm can have a very positive effect on creating an environment that is inviting and comfortable.

“GREAT STREETS FEEL LIKE A PUBLIC, OUTDOOR ROOM.”

-VICTOR DOVER, THE SECRET TO GREAT CITIES AND TOWNS

4. Designing for Lingerig

How a street functions as a great place is best measured based on people’s willingness to linger along it. Often the success of a street is measured based on the Level of Service (LOS) which calculates how quickly cars can pass through a corridor, but cities rarely measure the time people spend lingering on a street, despite its relevance to both social exchange and economic activity such as shopping and dining. People lingering along a street instantly makes a street seem intriguing to other pedestrians, in the same way that people are less likely to frequent an empty restaurant.

“WHAT ATTRACTS PEOPLE MOST, IT WOULD APPEAR, IS OTHER PEOPLE.”

-WILLIAM H. WHYTE

People tend to spend time in places that they feel comfortable in, and where features of buildings and spaces capture their attention, interest and meet their basic needs. This includes having a place to sit if they’re tired, a place to grab a drink or bite to eat when they’re hungry, and a place to take refuge from the hot sun or pouring rain. People also tend to be attracted to where other people are lingering. Because of their appeal and/or their adaptable design, great streets will have people on them in the freezing cold of winter or the dead heat of summer.

5. Interactive and Social

Streets, more than any other public space, have the potential to spark limitless interaction between people of all ages and backgrounds. It is a combination of streetscape and building elements that can spark interaction between people. A great

street provides the opportunity for interaction between the owner of the grocery store or bar keeper where over time customers gain trust in even seeking advice from these people they see on a regular basis.

These interactive streets are places that encourage informal exchanges where people respond and interact in their own ways by listening to music, engaging a public sculpture, or reading historic signage that helps them understand the significance of a particular place. Great streets are a multi-sensory experience of sights, sounds, and smells, and often of taste and touch as well.

“THE TRUST OF A CITY STREET IS FORMED OVER TIME FROM MANY, MANY LITTLE PUBLIC SIDEWALK CONTACTS. IT GROWS OUT OF PEOPLE STOPPING BY THE BAR FOR A BEER, GETTING ADVICE FROM THE GROCER AND GIVING ADVICE TO THE NEWSSTAND MAN...”

-JANE JACOBS

The term “triangulation” was coined by William H. White author of the *Social Life of Small Urban Spaces* to refer to features and activities that create linkages between people in a public space. In his words, it is “a process by which some external stimulus provides a linkage between people and prompts strangers to talk to other strangers as if they knew each other.”

6. Unique

Often times in an effort to attract people, cities look to other places not only for inspiration but to try and replicate and transplant what makes that place attractive to visitors. This often results in minimal success. The best streets do not look

and feel like any other place and have an identify of their own where your experience creates a long lasting imprint on your minds landscape. These “memorable streets” are opposite to the sameness created on many streets through the presence of large surface parking areas, big box retailers, and streets where buildings have been covered up with materials that hide unique elements of these often historic buildings.

Streets have a tremendous capacity to communicate to us a place’s history, culture, values, and assets. There are many ways to showcase this unique identify, but it is more commonly showcased through building design, public art, landscaping, pavement materials, wayfinding or other signage, programming or special events, and the showcasing of local institutions, people, and businesses on the street.

7. Accessible

On a great street the pedestrian is prioritized and people of different ages and backgrounds interact. To make this happen, streets need to have diverse destinations and activities and be easily accessible to all. An easily accessible street provides facilities and opportunities for walking, biking, and transit; it attracts a wider variety of people to it than if it is only within reach of those with a car. When a street is designed for everyone, including those with special needs (e.g. wheelchair or stroller accessibility), it becomes a place that welcomes and prioritizes vulnerable populations in our communities. The concept followed by 8-80 cities is that for streets to be great they should be designed so that an 8 year old and 80 year old can both access and navigate it successfully on their own.

Accessible pedestrian-friendly streets often have shorter block lengths, which facilitate more encounters and interaction among people. Frequent intersections also create better access and egress points to the street, which helps facilitate the additional mixing of people who are coming from other streets. Ford City was designed in this way with shorter block lengths and with the pedestrian in mind. It will be important to the neighbourhoods future to take advantage of this accessible design.

8. Flexible

Great streets should be flexible and adaptable to the changing needs of not only the immediate main street but also the surrounding neighbourhoods. During the week streets may be teeming with cars, but on weekends more pedestrians than vehicles. Similarly, great streets need to work year round, even in challenging weather conditions.

Streets can be flexible and used for many other uses than automobile traffic and parking. Often cities and event organizers hold events in one central location such as the riverfront where there is no synergy with downtown businesses to immediately gain economically from the event being located in their district. Vendors are brought in to cater to the visitors, meanwhile the bars and restaurants on the street remain half empty. Streets can be re-imagined and designed with special pavers or concrete stamping, and streetscape elements that can accommodate different short and long term needs.

RECOMMENDATION #19 - Adopt the principles identified in Section 4, Public Realm for creating streets that function as quality public spaces that draw people, and are pedestrian-centered

4.2 Elements of Great Streets and the Public Realm found in Ford City

Streets and Connectivity

The streets in Ford City are generally walkable. When the town was first laid out it was designed with not only the automobile in mind but also for the people who lived in the neighbourhood. The scale of these streets and the small blocks with alleys create a system of pathways and options connecting the neighbourhood.

The small, narrow commercial and residential lots encouraged building designs that are more human scaled because they are sited along the street edge with numerous windows and entrances that create a consistent rhythm along the street.

This scale provides interest to people walking by. Detailed architectural elements such as stone and brick provides further articulation along the streets. In the past, this made the street feel dynamic and diverse.

Typically the public right-of-way (the street space between the buildings) includes sidewalks separated from the street by boulevards with street trees protecting pedestrians from



ABOVE: Open Streets 2017

automobile traffic. Because of the small block pattern there are several intersections which slow down traffic and provide opportunities for pedestrians

to cross the street.

However, as demonstrated through “Open Streets” in 2016 and 2017 this area including the vehicular portion can be used for much more than just automobile traffic and parking. This public realm space between the buildings can be repurposed and used for not only sidewalk cafes, art, and all sorts of cultural events, but also made for people of all ages.

Old photos and documents identify the small scale of Drouillard Road and the buildings along it with many different shops and houses, one after the other on small blocks. This



scale is what once made the street dynamic and diverse. In the past, buildings helped shape the edges of Drouillard Road like a room, while architectural details, art, landscaping, signage, and people made the street feel interesting and captivated the eye. However, today there are gaps in the street wall where buildings have been demolished, and in some situations, building details and windows have been covered up making the street appear closed for business and vacant.

RECOMMENDATION #20 - Streets and connectivity: Maintain the walkable human scaled design created through the small block, and small narrow commercial and residential lots established throughout Ford City.

Super Blocks and Connectivity

As the Canadian Automobile Industry evolved in Ford City, large parcels of land were assembled to accommodate the increasing auto assembly production capacity. These large tracts of land ended up physically isolating both the commercial and residential areas of Ford City from the other areas of the city. It also interrupted the small block pattern that exists in the residential and commercial areas of Ford City and in the neighbourhoods to the east (the rest of East Windsor) and west (Walkerville) of Ford City. Today this land is either vacant or underutilized providing an opportunity to establish both physical and physiological connections throughout the neighbourhood by extending streets and sidewalks between Walker Road and the industrial lands (east of Walker Road), as well as, potentially on the east side of Henry Ford Centre Drive through part of the Ford of Canada property.

RECOMMENDATION #21 - Super Blocks and Connections: Create physical connections in the form of streets, sidewalks, and pathways between Walker Road and St. Luke Road.

Traffic Calming

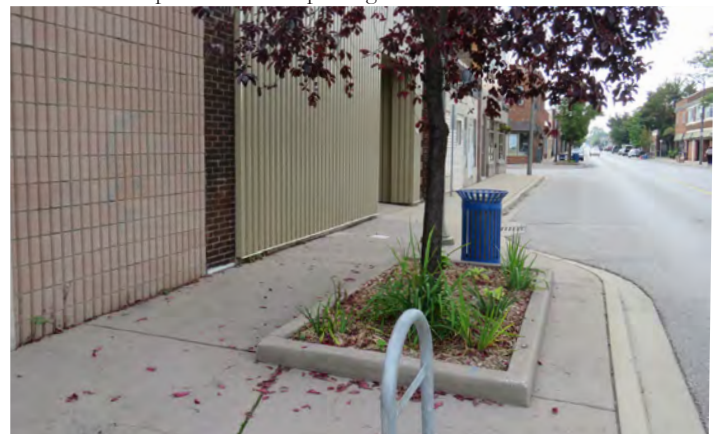
Research has shown that traffic calming is an effective strategy to balance the use of streets between drivers and pedestrians. When surveyed, the community discussed the importance of

safety and one of the ways to make the area safer was to ensure that it was more “walkable”. This is also reflected in the approach and vision of this CIP which is taken from community surveys over the years. The 2009 Revitalization Prospects: for Ford City-Drouillard Road Neighbourhood report recommends improving the mid-block pedestrian crossing on Drouillard Road for convenient access to Maisonville (Cadillac) Park and the existing parking lot. Since this recommendation the Shoreview at Riverside residential retirement home has installed a private park area with amenities adjacent to their property. Based on the context of the area, the following strategies are suggested as traffic calming measures that may be explored in Ford City (Project for Public Spaces, 2008):

- Maintain existing on-street parking (on both sides of the streets) which provides a buffer that separates pedestrians from moving vehicles.



ABOVE: Example of on-street parking and a bulbout on Drouillard Road



ABOVE: Example of a bulb out on Drouillard Road

- Maintain two-way streets throughout the area. Two-way streets encourage slower driving because drivers must be more cautious when vehicles are going in both directions. It also provides better access and reduces confusion. Businesses also benefit from increased access.
- Narrowing lanes and widening sidewalks gives pedestrians more space to walk and decreases the distance that needs to be crossed at intersections. Narrower lanes are still safe and the physical design will help to reduce speeds.
- Bulb outs also shorten the crossing distance for pedestrians, as well as define a specific parking bay. They also provide a space for amenities and streetscape enhancements like trees and lighting.
- Raised medians provide a safe in-between resting place for pedestrians crossing the street, making crossing more accessible for people of all ages and abilities. They are also an ideal place for landscaping, sculptures, and other amenities.
- Tight corners reduce speeds of turning vehicles, make pedestrians more visible, and add sidewalk space.
- Raised crosswalks and surface treatments like different colours and textures help to delineate space for crossing, parking, and driving in an attractive way. Sculptural or architectural features at key intersections also add to this effect.

RECOMMENDATION #22 - Traffic Calming: Consider exploring traffic calming elements as identified in Section 4, Public Realm.

- Signalized crosswalks can also make crossing at busy locations safer by cueing drivers that pedestrians are crossing. An attractive design can also encourage pedestrians to cross at these locations instead of jaywalking.
- Installing bike lanes can also help to reduce lane widths and slow traffic.

Flexible Streets

Flexible streets are spaces that can be transformed depending on the needs of the community. These streets are intended to be shared by pedestrians, cyclists, and drivers alike. Depending on the time of day

or year, the street can be transformed easily and efficiently. Flexible streets can provide extra space for tables and chairs to accommodate a busy restaurant in the summer or be closed to traffic to provide a venue for a special event like a market. During Windsor “Open Streets” in 2016 and 2017 the event demonstrated that portions of Drouillard Road can be used for much more than just automobile traffic and parking. Through the many studies, historic photos and site visits it is evident that the intersection of Drouillard Road and Whelpton Street (and surrounding area) holds a special place in the hearts of the Ford City community and is a place where the community comes together. In Ford City, parts of Drouillard Road and Whelpton Street could be converted to flexible streets to better serve the community and allow for more civic space.

RECOMMENDATION #23 - Flexible Streets: Explore the opportunity to redesign the intersection of Drouillard Road and Whelpton Street as a flexible street.



ABOVE: Picture of flexible space being used as on-street parking on Castro Street in Mountain View, California.



ABOVE: Rendering of a flexible sidewalk design for King Street in Kitchener, Ontario. Removable bollards are used to extend the sidewalk in the summer to maximize seating space for patios and make room for special events. In the colder months, the extra space can be used for more on-street parking.

Gateways, Neighbourhood Gateway Areas and Barriers

As previously identified, large vacant and underutilized industrial sites have become barriers isolating the neighbourhood from the rest of the city. However, these barriers can become opportunities for gateways of connectivity into the neighbourhood if new roads and human scaled development were created to enhance and create interest in the area. The following areas also provide opportunities for gateways into the area:

1. **The Intersection of Walker Road and Seminole Street**-the removal of the former General Motors Trim Plant along Walker Road provides an opportunity for a new development that, if designed with the idea of a gateway in mind, can create interesting feature(s) through its architecture and landscape design at this important intersection of Ford City.
2. **Seminole Street**-Attention to the streetscape and public realm can add to this gateway approach along Seminole Street. Improvements to existing buildings (some heritage listed) and the repurposing of existing vacant sites can enhance and provide interest to the area and also help frame interesting views along Seminole Street (e.g. the tower of the Dominion Forge/Hearn Industries building or the ornate bell towers of the St. Dimitrije Church).
3. **Intersection of Seminole Street and Drouillard Road**-this intersection provides an important southern gateway into the Drouillard Road Main Street where gateway features like the Roman Catholic cemetery and Descent of the Holy Ghost Church exist and help form a gateway at this intersection.
4. **Drouillard Road Main Street**-especially the stretch north of the Essex Terminal Railway has already been identified as an Neighbourhood Gateway Area (NGA) through streetscape improvements completed in the 1990s and murals and sculptures celebrating Ford City's past. Decorative streetscape elements can be updated and expanded along Drouillard Road to enhance this important street. Maintaining and enhancing the existing public art concept will only add to this gateway area. An opportunity also exists to link this special treatment with the adjacent paved alley (east of Drouillard Road) which has already been enhance through Do-It-Yourself (DIY) art.
5. **Whelpton Street/ Drouillard Road Intersection**-through old photos and the location of art and sculpture it is obvious that this area of Drouillard Road is an NGA to the community that links the past to the present. The City's Urban Structure Plan also identified this area as a Neighbourhood Node further giving evidence to

RIGHT:
Dominion Forge/
Hearn Industries
Building



BELOW:
Seminole Street and Walker Road gateway concept



by Kevin Alexander and Adam Coates



ABOVE: Intersection of Whelpton Street and Drouillard Road in 2018



ABOVE: Southeast corner of Charles Street (now Whelpton Street)

its importance to Ford City. Through the existing Windsor Building Facade Improvement Program and Urban Design Guidelines Community Improvement Plan for Main Streets and streetscape improvements this area can be improved and funding focused to elevate this Special NGA to the next level where it can become one of the “Great Places” in the City.

6. **Drouillard/Wyandotte Street Subway/Viaduct**-although seen as both a physical and visual barrier cutting off the former town centre (area north of the viaduct) from the rest of Ford City, in 1930 Ford City was surrounded by railway tracks and there were long vehicular delays waiting for trains, and this project was considered an improvement. Still somewhat of a barrier, recent beautification and lighting improvements have helped transform the viaduct into an area gateway. There remains an opportunity to further enhance the viaduct with landscaping, art and improved pedestrian connections.

BELOW: Whelpton Street/ Drouillard Road Intersection from above



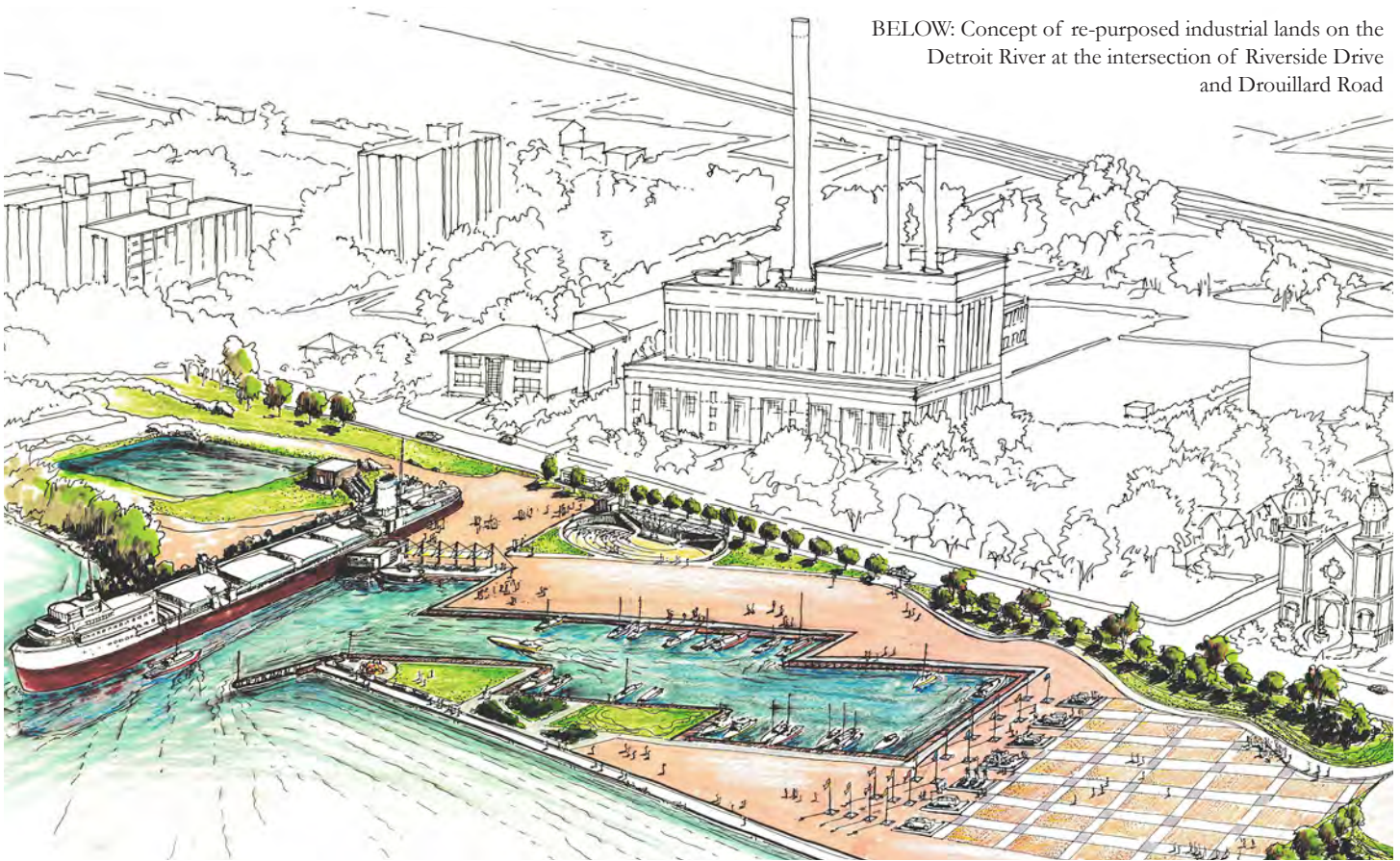
7. Riverside Drive East and Drouillard Road Intersection- this area was once the gateway into Ford City and Henry Ford’s new Canadian venture (Ford Motor Company of Canada Ltd.) because it was the location of the first assembly plant along the Detroit River. It was also the location of Notre Dame Du Lac Church, the Town Hall which was the centre for religion and government in the village and then town. All that remains of this gateway is the former church, Ford Power House and remnant buildings from Ford’s Riverside Drive Plant property. However, because of its location along the Detroit River, there are opportunities for a Riverfront Park as envisioned in many of the neighbourhood surveys and the redevelopment of adjacent vacant and underutilized properties.

8. VIA Rail Terminal Area of Interest and Intersection of Walker Road and Wyandotte Street East- this area is designated as a gateway in the City’s Official Plan and also

provides a gateway opportunity for both Walkerville and Ford City. Adjacent vacant and underutilized industrial lands provide an opportunity for the intensification of housing and commercial services for both residents and visitors to this area of the city if the property were rezoned in the future and designed in a way that mitigates the impact of the rail line.



ABOVE: Aerial view of former industrial lands at the intersection of Riverside Drive and Drouillard Road.



BELOW: Concept of re-purposed industrial lands on the Detroit River at the intersection of Riverside Drive and Drouillard Road

9. **Walker Road and St. Luke Road**-opportunities exist for other neighbourhood gateway areas into Ford City by connecting streets through redevelopment of under-utilized lands between Walker Road and St. Luke Road.



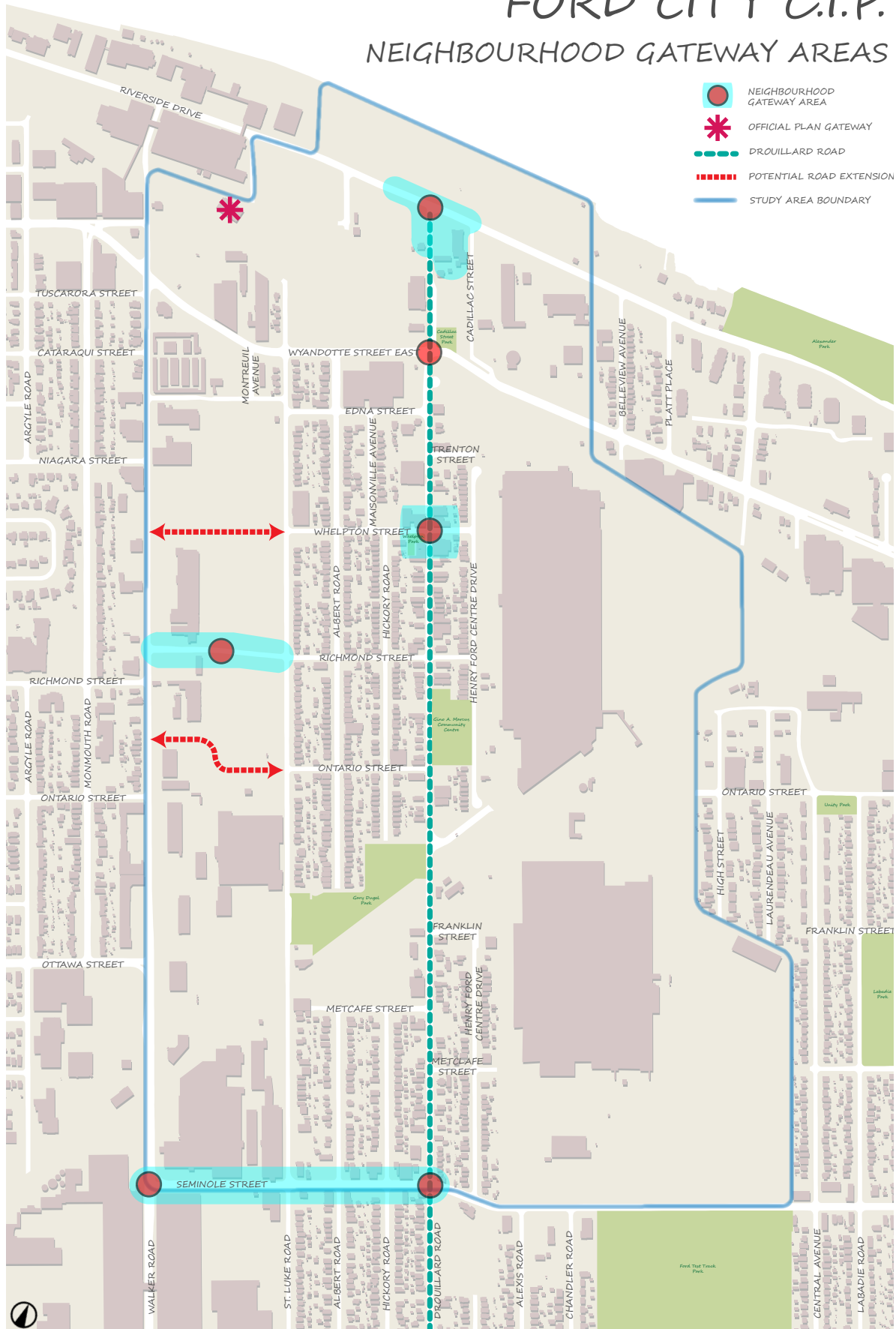
ABOVE: Concept highlights redevelopment opportunities for vacant industrial land between Walker Road and St. Luke Road, providing a gateway into Ford City where new roads physically link the Walkerville and Ford City neighbourhoods.

RECOMMENDATION #24 - Gateways and Barriers: Encourage development of neighborhood gateway areas as identified in Section 4, Public Realm.

RECOMMENDATION #26 - Consider enhancements to these Neighbourhood Gateways Areas (NGA) in the form of economic incentives and infrastructure improvements.

RECOMMENDATION #25 - If becomes available, the City of Windsor Begin potential acquisition discussions for the Ford Motor Company of Canada Ltd waterfront property as a community benefit such as a riverfront park and Canadian Automotive Museum.

FORD CITY C.I.P. NEIGHBOURHOOD GATEWAY AREAS

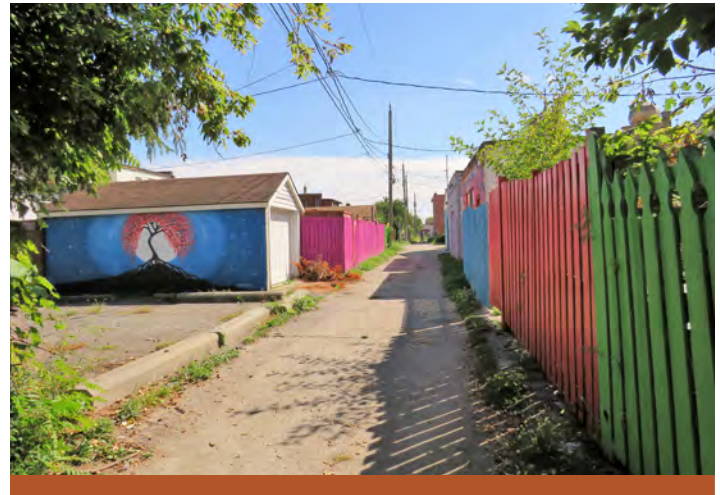


Alleys and Art

Alleys have played an important role in Ford City as a service area for refuse collection and access to the rear of properties providing vehicular parking. The alley system formed an important element of the block pattern creating a system of pathways providing direct access for pedestrians throughout the neighbourhood. Similar to other cities' alleys, in Ford City they have become an extension of the public realm where children may first learn to ride a bike and where opportunities for alternative forms of art occur helping to celebrate the spirit and diversity of the area (Clay, G., 1978).

Alleys in Ford City are an important element of the public realm and in the majority of examples should be retained as internal pathways and extensions of the public realm. Provided that the alleys are still required for access and serving as a benefit to the neighbourhood, the city and local residents are encouraged to maintain and enhance them by following the principles developed for “creating streets that function as quality public places that draw people in”.

BELOW: Art in a Ford City Alley



RECOMMENDATION #28 - Maintain existing art murals in Ford City and informal art installations found in alleys.

RECOMMENDATION #29 - Explores the opportunity to improve and treat the two alleys east and west of Drouillard Road as art event space.

RECOMMENDATION #27 - Alleys and Art: Preserve the existing alleys that form part of the original block pattern of Ford City and maintain the system of pathways connecting the neighbourhood, where opportunities exist for informal art installations that celebrate the spirit and diversity of the neighbourhood.

Public Art

Public art serves two important primary functions: It provides a tool for economic revitalization and creates community identity. In Ford City it helps shape the quality of life for



people in a community by offering a form of expression that embodies a community’s spirit. It also represents a sense of community pride and brings people together. Evidences of this important function can be witnessed along Drouillard Road where there are a number of murals and sculptures that tell the story of Ford City’s unique history. In the adjacent alleys, there is also some more informal art that celebrates the spirit and diversity of the neighbourhood. Neighbourhood groups have also focused murals and sculptures at important nodes in their community.

Public/Private Space

Streets that function as quality public places tend to have a good indoor/outdoor connection between both private and public space. Whether it is the connection with the commercial storefront and the adjacent sidewalk and street, or the porch and front yard with the side walk in a residential area.

BELOW: Example of the overlap of public and private, indoor and outdoor space



This relationship is important in creating interaction and interest where people of all ages and backgrounds can come together. Ford City has this connection in parts of its residential neighbourhood, but it is limited along its main street (Drouillard Road), because of vacant underutilized properties that have storefront windows and doors that have been covered up over time; therefore, minimizing their connection with the public realm. Re-establishing this connection is critical to the success of Ford City’s main street and community at large.

Parks and Open Space

Several neighbourhood and regional parks exist within the Ford City CIP Project Area or just beyond it. They include:

Alexander Park-is located on the north side of Riverside East between Strabane Avenue and Rossinni Boulevard across from Belle Isle. It is a city-wide park acquired in 1950 and is approximately 18 acres in size. Historically this park was known as the East Windsor Bathing Beach. In the late 1920s the Ford City (East Windsor) Planning Department initiated a land reclamation project that led to the creation of a sandy public beach along 200 feet of waterfront. The park was named in honour of Viscount Alexander of Tunis (Canada’s Governor General at the time). Amenities include a plaque honouring Oscar Ernest Fleming, the last Mayor of the Town of Windsor (1891) and the City of Windsor’s first Mayor (1892), a life size bronze statue of George Bergeron, past Chairman of the Multiple Sclerosis Society in Windsor watching over the healing garden, benches a gazebo, a play unit, and parking.

Today the park is no longer used as a beach for swimmers but more of an urbane passive park and a great place to relax and enjoy the view of the landmark Belle Isle Park design by Frederick Law Olmstead.



ABOVE: Windsor Bathing Beach, location of present day Alexander Park



ABOVE: Cadillac Street Park

Cadillac Street Park-is located at 290 Drouillard Road and secluded from both the residential and commercial area of Ford City. The park appears to have no purpose except for a small pump station to drain the underpass located on site. There are really no real amenities except for a green space, a couple trees, and a park bench. Based on its location, it does not appear to attract many visitors.

Ford City Parkette (Whelpton Park)-is located at the corner of Drouillard Road and Whelpton Street which has been identified as an important neighbourhood node. The property was purchased in 1981 through the City, who partnered with Business Improvement Area (BIA) to maintain the park. In 2000, through a Human Resources of Canada grant funds were awarded for five street murals and a six foot sculpture honouring families who worked in the auto industry. To date, several murals have been located within the Drouillard Road Main Street area celebrating the history of Ford city including the Model T, Prohibition, and the 1945 Blockade as well as snapshots of community leaders.

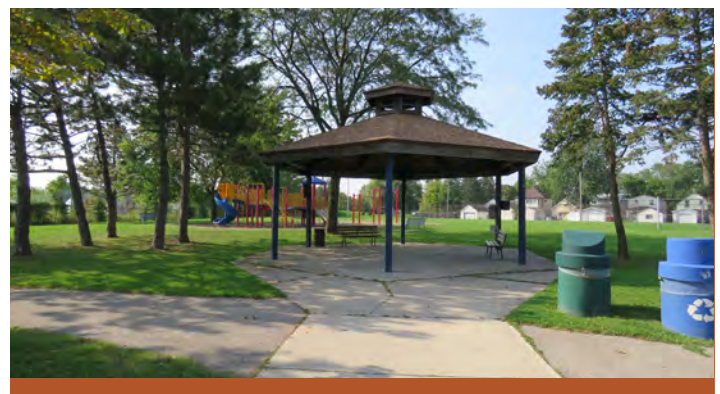
Ford City Community Garden-a community garden exists on vacant land located north of 984 Drouillard Road. It is considered an extension of the open space system and is located where commercial buildings have been demolished along Drouillard Road. Community gardens provide countless community benefits such as a sense of community ownership and stewardship, opportunities for interaction, and fresh produce for the community.



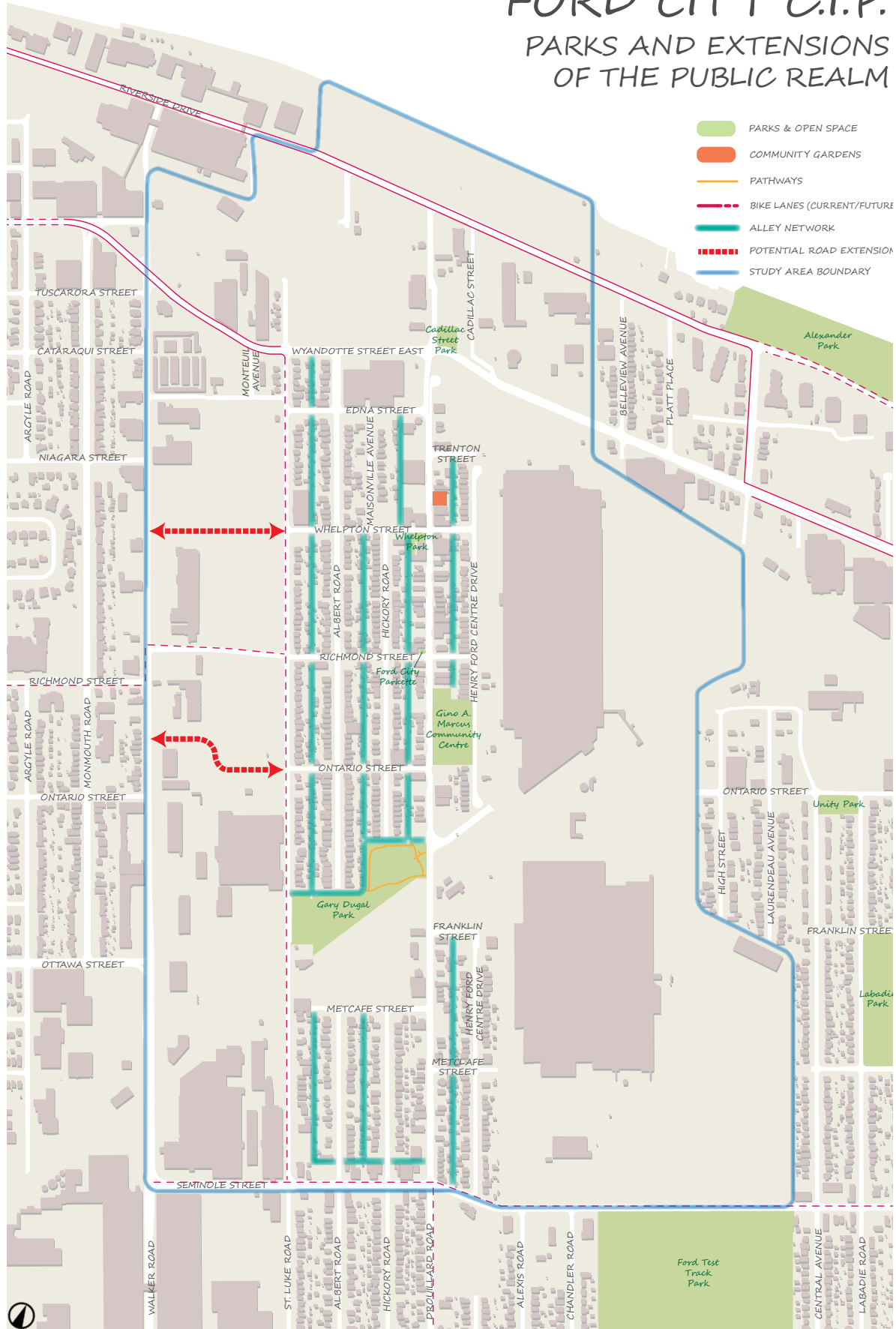
ABOVE: Ford City Community Garden

Garry Dugal Park (formerly Drouillard Road Park)-is a neighbourhood park located west of Drouillard Road and north of the Essex Terminal Railway. The park was acquired in 1976 and is approximately 5 acres. It was created to augment the activities of the former Holy Rosary Community Centre (now the Gino and Liz Marcus Community Complex) in an effort to increase the amount of parkland in a deficient area of the city. The park appears to be used on a regular basis by the neighbourhood and forms an important amenity linking with the Drouillard Road main street. The park includes a gazebo and pathways, as well as facilities for ball hockey, baseball, basketball, BMX, tennis, and tobogganing in the winter. These amenities help to create a very functional neighbourhood park with many of the characteristics of what the Project for Public Spaces has found to be successful for parks.

BELOW: Garry Dugal Park



FORD CITY C.I.P. PARKS AND EXTENSIONS OF THE PUBLIC REALM



Gino and Liz Marcus Community Complex (formerly the Holy Rosary Community Centre)-Although this busy community centre has not been identified as a park or open space, it offers spacious rental opportunities in its gymnasium, open for sports rentals such as floor hockey, indoor soccer, basketball and volleyball. All purpose meeting rooms are also available to the community for special occasion such as weddings, showers, banquets, and business meetings. The facility also includes a full service kitchen and pool offering swimming lessons.

The facility is also a designated Customer Care Centre by the City where local residents can access a wide range of municipal services. This city run community and Customer Care Centre is in heavy use throughout the day and evenings. The services and attractions provided by this public facility are an extension of the public realm.

Ford Test Track Park-is located just outside of the CIP project area between Seminole and Milloy Streets, south of Central Avenue. This 59 acre park was acquired by the City of Windsor in 1994. It was formerly owned by Ford Motor Company of Canada. The park includes several amenities, including 18 soccer fields, a one-mile walking/running track, an off-leash dog park, and washrooms. The park is heavily used by adjacent neighbourhoods and through community organizations on a city-wide and regional level.

The parks and open space in Ford City are important elements of the public realm providing opportunities for sports and exercise, recreation, and most importantly a reason for the community to come together. Their ongoing maintenance and improvement will only add to the vibrancy of the public realm in Ford City.

Transit Services

Transit forms the more mobile part of the public realm. Buses are generally accessible and include bike racks for cyclists. Transit Windsor provides the following bus services to and from the Ford City area:

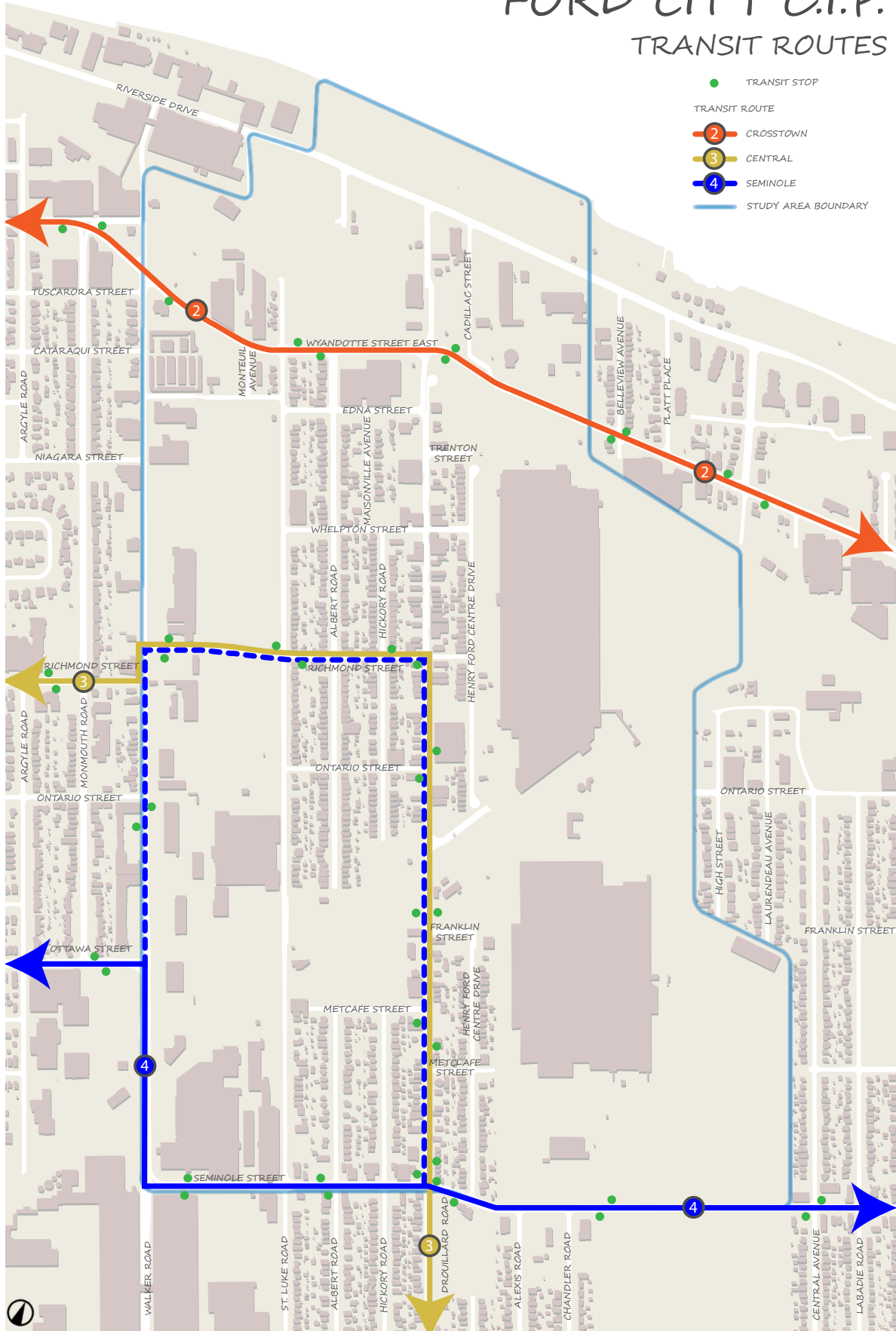
- Crosstown 2 provides services along Wyandotte street through the Wyandotte Street East Viaduct.
- Central 3 provides services along Richmond Street into Ford City, to Drouillard Road and then south towards Tecumseh Road East.
- Ottawa 4 provides services along Seminole Street from Walker Road to Pillette Road intersecting at Drouillard Road and Seminole Street.

Bike lanes and recreational trails

As identified above, both Ford Test Track and Gary Dugal Parks provide pathways for walking/cycling. Additionally, the Gary Dugal Park provides a pathway system that links between St. Luke, Albert, Hickory, and Drouillard Roads. The 2001 BUMP identified bike lanes along Riverside Drive, Strabane Avenue, Wyandotte Street East, St. Luke Road, and Seminole Street. The only bike lane that extends through the study area runs along Riverside Drive East intersecting Drouillard Road. Bike lanes exist along Wyandotte Street East but end at St. Luke Road. New bike lanes are proposed along Seminole Street from Walker Road to past Pillette Road. Additional work needs to be completed to determine if there is space along existing roads for bike lanes and other types of cycling facilities and additional opportunities to provide pathways through the neighbourhood.

Following the principles described above and concentrating funding efforts on improving elements of the Public Realm will have a profound impact on the future success of this neighbourhood as a great place to live and visit. Its future will depend on the ability of the city and neighbourhood partners to make both residents and visitors feel safe in a neighbourhood that is attractive and accessible enough to convince people to stay and visit for extended periods of time or to want to live there.

FORD CITY C.I.P. TRANSIT ROUTES



4.3 FORD CITY COMMUNITY DESIGN

Echoed throughout this plan, from the community driven studies and surveys completed for Ford City, this area has been identified as a “walkable” “artisan” or “urban village”, a “heritage district”, and a place that is “unique”. This character (look and feel) is reflected in the layout of the streets, alleys and sidewalks, the width and depth of properties, and the built form throughout the neighbourhood. For this reason, this vision and

character is also reflected in the Approach and Objectives identified in this plan. This character stems from the franco-phone farming community where the Canadian Automobile Industry and Ford City was built upon.



Architectural Technology Students (St. Clair College of Applied Arts & Technology) concept for vacant property in Ford City.

4.3.1 PRESERVATION AND ENHANCEMENT

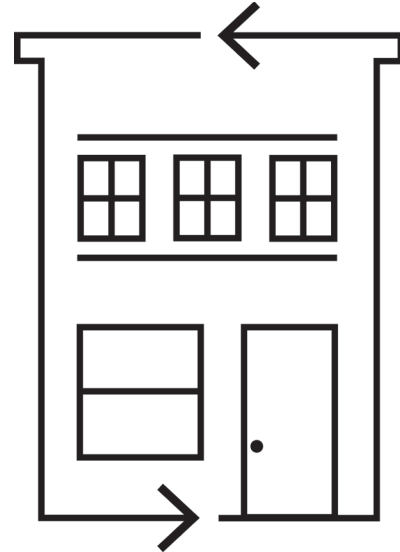
How do we Preserve and Enhance this Unique Character?

Preserving and building upon this unique character and context can be accomplished through tools found in the Ontario Heritage Act. Ensuring that improvements to existing buildings, infrastructure and new infill development are compatible with the existing character and context is something that can be accomplished through legislation, policies and urban design guidelines.

The Ontario Heritage Act

Section 3 (Districts of Ford City) discusses existing and proposed heritage resources for Ford City. Many buildings from Ford City’s 1930’s downtown still exist today and there is a desire to have “buildings restored to their original facades”. As identified in section 3, many of the storefronts have been bricked in or covered with wood but many buildings along the 1930s Drouillard Road street facade still exist. Part IV of the Act provides the legislation for the designation of individual properties and Part V provides the legislation for the designation of Heritage Conservation Districts. Historically, the small scale of streets and the buildings along with many different

shops and houses occurring one after the other on small blocks is what made Ford City dynamic and diverse. The passing of a heritage conservation district in accordance with the “Ontario Heritage Tool Kit” can provide the tools to ensure that the cultural diversity reflected in the landscape, street layout, and buildings and structures (elements that make the street diverse and dynamic), are retained for future generations (Ontario Ministry of Tourism, Culture, and Sport, 2018). Such tools can include policies, standards, and guidelines that aim to retain and build off of this unique area.



Southwest corner of Charles Street (present day Whelpton Street) looking south down Drouillard Road. The Baum & Brody Furniture building still exists today. However, the windows on the first floor have been bricked in.

4.3.2 Urban Design Guidelines and Policies

The design guidelines identified below will not only ensure that existing and new development proposal will fit within the existing context of the neighbourhood, but they will also allow flexibility and creativity, encouraging building forms and styles that are progressive and will provide renewed interest in the Ford City Neighbourhood.

1. Off-Street Parking Areas in the Vicinity of Traditional Commercial Streets

In September 2017 Official Plan Amendment (OPA #113), Zoning By-law Amendment (ZBA #Z-001/17) and Demolition Control By-law 131-2017 came into effect regulating new or expanded parking areas (i.e. creation of 5 or more parking spaces) in the vicinity of ‘Traditional Commercial Streets’. The purpose of these policies is to protect traditional commercial/mixed-use buildings on commercial main street areas such as Drouillard Road in Ford City from demolition for the development of open air surface parking areas. The Off-Street Parking Areas in the Vicinity of Traditional Commercial Streets policies identified in the City’s Official Plan, Volume II, and Section 1.39 apply to Ford City as well. However, the policy area only includes Drouillard Road from Trenton to Deming Streets, and no Demolition Control By-law area has been applied to Ford City.

2. Windsor Building Facade Improvement Program and Urban Design Guidelines Community Improvement Plan (CIP) for Main Streets

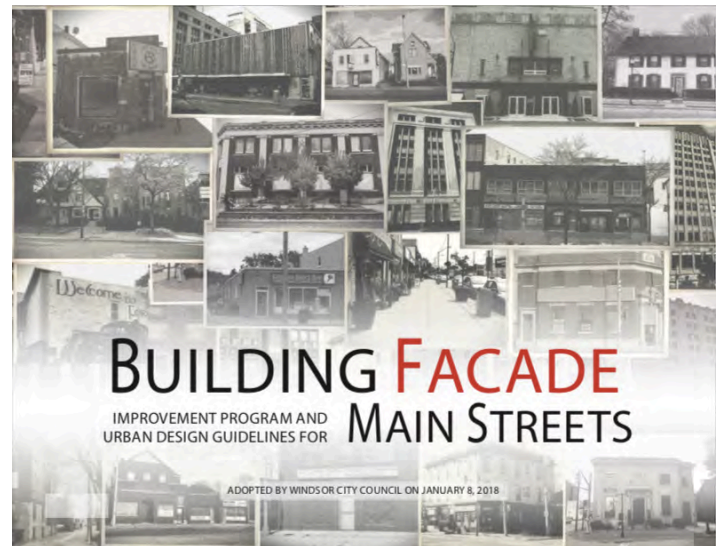
The Windsor Building Facade Improvement Program and Urban Design Guidelines CIP for Main Streets builds on recent investment in municipal infrastructure improvements by leveraging this public investment, and encouraging the physical improvement of building facades along traditional Main Streets, including Drouillard Road. The policies identified in this CIP include urban design guidelines regarding the following elements of traditional main street buildings.

- Preservation of original material such as masonry work, and doors and windows.

- Improvements to the storefront and public realm, including visual connections with the street, the use of windows, and the screening of mechanical equipment.

- Buildings elements such as signage, awnings, shutters, the use of colour, the importance and location of doors and entrance ways, and the selection of new building materials.

These policies and urban design guidelines also apply to the Drouillard Road Main Street BIA and are general enough to also be applied to other existing commercial/mixed-use buildings and infill development within the Ford City CIP area.



3. Commercial/ Mixed-Use Infill Development Design Guidelines

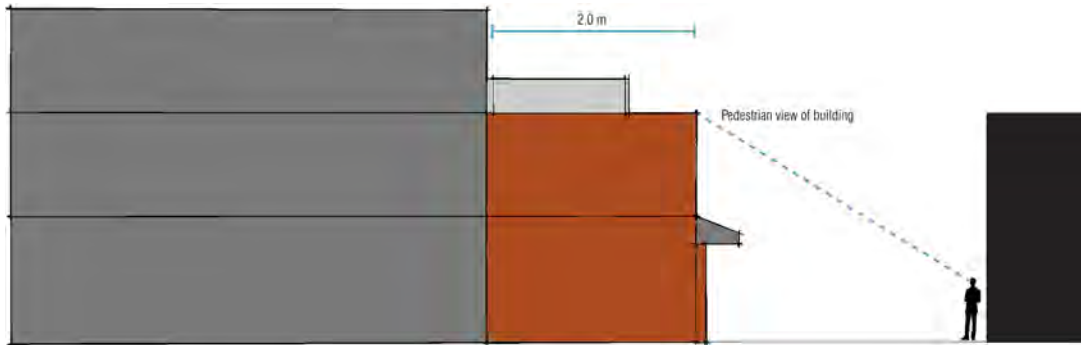
In addition to the urban design guidelines identified for existing commercial/mixed-use buildings under the Windsor Building Facade Improvement Program and Urban Design Guidelines CIP, proposals on vacant commercial/mixed-use property in the Ford City Neighbourhood will also be subject to urban design guidelines. To ensure infill development is consistent with the existing built form within the commercial mixed use areas of the neighbourhood, the following urban design guidelines apply:

1. Site and scale new buildings to be consistent with established setbacks, building heights, mass, widths and proportions;
2. Orient buildings and entrances to the street rights-of-way and site buildings along the exterior property line so that new construction frames and strengthens the street edge;



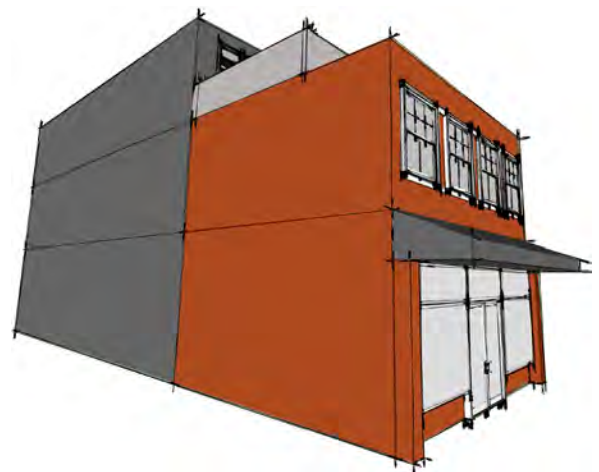
Infill redevelopment concept on vacant property located at 1028-1030 Drouillard Road (south of 1024 Drouillard Road)

Drawing by Yomna Serag Eldin, Adam Coates and Kevin Alexander



Demonstrates urban design guideline (3); as the building has a third floor that is set back 2 meters, but is not visible from street view

3. Design new buildings to a height of two storeys along Drouillard Road and Seminole Street within the study area. New infill buildings beyond two storeys may be permitted and constructed to a maximum of three storeys as long as the third storey is set back to a minimum of 2.0 metres from the front building facade;
4. Design all at-grade entrances to face and be accessed from the main street. Entrances should be prominent and defined through architectural features, materials, and signage;
5. Design new buildings with materials that are consistent and proportional to quality and enduring building material found within the area;
6. When choosing materials and selecting colours, choose a colour palette that is compatible with existing buildings in the area.
7. Design new buildings with large ground floor display windows at grade (to maximize transparency, a target of 70% of the building facade should be completely transparent at the street level);



Demonstrates urban design guideline (3) through the different views of the building.



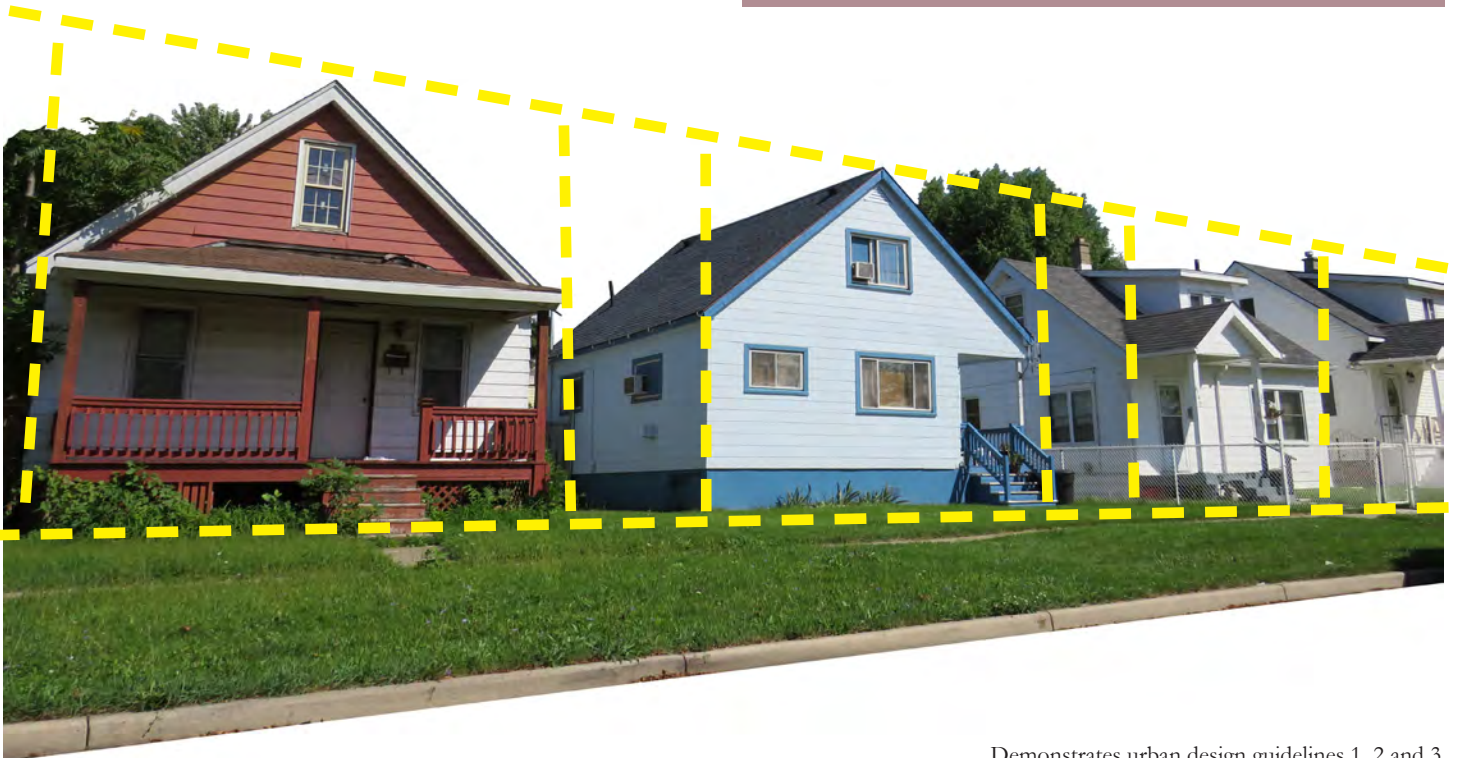
Demonstrates urban design guidelines 4, 5, 6, and 7.

8. Design new buildings so that service areas are located at the rear of the building;
9. Design buildings so that mechanical equipment is located on the roof, setback and screened from view at the street level; and
10. Refer to Section 5 of the Windsor Building Facade Improvement Program and Urban Design Guidelines Community Improvement Plan (CIP) for Main Streets for additional guidelines on the use of materials, colour, signage, awnings, and shutters.

4. Residential Area Design Guidelines

Through site visits of the residential areas of the Ford City Neighbourhood it has been observed that most homes are one to two storeys and have similar design traits, such as stairs leading up to porches, entranceways and windows facing the streets. These features create good connections with the public realm that should be retained, and encourage walking and interaction between neighbours. The following design guidelines apply to these areas:

1. Site and scale new residential structures to be consistent with established setbacks, heights, mass, widths and proportions of existing residential structures found on the block;



Demonstrates urban design guidelines 1, 2 and 3

2. Provide a transition in building height if the new development is taller than existing residential buildings on the block. This can be accomplished through the manipulation of the building mass, setbacks (beyond the established height of existing buildings), and through the inclusion of features such as porches; and the sensitive use of materials and colours that alter perceptions of height and mass;

3. Orient principal building entrances so that they face the public street and are a prominent feature in the building elevation;

4. Use precedents for roof profiles, windows, entrances and porches from the existing built form and streetscape as a guide for the design of new buildings;
5. Locate garages in rear yard of property with access from the rear of the property, whenever possible; and
6. Select materials for new construction based on the variety of materials found within the existing neighbourhood.

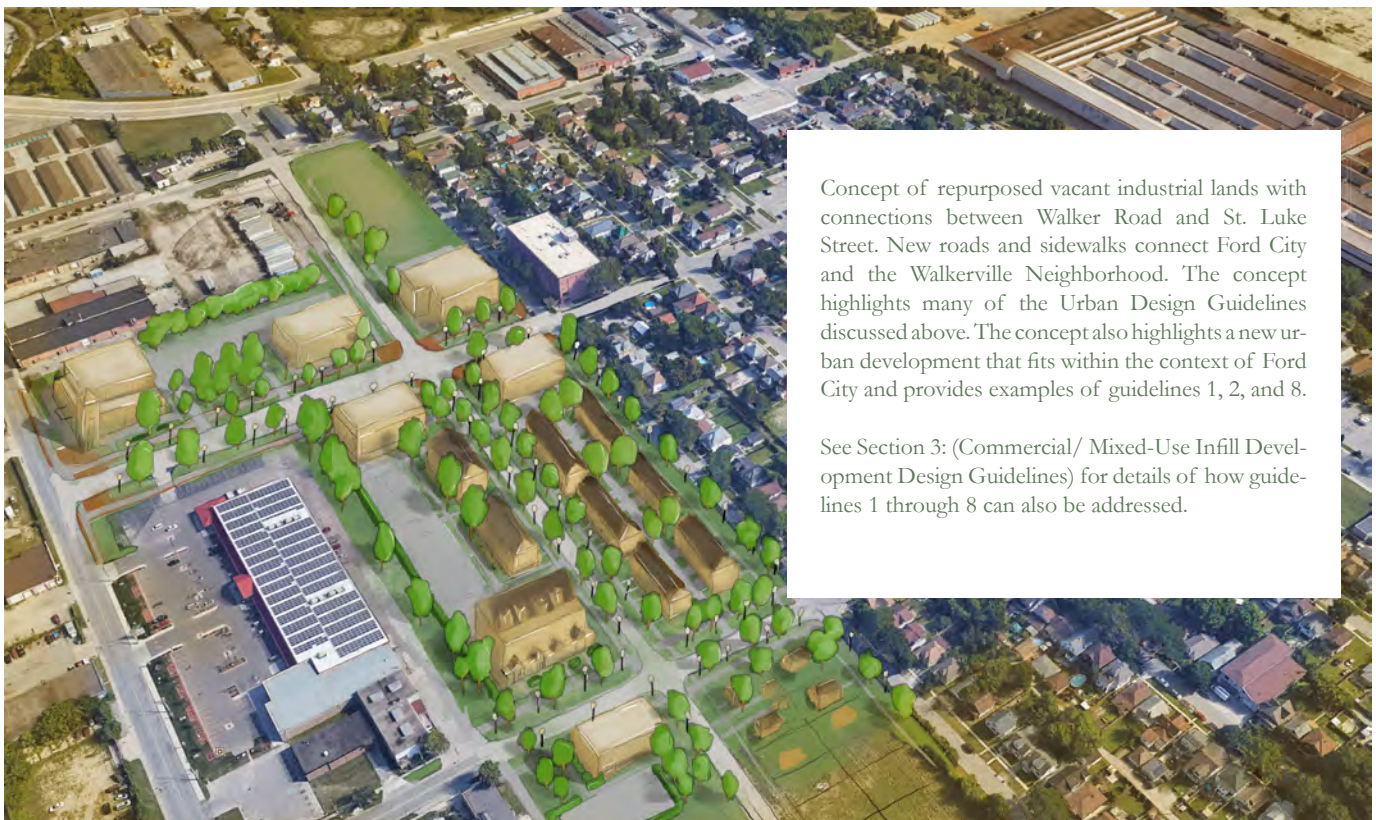


Demonstrates urban design guidelines 4, 5, and 6

5. Design Guidelines for Vacant and Underutilized Industrial Properties

Vacant and underutilized industrial properties have been identified throughout the Ford City neighbourhood, remnants of its industrial past. In the many community studies and surveys conducted throughout the area, the community discussed their hopes for repurposing these lands. Any new proposal for these properties would likely include a rezoning for a new use or at the minimum be subject to site plan control once the property is remediated. In keeping with the vision of a pedestrian centered neighbourhood, and when considering the existing residential and commercial/mixed-use context, and the possibility of connecting the neighbourhood to the surrounding community (such as Walkerville), it is important to encourage development proposals that are pedestrian oriented. Through the development review process (i.e. rezoning and Site Plan Control) the following design guidelines apply:

1. Orient buildings and entrances to the street rights-of-way and site buildings along the exterior property line so that new construction frames and strengthens the street edge;
2. Design all at-grade entrances to face and be accessed from the main street. Entrances should be prominent and defined through architectural features, materials, and signage;
3. Design new buildings with materials that are consistent and proportional to quality and enduring building material found within the area;
4. When choosing materials and selecting colours, choose a colour palate that is compatible with existing buildings in the neighbourhood;



Drawing by Adam Coates



5 CIP IMPLEMENTATION



5.1 IMPLEMENTATION

This section identifies existing economic incentive programs (below) that were designed on a city-wide basis through other CIPs, but are also available to Ford City. The section also identifies Administrative efforts aimed at assisting land owners with maneuvering through the City Hall development review process and providing assistance with various applications aimed at not only encouraging an attractive development, but also a successful and painless process for the land owner and developer.

Drouillard Road Facade Improvements

There are many commercial and mixed use buildings along the main commercial thoroughfare (Drouillard Road) that would benefit from building facade improvements. *The Windsor Building Facade Improvement Program and Urban Design Guidelines Community Improvement Plan* for Main Streets builds on recent investment in municipal infrastructure improvements, such as road rehabilitation and streetscape projects. They leverage the public investment made in the public realm and encourage the physical improvement of building facades along traditional Main Streets, including Drouillard Road.

The Mainstreets Facade Improvement Program will encourage facade improvement by offering a grant whereby the City will match 50% of the costs for eligible building facade and storefront restoration improvements to commercial and mixed use buildings within the designated Main Street area up to a maximum of \$30,000 per project to a maximum of \$60,000 per project for larger buildings with multiple storefronts.



RECOMMENDATION #30 - Amend the Windsor Building Facade Improvement Program and Urban Design Guidelines by extending it west along Seminole Street.

Reduced Development Charges

Under the current Development Charges Act, municipalities can apply Development Charges in ways that best suit their local growth-related needs and priorities. Strategic Development Charges reductions have been adopted by Council to help support the City's growth management goals, including the Official Plan policies promoting "selective residential redevelopment, infill and intensification initiatives".

On August 2, 2016 the City-wide Development Charge By-law #60-2015 was implemented to reduce Development Charges in the core areas of the city as a way to encourage infill and intensification within the city core and around existing Business Improvement Areas, including the Ford City Community Improvement Plan Project Area.

This policy significantly reduces the Development Charges owing for new residential and commercial development occurring in Ford City and is anticipated to act as an attractive incentive for new development.

Supporting Local Economic Development and Job Creation

By adopting the comprehensive Local Economic Revitalization Community Improvement Plan (CIP), the City has created supportive planning policies, financial incentive programs,

and a municipal leadership strategy that has the City taking a leadership role in local economic development, diversification, and job creation.

Consequently, the City offers annual grants (i.e. for up to 10 years) equivalent to up to 100% of the municipal property tax increase created by investments that retain or create jobs in the following industry sectors:

- Manufacturing (all types)
- Warehousing/Logistics
- Tourism (i.e. Tourist Attraction)
- Professional Services (which includes: Business Incubator, Computer Programming Services, Computer Systems Design Services, Industrial Design Services, Research and Development, and Testing Laboratories)
- Renewable and Alternative Energy (which includes: Manufacturing, Research and Development, Cogeneration Facilities, and Renewable Energy Power Generation)
- Creative Industries (which includes: Performing Arts Facilities, Museums, Computer Software Developer, and Digital/Media Studios)
- Health & Life Sciences (which includes: Manufacturing, Research & Development, and Physician Recruitment)
- Management of Companies and Enterprises (i.e. Corporate Office and Head Offices) programs designed to recover the costs associated with making the necessary investments to encourage economic diversification, and job retention and creation. These incentives include grants and tax assistance to encourage investments that achieve these objectives.

The program was designed to recover the costs associated with making the necessary investments to encourage economic diversification and job retention and creation.

The Local Economic Revitalization CIP has been successful in driving a number of private sector investments throughout Windsor. As such, it is considered to be a valuable tool moving forward as Windsor looks to diversify its employment base, attract new businesses and promote the adaptive reuse of historic buildings. Any development project occurring in Ford City that results in the creation and/or retention of jobs within the targeted sectors will be eligible for financial incentives under the Local Economic Revitalization CIP, as well as, the incentives offered through this CIP.

Brownfield Redevelopment

Brownfields are often characterized as underutilized, derelict or vacant property and buildings. This characterization has further been refined to mean any property that is located in the city that exceeds the Ministry of Environment standards for the proposed use of the property.

Windsor's brownfields are the legacy of its industrial past dating back to the turn of the 20th century. They are the properties where previous use(s) has caused environmental contamination which will need to be properly addressed before redevelopment can occur. However, there are many barriers to brownfield redevelopment, including it being more expensive, time consuming and complex than traditional forms of development.

Consequently, Council adopted the *City of Windsor Brownfield Redevelopment Community Improvement Plan* on April 26, 2010. Through the CIP, the City offers the following incentive programs designed to promote brownfield redevelopment throughout the city.

- The Feasibility Study Grant Program offers up to \$7,500 (50% of the total study costs) for an eligible feasibility study (e.g. structural analysis, evaluation of mechanical/electrical systems, concept plans, market analysis).
- The Environmental Site Assessment Grant Program offers up to \$15,000 (50% of the total study cost) toward a Phase 2 Environmental Site Assessment, designated substances and hazardous materials survey, remedial action plan, or

risk assessment. If two studies are required the program can offer up to \$25,000.

- The Brownfields Tax Assistance and Rehabilitation Grant Program offers annual grants equivalent to 70% of the municipal property tax increase (or 100% for a LEED certified project) created by investment in the project for up to 13 years after project completion. Successful projects must file a record of site condition in order to participate.
- Properties approved to participate under the Rehabilitation Grant Program also receive a 60% Development Charge reduction (see below for additional information on development charges).

Based on the historical uses of some of the land, it is highly likely that there are properties located within the Ford City Community Project Area that will exceed the provincial standards and be considered brownfields. As such, they would be eligible for the incentives offered by the City of Windsor Brownfield Redevelopment Community Improvement Plan.

Community Heritage Fund

The Community Heritage Fund is currently available to assist in the acquisition and conservation of designated heritage properties. It provides direct financial assistance to owners wishing to acquire and/or conserve designated heritage properties. The Community Heritage Fund offers grants and loans for the ongoing preservation and maintenance of designated heritage properties to help offset some of the higher costs associated with owning and maintaining a historic property.

There are a few buildings that are listed on the Municipal Heritage Register. As such, the Community Heritage Fund could prove to be a useful tool in encourage the conservation, and possibly the adaptive reuse, of heritage properties, provided that the owner is willing to pursue “designation” under Section IV of the Ontario Heritage Act. The use of the Community Heritage Fund will not preclude someone from accessing additional financial incentives offered through an approved Community Improvement Plan.

Heritage Property Tax Reduction Program

Similar to the Community Heritage Fund above, the Heritage Property Tax Reduction Program is available to properties that are individually designated under Part IV of the Ontario Heritage Act. The Heritage Property Tax Reduction Program allows owners of eligible heritage property to apply for a 30% tax rebate (portion of municipal and school levies) for a period of up to 3 years to a maximum of eligible costs conducted on the property. This program can also be included as part of a larger incentive package (along with CIP incentives) to make the conservation and adaptive reuse of heritage properties more attractive.

Development Streamlining

Pre-consultation with Planning Department staff is strongly encouraged and recommended as a routine business practice for potential investors/developers seeking development approval from the City.

Early pre-consultation will allow the Planning Department to ensure that all relevant planning policies and regulations have been conveyed to the applicant early in the process including expected timelines for approval. Doing so early in the process may also save time in the long run because early feedback from the City presents an opportunity for the proponent to refine proposed concepts prior to submitting a formal application, and avoid costly delays down the road.

Pre-consultation may also help to streamline the development review process once applications have been submitted. Reviews and approvals can be coordinated for complex projects in an effort to minimize the length of time it takes to obtain final approval from the City. For major development applications, the City will also actively explore procedural and other development incentives such as, scheduling extra or single-agenda-item City Council meetings, as well as assigning administrative staff dedicated to expedite the review and processing of major development applications that are in conformity with the Community Improvement Plan.

Financial Assistance Consultation

There are five (5) financial incentive programs included in the CIP that accompanies this plan. The CIP permits more than one program to be applied to a project provided that the total dollar value of financial incentives does not exceed the total eligible costs for the project.

Given the applicability of multiple programs and the complexity of some of the projects, pre-consultation with Planning Department staff is strongly encouraged and recommended as a pre-requisite to some of the financial incentive programs. The Planning Department will facilitate multi-disciplinary team meetings to assist the proponent with determining program eligibility and requirements, as well as developing a comprehensive financial incentive package tailored to the specific project.

Community Improvement Plan

Ontario's Planning Act allows municipalities to prepare a Community Improvement Plan to address some unsatisfactory state of affairs in a certain defined area; in this case Ford City. The community improvement approach is a flexible, comprehensive, and coordinated tool for dealing with lands and buildings that are in need of improvement. It is able to address, at least in part, many of the physical, social, economic or environmental matters affecting or contributing to the current conditions that need to be improved.

This Community Improvement Plan is designed to implement many of the recommendations included in this plan. It will also provide Council with the legislative authority to undertake a number of initiatives aimed at community improvement, including offering financial incentives to encourage new investment in Ford City.

Targeted Incentive Programs

An approved Community Improvement Plan permits Council to offer financial incentives for projects that contribute to 'community improvement' as it has been described by this plan. This plan establishes a clear relationship between

the financial incentive programs and the CIP's objectives. Furthermore, it provides rationale for the public benefit that can result from offering publicly funded financial incentives to stimulate private sector investment.

The financial incentive programs are targeted at specific land uses and sectors of the local economy (e.g. residential, retail, etc), and in some cases, specific geographic locations in order to maximize the public benefits derived from the incentive programs. The incentive programs also strive to target the barriers to private sector investment in Ford City, while providing a financial return on investment in the form of ongoing property taxes to the City over the long term.

To this end, applications must demonstrate to the satisfaction of the City of Windsor that the development clearly serves the public interest and that there is a proven need for financial incentives in order for the project to move forward.

City Council is the final approval authority for the financial incentive programs and is the ultimate judge of a project's contribution to meeting the objectives of this CIP and its "need" for financial incentives. In addition to outlining the eligibility criteria and requirements for the financial incentive programs, the program descriptions include the necessary safeguards to ensure that the City's interests are protected, including realizing the requisite public benefit derived from the incentives.

5.2 FINANCIAL INCENTIVE PROGRAMS

The following section outlines the financial incentive programs that have been developed to deliver on the objectives of this CIP. Included in this section are definitions for specific terms that are used in the description and program requirements for the individual financial incentive programs, as well as the general and program-specific requirements.

The financial incentive programs developed as part of this CIP have a direct relationship with the vision and objectives of the plan. This clear relationship with the CIP's objectives

demonstrates the public benefit that will result from offering publicly funded financial incentives to stimulate private sector investment. The financial incentive programs are targeted at the scale and type of projects that will contribute to the ongoing vitality and reinvestment in Ford City, while providing a financial return on investment in the form of ongoing property taxes to the City over the long term.

To this end, applicants must demonstrate to the satisfaction of the City of Windsor that the development clearly serves the public interest with City Council acting as the final approval authority for the financial incentive programs.

In addition to outlining the eligibility criteria and requirements for the financial incentive programs, the program descriptions include the necessary safeguards to ensure that the City's interests are protected, including realizing final outcomes that contribute to the ongoing revitalization of Ford City.

5.2.1 General Program Information

Definitions

This section provides the definitions for terms that are used in this CIP and are intended to explain the meaning of a term for the purposes of this CIP.

Adaptive Reuse: is the process of adapting old buildings or infrastructure by development, redevelopment, rehabilitation and/or construction for the purposes of using them for new eligible uses.

Administration (or City Administration): includes the Chief Administrative Officer and all staff employed by the Corporation of the City of Windsor.

Affordable Housing Unit(s): means a residential unit



that meets either the definition for Affordability for Home Ownership or Affordability of Rental Housing.

Affordability for Home Ownership: means the least expensive of: 1) housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households; or, 2) housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area.

Affordability of Rental Housing: means the least expensive of: 1) a unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households; or, 2) a unit for which the rent is at least 20% below the average market rent of a unit in the regional market area.

Applicant (or Applicants): may include registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any other person to whom such an owner or tenant has assigned the right to receive a grant.

Assignee (or Assignees): is a person to whom an owner or tenant has legally assigned the right to receive a grant and/or loan pursuant to this CIP.

Base Rate: is the total amount of municipal taxes payable in the calendar year that City Council approves the financial incentives for the eligible works. The Base Rate may be reduced to reflect a vacancy tax rebate where such a rebate was issued for the previous tax year and the subject property, or a portion thereof, is vacant at the time of an application. The base rate may be adjusted annually to reflect overall market value.



City (or The City): is The Corporation of The City of Windsor.

City Council (or Council): is the legislative body that governs the business and affairs of The Corporation of The City of Windsor. It includes the Mayor and Ward Councilors.

City Planner: is the position of the “City Planner” within the Corporation of The City of Windsor’s organizational hierarchy. He or She is the head of the Planning and Building Services Department.

Community Improvement Project Area: refers to the Ford City C.I.P. study area identified on maps throughout this document. This study area will be designated by Windsor City Council as the Community Improvement Project Area in accordance with Section 28(1) of the Planning Act. For the purpose of the Financial Incentive programs in this plan and to encourage the development of the Seminole Street Neighbourhood Gateway Area, grants will apply to the adjacent property on both the North and South side (beyond the Project Area boundary) of Seminole Street from the intersection of Drouillard Road to Walker Road.

Construction: is the erection or physical improvements of the whole or any part of a building or structure for the purpose of development, redevelopment, rehabilitation and/or adaptive reuse.

Designated Heritage Building: is a building that is designated under Part IV of the Ontario Heritage Act.

Development: is investment that results in the productive use of lands and/or buildings within the Community Improvement Project Area, and includes but is not limited to new building construction or improvements made for the purposes of establishing new residential, commercial or institutional uses, or the expansion of existing buildings to realize more effective use of the land’s potential.

Eligible Costs: are the costs related to development, redevelopment, rehabilitation and/or adaptive reuse of a building or property in conformity with this CIP, and as

described by the individual financial incentive programs.

Eligible Use: is a use that meets the eligibility criteria of one or more of the financial incentive programs described by this CIP.

Eligible Works: includes all development, redevelopment, rehabilitation and/or adaptive reuse of a use that meets the eligibility criteria of one or more of the financial incentive programs described by this CIP.

Infill Catalyst Project: is a development, redevelopment or adaptive reuse of an Infill Catalyst Site. The project is anticipated to result in a corresponding and complementary development reaction in the immediate and surrounding properties. The project must be eligible for one or more of the financial incentive programs included in this CIP and must result in the development, redevelopment or adaptive reuse of an Infill Catalyst Site.

Infill Catalyst Site: is a vacant property that is specifically identified on the Infill Catalyst Sites map, and is highly visible and its development or redevelopment is anticipated to result in a corresponding and complementary development reaction in the immediate and surrounding properties.

Mixed Use Building: is a building that contains a combination of residential, commercial, cultural, and/or institutional uses.

MPAC: is the Municipal Property Assessment Corporation established by the Ontario Property Assessment Corporation Act, 1997.

Municipal Development Fees: the fees charged by and paid to the City related to development, redevelopment, rehabilitation and/or adaptive reuse of a building or property. More specifically, the following eligible types of development applications and building permits: Official Plan amendment; Zoning By-law amendment; Minor Variance; Consent to Sever; Site Plan Control; Plan of Subdivision/Condominium; Encroachment Agreement; Demolition Permit; Building Permit; Sign Permit; and, other development related municipal

fees that are not listed above, that advance the purpose of this CIP, may be considered at the discretion of the City Planner.

Municipal Heritage Register: is the publicly accessible register of properties that are of cultural heritage value or interest situated in Windsor as required by Section 27 of the Ontario Heritage Act.

Municipal Taxes: is the City of Windsor (i.e. the municipal) portion of property taxes payable and does not include Educational portion payable to the Province.

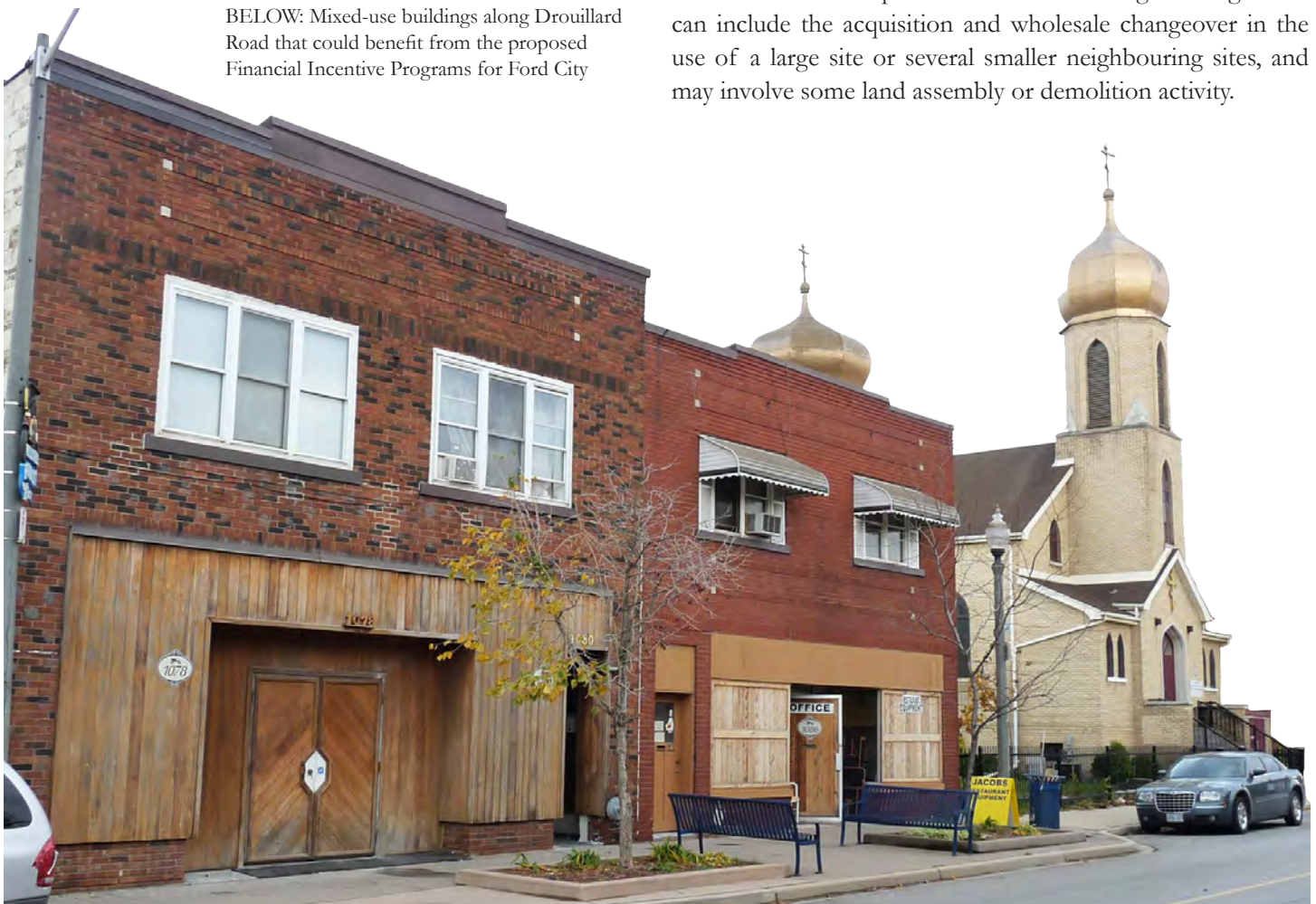
Neighbourhood Gateway Areas (NGA): are vacant and/or underutilized sites or buildings that if redeveloped can provide a sense of welcome and entry into the area.

Public Art: is an original artwork approved by the City's Public Art Advisory Committee, completed in any media, and that is installed permanently or temporarily in such a way as to permit viewing by the public indoors or outdoors, as well as being accessible to all. It can be used to express community values, enhance our environment, transform a landscape, heighten awareness, reflect culture and heritage, or question assumptions.

Reassessment: is a change in assessed value or a change in the tax class, as determined MPAC, that results in an increase in property taxes.

Redevelopment: is development of a property or properties that have been previously developed, or for the expansion, rehabilitation or adaptive reuse of an existing building. This can include the acquisition and wholesale changeover in the use of a large site or several smaller neighbouring sites, and may involve some land assembly or demolition activity.

BELOW: Mixed-use buildings along Drouillard Road that could benefit from the proposed Financial Incentive Programs for Ford City



Rehabilitation: is the returning of an existing building and/or land to a useful state by adaptive reuse, development, redevelopment and/or construction.

Renovation: Making changes and repairs that improve the overall condition of the existing building and its functionality for its intended use.

Residential Unit(s): is any living accommodation used or intended for use as residential premises. More specifically it means a room or suite of rooms used by or designed to be used by one (1) or more individuals as an independent and separate housekeeping unit. For a room or apartment to be defined as a residential unit, it must be distinctly separated from other living spaces within the building. It must also be directly accessible from an outer door or through an interior door in a shared building corridor.

Retail Unit(s): is the portion of a building and/or property that is occupied by a retail store. More specifically it means a room or suite of rooms used by or designed to be used by one (1) retail store. For a space to be defined as a retail unit, it must be distinctly separated from other common areas within the building.

Retail Store: is the use of a building, property or part thereof for the retail sale of goods or merchandise, including the lease or rental of goods or merchandise directly to the public, usually in small quantities.

Retrofit Works: are improvements and/or upgrades to a building's infrastructure to improve energy efficiency and performance (i.e. to reduce utility and/or maintenance costs) and/or work that is done for the sole purpose of complying with the Ontario Building Code.

Tax Increment: is the difference between the base rate at the time of City Council's approval of financial incentives for the project and the municipal taxes after the completion of the approved eligible works, occupancy and reassessment by MPAC. The tax increment will be calculated on an annual basis and will include increases and decreases resulting from

tax rate changes and reassessments.

Vacancy Tax Rebate: is a tax rebate issued under Section 364 of the Municipal Act.

Vacant: is property or space in a building that is unoccupied, currently receives the Vacancy Tax Rebate, and/or is classified as vacant by MPAC. The property or building will have had to be unoccupied for at least 6 months prior to the application date to be considered vacant for the purposes of the financial incentive programs.

Underutilized: is property or space in a building that is currently not being used to its full potential, often it is accessory to but not essential to the operations of the primary use.

General Incentive Program Requirements

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

1. Application for any of the incentive programs contained in the CIP can be made only for properties within the Ford City Community Improvement Project Area.
2. If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property on the application. The property owner may also be required to be a party to any agreements for the financial incentive programs.
3. Applicants approved for the programs contained in the CIP will be required to complete the eligible works and have the property reassessed by MPAC within specified timeframes.
4. The applicant must address all outstanding work orders and/or other fees from the City (including tax arrears)

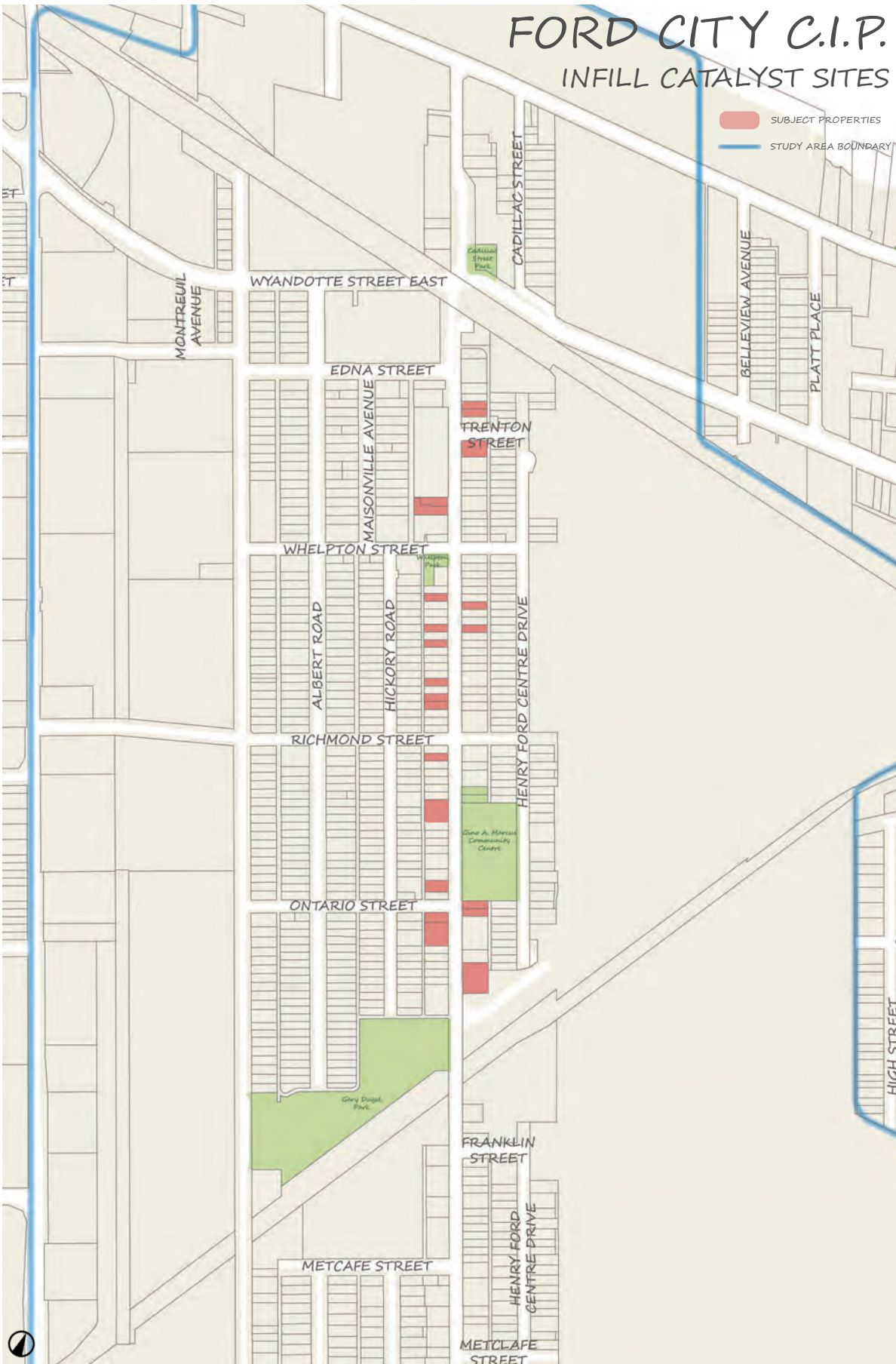
against the subject property to the satisfaction of the municipality prior to the grant being paid, or be addressed as part of the proposed work.

5. Any applicant that is purchasing City owned property as part of the proposal must enter into a written agreement with the City stating that they will keep and maintain the land, building and the use in conformity with the Community Improvement Plan. The agreement will also include the specific details (amount, duration, performance expectations, legal remedies, etc) of the incentive programs that will be made available to development. The agreement entered into will be registered against the land to which it applies and the City will enforce the provisions of the agreement against any party to the agreement and all subsequent owners or tenants.

General Incentive Program Provisions

All projects that are approved for financial incentives are subject to the following terms and conditions, in addition to the individual provisions specified under each program.

1. Windsor City Council is the sole approval authority for all applications submitted under the financial incentive programs included in this CIP. Council may delegate its approval authority to approve financial incentive applications to either a Committee of the Council or to an appointed officer of the municipality by position subject to the requirements of the individual financial incentive program.
2. As a condition of approval of an application for any of the financial incentive programs contained within this CIP, the applicant must enter into an agreement with the City. The agreement will be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.
3. Approved grants being received through one or more of the financial incentive programs contained within this CIP can be transferred to the new owners of the property or other assignee at the sole discretion of the City subject to the new owner entering into an agreement (where applicable) with the City that fulfills the requirements of the original agreement, plus any new requirements.
4. All proposed works approved under the incentive programs and associated improvements to buildings and/or land shall conform to all provincial laws, municipal by-laws, policies, procedures, standards and guidelines, including applicable Official Plan and zoning requirements and approvals.
5. The applicant will be required to submit a complete application to the City describing in detail the work that is planned. This may include reports, floor plans, conceptual site plans, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.
6. All studies, drawings, reports and/or materials submitted to and/or requested by the City to support a financial incentive program application shall be prepared by qualified professionals to the satisfaction of the City. The individual financial incentive programs may have specific requirements for information, as well as outline the specific professional qualifications necessary to complete the prescribed work.
7. The City may undertake an audit of work done and eligible costs if it is deemed necessary, at the expense of the applicant.
8. City staff, officials, and/or agents of the City may inspect any property that is the subject of an application for any of the financial incentive programs offered by the City.
9. The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant.
10. The total of all grants provided in respect of the particular lands and buildings of an applicant under the programs



- contained in the CIP shall not exceed eligible costs with respect to these lands and buildings.
11. Grants will not apply to any portion of the personal property, inventory or land purchase value of the project.
 12. The financial incentive programs approved by City Council will take effect as of the date of City Council adoption and will not be applied retroactively to any work that has taken place prior to the adoption of the CIP.
 13. Approval of financial incentive program applications will not be applied retroactively to any work that has taken place prior to the City Council's or delegate's approval to participate in an incentive program. However, Council or its delegate may at its discretion approve including eligible costs incurred between the time that the City receives a complete application for a financial incentive program(s) and the date of the final approval to participate in the program. The applicant assumes all of the risks associated with beginning the eligible works prior to final approval, including the potential for denial of a financial incentive program application.
 14. City Council at its discretion may at any time discontinue a program; however, any participants in the program prior to its discontinuance will continue to receive grants as approved for their property in accordance with the agreement signed with the City of Windsor.
 15. If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved grant, and any grant amount paid will be recovered by the City.
 16. If a building that was erected or improved with a program grant is demolished prior to the expiry of the grant period, the grant is terminated and will be recovered by the City.
 17. The City has the right to perform annual inspections to ensure compliance with the agreement and make adjustments to the incentive levels to reflect the current situation in relation to the agreement signed with the City.
 18. Grants will be paid in accordance with the specific requirements and payment terms of each individual financial incentive program offered by this Community Improvement Plan.
 19. Unless otherwise stated, the financial incentive programs described in this CIP are designed to be funded by a capital budget established for the purposes of implementing the financial incentive programs according to the payment conditions and schedule outlined for each program, and subject to the availability of funding as approved by Council
 20. The Building/Property Improvement Tax Increment Grant Program described in this CIP is designed to be funded by the tax increment generated by the development, redevelopment, adaptive reuse or rehabilitation according to the payment schedule outlined for the program.
 21. City Council, at its sole discretion, may evaluate an incentive application and decide on a case-by-case basis to adjust the level of the incentives (not to exceed the eligible costs), provide for an alternative payment schedule, and/or identify and use alternative sources of funding to pay the grants. Council will prepare additional implementation criteria and/or policies to assist with determining when one or more of these options may be necessary and/or desirable. Council modified incentives must comply with the eligibility criteria of the individual incentive program.
 22. Financial incentives are available for the eligible costs of the development, redevelopment, adaptive reuse or rehabilitation of a building and/or property, and are not based on occupancy or changes in occupancy.

Development Occurring on an Infill Catalyst Site

There are a number of vacant lots located along the main corridor of Drouillard Road. These infill properties present a prime opportunity to encourage new development that has the potential to influence the type and timing of possible

investments in surrounding properties and buildings.

The development of one or more of these infill sites would represent a highly visible investment in the community that conveys a message of neighbourhood progress and stability. It also sends a strong signal to potential investors that Ford City is a good place to investment in real estate. Some of the additional benefits associated with the development of one or more of these infill sites include:

- Spurring additional investment in the immediate surrounding area and wider CIP project area;
- Filling in missing holes along Drouillard Road, the neighbourhood’s main street and centre of activity;
- Increasing the overall assessment value of the properties fronting Drouillard Road;
- Providing additional retail or service opportunities in a location that is convenient and central to the neighbourhood.
- Providing both visual and functional improvement to the street

In light of the significant benefits that are possible, there are a number of specific properties that have been identified as “Infill Catalyst Sites” by Schedule XX and defined as “a vacant property that is highly visible and its development or redevelopment is anticipated to result in a corresponding and complementary development reaction in the immediate and surrounding properties.”

As such, some of the financial incentive programs include specific enhancements or “bonuses” in recognition of the potential of these sites to have a catalytic effect on the revitalization of the surrounding neighbourhood.

5.2.2 Ford City Targeted Incentive Programs

This section also identifies the following five (5) targeted programs specific to the revitalization of Ford City.





Municipal Development Fees Grant Program

Purpose

The Municipal Development Fees Grant Program is intended to encourage development within Ford City by providing a financial incentive to offset the costs associated with seeking the appropriate planning approvals and building permits for a project.

Description

The Municipal Development Fees Grant Program will consist of a grant program, whereby property owners will be eligible to receive a grant for 100% of the specified Municipal Development Fees, up to a maximum of \$50,000 per property.

Program Details

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

1. The Municipal Development Fees will be refunded at 100% of the fees owing to the City of Windsor, up to a maximum amount of \$50,000 per project.
2. The Municipal Development Fees Grant is only available for the Municipal Development Fees that are directly associated with a project that results in the development, redevelopment, adaptive reuse or rehabilitation of a building or property.
3. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned, including application for building permit(s). This may include floor plans, site plans, reports, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to the final approval of financial incentives for the project.
4. Municipal Development Fees Grants are a grant equal to 100% of the fee paid for the following eligible types of planning/development applications and building permits:
 - Official Plan amendment;
 - Zoning By-law amendment;
 - Minor Variance;
 - Consent to Sever;
 - Site Plan Control;
 - Plan of Subdivision/Condominium;
 - Encroachment Agreement;
 - Demolition Permit;
 - Building Permit;
 - Sign Permit; and,
 - Other development related municipal fees that are not listed above, that advance the purpose of this program, may be considered at the discretion of the City Planner.
5. Municipal Development Fees Grants do not include the Parkland Dedication Fees that are associated with the development, redevelopment, adaptive reuse or rehabilitation of a building or property.
6. Building permit fees for newly created single family lots resulting from a Plan of Subdivision approval are not eligible for a Municipal Development Fees Grant.
7. Any remaining Municipal Development Charges that are assessed as a result of the development or redevelopment will also be eligible for the Municipal Development Fees Grant Program for projects located on an Infill Catalyst Site only.
8. Determination of compliance with the requirements of this program and the amount of the grant (within the permitted

terms of this program) is at the discretion of and subject to the approval of the City Planner.

9. The City Planner at his/her sole discretion can deny a Municipal Development Fees Grant in whole or part for any project that is deemed to be inappropriate; does not represent sound planning principles; is not consistent with the Official Plan; does not meet the intent of this program; is not in the public interest; and/or, does not contribute to the goals and objectives of this CIP. The City Planner's decision can be appealed to City Council for a final decision.

10. The Development and Building Fees Grant will be paid after all construction is complete and all final inspections pertinent to all permits eligible for grants have been conducted by the City.

Geographic Eligibility

The Municipal Development Fees Grant Program is applicable to the entire Community Improvement Project Area for projects that meet the program requirements outlined above.

Development on Infill Catalyst Sites

The Ford City CIP is located within the boundaries of Council's existing Development Charges Reduction program for infill projects. Development Charges are significantly reduced in these areas to encourage infill development that contributes to the intensification of existing core areas of the city.

Any remaining Municipal Development Charges that are assessed as a result of the development or redevelopment will also be eligible for the Municipal Development Fees Grant Program for projects located on an Infill Catalyst Site only. The Educational Development Charge will still apply to all developments or redevelopments.

Approval Authority

In an effort to expedite the approval process, the City Planner will be the approval authority for the Municipal Development Fees Grant Program.

The City Planner will document each approval and submit a description of each approval as a Communication agenda item to City Council for informational purposes.

Grant Calculation

The amount of the grant will be determined based upon the total dollar value of all of the Municipal Development Fees owing to the City. The grant will be for 100% of the eligible Municipal Development Fees, up to a maximum of \$50,000 per property.

Grant Payment

Payment of the grant is made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the required time frame.

In accordance with the Planning Act, the total of the Municipal Development Fees Grant Program will not exceed the approved eligible costs for the Municipal Development Fees Grant Program.

Grant Agreement

As a condition of approval of an application for a Municipal Development Fees Grant, the applicant may be required to enter into an agreement with the City. The Agreement may be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

Other Funding

Projects that are eligible for the Municipal Development Fees Grant Program are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan, provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, will not exceed the approved eligible costs for all approved incentive programs.



New Residential Development Grant Program

Purpose

The New Residential Development Grant Program is intended to stimulate residential development within Ford City by providing a financial incentive to stimulate the construction of new residential units, including creating new residential units on vacant land, and/or the expansion to an existing building.

Description

The New Residential Development Grant Program will consist of a grant program, whereby property owners will be eligible to receive a grant of \$2,500 for every new residential unit, up to a maximum of \$50,000 per property.

Program Details

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

1. The New Residential Development Grant is a grant of \$2,500 for every new residential unit, up to a maximum of \$50,000 per property.
2. The New Residential Development Grant will increase to \$5,000 per unit, up to a maximum of \$50,000, for development or redevelopment occurring on a catalyst infill site.
3. The development or redevelopment must result in a minimum of two (2) new residential units.
4. The development or redevelopment must result in a minimum of two (2) new residential units located on a property that is designated as an Infill Catalyst Site.
5. Not eligible any unit or space that was already configured and/or used for a residential use.
6. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include floor plans, conceptual site plans, reports, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.
7. Prior to the approval of an New Residential Development Grant, City staff may need to inspect the building to review its condition and the proposed conversion plans;
8. New Residential Development Grants are only available for the "eligible costs" specified below:
 - Construct new residential units that are in compliance with the Ontario Building Code, Property Standards By-law and the Fire Code, including, but not limited to the following:
 - (a) Construction of the foundation, building shell (walls), and roof of a building housing new residential units;
 - (b) Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc.;
 - (c) Installation of fire escapes;
 - (d) Installation of new floors, ceilings and/or walls;
 - (e) Installation to electrical, ventilation, heating and plumbing supply systems;
 - (f) Improvements for barrier-free accessibility;
 - (g) Construction of stairs, guard rails and/or hand rails;
 - (h) Installation or alteration of required window openings and windows for upper storey residential units (of a new building addition).
 - (i) Other improvements, at the discretion of the City Planner, related to construction of new residential units;

- (j) Development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification/ Termination, Plan of Subdivision/ Condominium, Condominium Conversion, Part Lot Control Exemption, Removal of the “H” Holding Symbol, Demolition Permit, and Building Permit). Any other permit issued by the City that is not listed above, but in the opinion of the City Planner, advances the objectives of this CIP;
- (k) Upgrading on-site infrastructure including water services, sanitary sewers and storm water management facilities; and,
- (l) Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/ planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property.

10. Only one New Residential Development Grant will be available per property.

11. For projects that involve an existing building, only the residential units that are constructed as part of an addition to the existing building will be eligible for a New Residential Development Grant.

12. Determination of compliance with the requirements of this program and the amount of the property’s grant (within the permitted terms of this program) is at the discretion of and subject to City Council approval.

Geographic Eligibility

The New Residential Development Grant Program is applicable to the entire Community Improvement Project Area for projects that meet the program requirements outlined above.

Development on Catalyst Sites

The New Residential Development Grant will increase to \$5,000 per unit, up to a maximum of \$50,000, for development or redevelopment occurring on a catalyst infill site.

Grant Calculation

The amount of the grant will be determined based upon the number of new residential units created as a result of the development or redevelopment of a building or property. The grant will be for the amount of \$2,500 (or \$5,000 for development or redevelopment occurring on a catalyst infill site) for every new residential unit created, up to a maximum of \$50,000 per property.

Grant Payment

Payment of the grant is made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the required time frame.

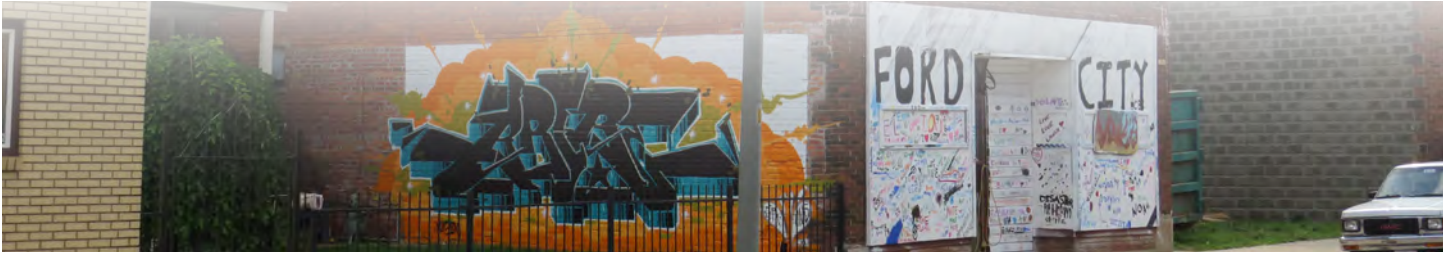
In accordance with the Planning Act, the total of the New Residential Development Grant Program will cannot exceed the approved eligible costs for the New Residential Development Grant Program.

Grant Agreement

As a condition of approval of an application for a New Residential Development Grant, the applicant may be required to enter into an agreement with the City. The Agreement may be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

Other Funding

Projects that are eligible for the New Residential Development Grant Program are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan, provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.



Building/Property Improvement Tax Increment Grant Program

Purpose

The Building/Property Improvement Tax Increment Grant Program is intended to provide financial incentive for the physical improvements to properties in the Ford City Community Improvement Project area.

The Building/Property Improvement Tax Increment Grant Program will be an economic catalyst for new investments in buildings and properties by providing a financial incentive that reduces the potential tax increase that can result when property and building improvements are made.

Description

This program will provide an annual grant equal to 100% of the increase in municipal property taxes for ten years, after the project is completed and reassessed to help offset the costs of rehabilitating and redeveloping properties, as long as such development, redevelopment or rehabilitation results in an increase in municipal property taxes.

Program Details

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

1. The following types of projects are considered eligible for the Building/Property Improvement Tax Increment Grant Program:

Existing commercial, residential and mixed use buildings, and vacant properties where the development, redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property.

2. The Building/Property Improvement Grant Program will consist of a grant program, whereby registered property

owners and/or assignees will be eligible to receive a grant for 100% of the municipal portion of the tax increment generated from the improvements made to the building or property for a defined period of time.

3. The amount of the grant will be determined based upon the incremental increase in the municipal taxes that results from the work being completed and the project being reassessed by MPAC.
4. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include reports, conceptual site plans, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to and conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.
5. The development, redevelopment, adaptive reuse or rehabilitation of the building and/or property must result in an annual grant (or tax increment) of at least \$500 for properties that are taxed at the "residential" tax rate, or \$1,000 for all other tax categories (Amended through CR33/DHSC 235).
6. Building/Property Improvement Grants are only available for the "eligible costs" specified below:
 - (a) Any portion of the eligible costs that were not reimbursed as part of another CIP program;
 - (b) Demolishing buildings for the purpose of preparing the site for development or redevelopment that is approved by the City (only an eligible cost as part of a redevelopment of the property);
 - (c) Development or redevelopment of a building or property, including improvements and expansion to an existing building;
 - (d) Adaptive reuse, building rehabilitation and retrofit works;

- (e) Development Feasibility and Support Studies;
 - (f) Development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification, Plan of Subdivision/ Condominium, Condominium Conversion, Part Lot Control Exemption, Removal of the “H” Holding Symbol, Demolition Permit, and Building Permit);
 - (g) Upgrading on-site infrastructure including water services, sanitary sewers and stormwater management facilities; and
 - (h) Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/ planning approval (including Site Plan Control) for the development, redevelopment, adaptive reuse or rehabilitation of the building and/or property.
7. Determination of compliance with the requirements of this program and the amount of the property’s grant (within the permitted terms of this program) is at the discretion of and subject to City Council approval.
 8. City Council, at its sole discretion, may evaluate an incentive application and decide on a case-by-case basis to adjust the level of the incentives or provide for an alternative payment schedule to pay the Building/Property Improvement Grant Program. Projects must still meet the eligibility requirements of the Building/Property Improvement Grant Program and Council modified grants will not exceed the eligible costs of the development, redevelopment, adaptive reuse or rehabilitation.
 9. Grants will be made upon successful completion of the approved work and documentation of the eligible costs associated with the work. The City may undertake an audit of work done and eligible costs if it is deemed necessary, at the expense of the applicant.

10. The Building/Property Improvement Grant Program may be passed on to subsequent owners, including individual residential unit owners, for the amount and time left in the original grant payback period with City Council’s approval. Subsequent owners will be required to enter into an agreement with the City that outlines the details of the remaining grant amount, eligibility and financial obligations.
11. The grant will be forfeited and repaid to the City if the property is demolished or altered in a manner that does not comply with the CIP before the grant period elapses.

Geographic Eligibility

The Building/Property Improvement Tax Increment Grant Program is applicable to the entire Community Improvement Project Area for projects that meet the program requirements outlined above.

Grant Calculation

The amount of the grant will be determined based upon the incremental increase in the municipal taxes that result from the eligible work being completed. The tax increment will be established after the final inspection of the improvements in accordance with the Ontario Building Code and when MPAC has established a new assessment value. The total amount of the grant provided cannot exceed the value of the eligible work that resulted in the reassessment.

The payment schedule for the Building/Property Improvement Grant Program will be as follows, or until the total of all grants that are provided in respect of the lands and buildings are equal to the approved eligible costs:

The amount of the grant will be recalculated every year based on the tax increment for that particular year. City Council, at its sole discretion, may approve any alternative payment schedule for the grant pursuant to the General Incentive Program Provisions.

For development or redevelopment occurring in a mixed use building, the Building/Property Improvement Grant will be

calculated using MPAC's method of apportioning the assessed value of mixed-use properties into different classes.

Grant Payment

The applicant will be required to pay the full amount of property taxes owing for each year of the program's applicability and will receive a Building/Property Improvement Grant for the amount of the municipal tax increment after the final tax bills for each year have been collected, provided all other eligibility criteria and conditions continue to be met. Grants will not be applied as tax credits against property tax accounts. If the tax bill is not paid in full, the City may cancel all future grants and collect past grants made as part of this program.

In case of an assessment appeal, the City reserves the right to withhold any forthcoming Building/Property Improvement Grant payments pending final disposition of the appeal. If necessary, the grant will be adjusted and paid once a decision regarding the appeal is rendered.

This program does not exempt property owners from an increase in municipal taxes due to a general tax rate increase or a change in assessment for any other reason after the eligible work has been completed.

Grant Adjustments

The City of Windsor reserves the right to adjust the amount of the Building/Property Improvement Grant:

- To account for a reduction of municipal taxes payable resulting from a successful assessment appeal.

- If it ceases to meet the objectives outlined in this CIP;
- To recover grant payments that were made under one or more of the other programs contained within this CIP where the development or redevelopment no longer complies with the Purpose or Program Details of the program for which the grant was made;
- To reflect the amount of all reductions to municipal taxes paid to the applicant following the commencement of the grant program, including property tax rebates to reflect vacancy, charitable status, heritage status, etc; and,

Grant Agreement

As a condition of approval of an application for a Building/Property Improvement Tax Increment Grant, the applicant must enter into an agreement with the City. The Agreement will be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

Other Funding

Projects that are eligible for the Building/Property Improvement Grant Program are permitted to combine the incentives from any other City of Windsor approved Community Improvement Plan provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.

In no instances can the application of this, or any other CIP program, exceed 100% of the Municipal tax increment generated by the approved development or redevelopment.



Retail Investment Grant Program

Purpose

The Retail Investment Grant Program aims to encourage business and property owners to invest in tenant and building improvements by offering matching grants up to \$15,000 to assist with the capital costs associated with renovating the interior of retail spaces occupied by retail businesses.

Description

The design of a retail store is critical when appealing to its intended market, as this is where first impressions are made. It can influence a consumer's perception of the quality of the store and visually communicate value.

A reimbursement grant up to 50% of eligible costs for improvements to a maximum amount of \$15,000 per retail unit in a building that has had a vacant ground floor retail or commercial use storefront(s) for at least 6 months immediately prior to application to the program and will be occupied by a new retail business.

The Retail Investment Grant Program will consist of a grant program, whereby property owners or assignees will be eligible to receive a grant of \$15,000 for every new retail unit created on the ground floor of an existing commercial/mixed use building, up to a maximum of \$30,000 per property.

Program Details

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

1. The Retail Investment Grant Program will consist of a grant program, whereby registered property owners and/or assignees will be eligible to receive a grant for 50% of eligible costs per retail unit for improvements that result in one or more new retail units.
2. The Retail Investment Grant will be capped at a maximum amount of \$15,000 per retail unit, up to a maximum of \$30,000 per building/property.
3. The development or redevelopment must result in new or refurbished ground floor retail units that have direct access from the adjacent street.
4. New retail units being created in existing buildings must be taking over existing ground floor retail and commercial use storefront(s) that have been vacant for at least 6 months immediately prior to application to the program.
5. Assignees must be able to demonstrate that they have a five (5) year or longer lease in place to be an eligible applicant for the Retail Reinvestment Grant.
6. The applicant will be required to submit a complete application to the City describing in detail the development or redevelopment that is planned. This may include floor plans, conceptual site plans, reports, business plans, estimates, contracts and other details as may be required to satisfy the City with respect to conformity of the project with the CIP. The application must be submitted to the City prior to City Council's approval of financial incentives for the project.
7. In addition to the items listed above, the applicant may be requested to submit interior renderings, interior design storyboards, concept plans, product specifications, and other details to the satisfaction of the City Planner.
8. Prior to the approval of a Commercial/Retail Investment Grant, City staff may inspect the building to review its condition and the proposed conversion plans.
9. Commercial/Retail Investment Grants are only available for the "eligible costs" specified below:
 - (a) Construct new retail unit(s) that are in compliance with the Ontario Building Code, Property Standards By-law and the Fire Code, including, but not limited to the following:

- (b) Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc.;
- (c) Installation of fire escapes;
- (d) Installation of new or reinforcement of floors, ceilings and/or walls;
- (e) Improvements to electrical, ventilation, heating and plumbing supply systems;
- (f) Improvements for barrier-free accessibility;
- (g) HVAC, electrical, or plumbing improvements;
- (h) Loading dock, storage, store room repairs and construction; and,
- (i) Accessibility for Ontarians with Disabilities Act (AODA) compliance improvements;
- (j) The construction of customer restrooms;
- (k) Construction or alteration of stairs, guard rails and/or hand rails;
- (l) Heating, Ventilation and Air Conditioning (HVAC), electrical, or plumbing improvements.
- (m) Adaptive reuse, building rehabilitation and retrofit works;
- (n) Design and architectural fees associated with the construction;
- (o) Other improvements, at the discretion of the City Planner, related to construction of new retail units; and
- (p) Development application fees and building permit fees (includes application for Official Plan Amendment, Zoning By-law Amendment, Minor Variance or Permission, Consent, Site Plan Approval/Amendment/Modification/ Termination, Plan of Subdivision/

Condominium, Condominium Conversion, Part Lot Control Exemption, Removal of the “H” Holding Symbol, Demolition Permit, and Building Permit). Any other permit issued by the City that is not listed above, but in the opinion of the City Planner, advances the objectives of this CIP;

10. In addition to the costs listed above, the following costs associated with the promotion of interesting and dynamic retail concepts will also be considered eligible costs for the purposes of the Retail Investment Grant Program. Such eligible interior improvements would include, but are not limited to, the following:

- (a) Permanent fixtures and fittings;
- (b) Installation or alteration of required window openings and windows for improved product visibility;
- (c) Rehabilitation of the space to basic “white-box conditions”, such as repairing or replacing cracked plaster walls, structural improvements or ceilings;
- (d) New flooring, lighting, and/or doors;
- (e) Restoration of deteriorated interior historic/architectural elements; and,
- (f) Other build-out costs associated with customizing the space to the specific needs of the retailer provided that the items are not likely to be removed from the retail unit should the unit become vacant.

11. Personal property (furniture, racks and shelves that can be easily removed and sold etc.) is not eligible for the Retail Investment Grant Program and will not be counted toward the required matching contribution.

12. Determination of compliance with the requirements of this program and the amount of the property’s grant (within the permitted terms of this program) is at the discretion of and subject to City Council approval.

13. City Council at its sole discretion can deny a Retail Investment Grant to any category of retail store that it deems to be inappropriate, not in the public interest and/or not contributing to the goals and objectives of this CIP.

Geographic Eligibility

In an effort to increase the geographic concentration of retail businesses in the core areas of Ford City, the Retail Investment Grant Program is applicable to the part of the Community Improvement Project Area that is defined by the map.

Grant Calculation

The amount of the grant will be determined based upon the new number of retail units created as a result of the development or redevelopment of a building or property. The grant will be for the amount of \$15,000 for every new retail unit created, up to a maximum of \$30,000 per property.

Grant Payment

Payment of the Retail Investment Grant will be made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the required time frame.

Grant Recovery

The City may recover any grants provided by the Retail Investment Grant Program should the retail units created as part of this program become vacant for a period longer than six months within five years of the grant being approved by City Council. Recovery of grants provided by the Retail Investment Grant Program may also include a partial or total reduction of a grant provided by the Building/Property Improvement Tax Increment Grant Program.

Grant Agreement

As a condition of approval of an application for a Retail Investment Grant, the applicant must enter into an agreement with the City. The Agreement will be registered against the land

to which it applies and will specify the terms, duration and default provisions of the grant.

Other Funding

Projects that are eligible for the Retail Investment Grant Program may be combined with the incentives from any other City of Windsor approved Community Improvement Plan provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.

Any exterior building improvements made as a result of creating the new retail units will be eligible for a grant under the current Mainstreets Facade Improvement Program provided that the improvements comply with the requirements of the The Mainstreets Facade Improvement Program.



Neighbourhood Residential Rehabilitation Grant Program

Purpose

To promote the maintenance and improvement of residential properties within the predominantly residential areas of Ford City in order to help improve the aesthetic quality of and living condition in this important residential neighbourhood.

Description

This program will provide a grant equal to 50% of the cost of eligible exterior building maintenance and property improvement works to residential properties. The minimum grant per property will be \$1,000, up to a maximum grant per property of \$15,000, with a maximum of one application per property.

Program Details

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

1. The following types of exterior building maintenance and property improvement works are considered eligible for a grant under this program:
 - (a) cleaning, painting, repair or replacement of exterior facade materials;
 - (b) repair/replacement of front doors, windows and porches;
 - (c) repair/replacement of cornices, parapets, eaves and other architectural details; and,
 - (d) Other improvements, at the discretion of the City Planner, related to rehabilitation of existing residential units.
2. All eligible works must be visible from the road right-of-way and must be acceptable to and approved by the City.

Geographic Eligibility

The Neighbourhood Residential Rehabilitation Grant Program is applicable to the entire Community Improvement Project Area for projects that meet the program requirements outlined above.

Residency Requirement

The home requiring the work and the land on which the home is situated must be owned and occupied by the applicant(s) as their sole and principal residence at the time of approval.

Grant Calculation

The amount of the grant will be determined based upon the total value of the defined eligible costs divided by two (2), with the amount of the grant capped at \$15,000 per property.

Grant Payment

Payment of the grant is made to the grant recipient upon the City being satisfied that the grant recipient has complied with all terms and conditions of the application procedure, inspection procedures, development procedures, and completion of work within the required time frame.

In accordance with the Planning Act, the total of the Neighbourhood Residential Rehabilitation Grant Program cannot exceed the approved eligible costs for the Neighbourhood Residential Rehabilitation Grant Program.

Grant Agreement

As a condition of approval of an application for a Neighbourhood Residential Rehabilitation Grant, the applicant may be required to enter into an agreement with the City. The Agreement may be registered against the land to which it applies and will specify the terms, duration and default provisions of the grant.

Other Funding

Projects that are eligible for the Neighbourhood Residential Rehabilitation Grant Program are permitted to combine

the incentives from any other City of Windsor approved Community Improvement Plan, provided that the total of all property tax assistance, grants and loans provided by the City in relation to this, or any other CIP, cannot exceed the approved eligible costs for all approved incentive programs.

5.2.3 Other Community Improvement Activities and Actions

In addition to the financial incentive programs outlined in this CIP, the Planning Act also permits the municipality to undertake the following community improvement activities:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement;
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan; and,
- Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan.

Property Acquisition

The City of Windsor may facilitate the assembly of land within the Community Improvement Project Area in conformity with the Community Improvement Plan. Additionally, the City of Windsor may acquire, hold, clear, grade or otherwise prepare the land for community improvement as defined by this CIP.

The principal reason for acquisition is to improve and secure the economic well-being of the Ford City Neighbourhood by asserting an elevated level of control over the acquisition and consolidation of sites suitable for facilitating new development or redevelopment, providing much needed amenities and services, or that further the objectives of this CIP.

The City of Windsor may also choose to construct, repair, rehabilitate or improve buildings on land that it has acquired or held to further the objectives of this CIP.

Property Disposition

The City of Windsor may dispose of municipally owned land or buildings within the Community Improvement Project Area in conformity with the Community Improvement Plan. Additionally, the City of Windsor may sell, lease, or otherwise dispose of any land and buildings acquired or held by it provided the end use of the property and/or buildings remains in conformity with this CIP.

The City of Windsor may choose to dispose of municipally owned property or buildings at less than market value in order to facilitate the development, redevelopment or adaptive reuse of the property and/or buildings.

Municipally owned property that is disposed of for the purpose of meeting one or more of the objectives of this CIP, whether at market value or less, is subject to the following requirements:

Unless the property is deemed to be a Special Project as defined by the City of Windsor's "Disposal of Land" policy, all disposition of municipal land must be done in compliance with the "Disposal of Land" policy;

City Council may deem any property located within the Community Improvement Project Area to be a "Special Project" as defined by the City of Windsor's "Disposal of Land" policy for the purposes of Community Improvement provided that the proposed development, redevelopment or rehabilitation meets the definition of a catalyst project, as defined by this CIP;

Properties that are deemed to be a "Special Project" can be disposed of using one or more of the following methods:

- Direct offer of purchase and sale;
- Request for Proposals;
- Expression of Interests;
- Land exchange(s); or
- Any other method deemed to be appropriate by City Council.

City Council will determine the percentage below market value, if any, that the City will sell the property for based on the benefit to the public generated by the project, as determined by City Council.

The actual percentage below market value will be determined by City Council. The amount below market value plus all other incentives under this, or any other approved, CIP cannot exceed the total eligible costs.

As required by the Planning Act the purchaser of City owned property will be required to enter into a written agreement with the City stating that they will keep and maintain the land, building and the use in conformity with the Community Improvement Plan. The agreement entered into above will be registered against the land to which it applies and the City will enforce the provisions of the agreement against any party to the agreement and, subject to the provisions of the Registry Act and the Land Titles Act, against any and all subsequent owners or tenants of the land.

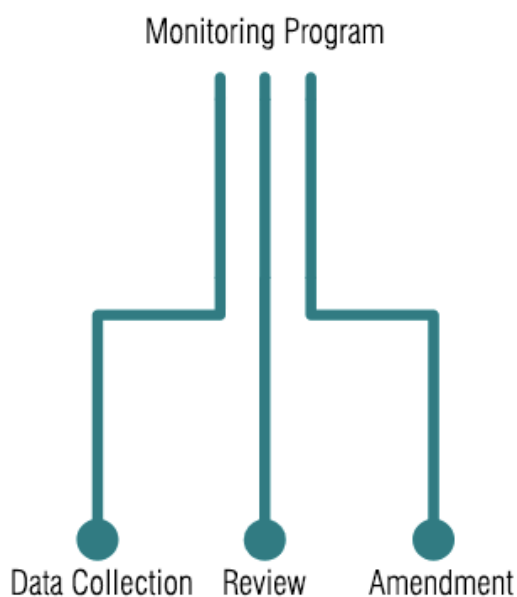
Projects are also required to be in compliance with the City's other by-laws and policies, including zoning and building regulations.

6 MONITORING PROGRAM



6.1 MONITORING PROGRAM

The performance and impact of the incentive programs will be monitored to ensure that the purpose and objectives of this CIP are successfully being met.



6.1.1 Purpose of the Monitoring Program

The collection and analysis of information is intended to monitor:

Funds are dispersed through the CIP incentive programs by program type so as to determine which programs are being most utilized;

The revitalization and economic impact associated with projects taking advantage of the CIP incentive programs in order to determine the ratio of private sector investment being leveraged by public sector investment;

The amount of private sector investment made in Ford City by sector (e.g. residential, retail, office, etc) ; and,

Feedback from users of the incentive programs so that adjustments can be made to the incentive programs over time as it is deemed necessary.

Data Collection

The following program-specific information should be collected on an ongoing basis:

Municipal Development Fees Grant Program

- Number of program applications;
- Number of new residential units created;
- Location of new residential units created;
- Increase in assessment value of the building; and,
- Estimated and actual amount of grants provided.

New Residential Development Grant Program

- Number of program applications;
- Number of new residential units created;
- Location of new residential units created;
- Increase in assessment value of the building; and,
- Estimated and actual amount of grants provided.

Building/Property Improvement Tax Increment Grant Program

- Number of applications
- Number of buildings or properties improved;
- Value of building/property improvements;
- Changes in assessment value of the building; and,
- Estimated and actual amount of grants provided.

Retail Investment Grant Program

- Number of program applications;
- Number of new retail units created;
- Location of new retail units created;
- Increase in assessment value of the building; and,
- Estimated and actual amount of grants provided.

Neighbourhood Residential Rehabilitation Grant Program

- Number of program applications;
- Number of residential units rehabilitated;
- Location of residential units rehabilitated;
- Increase in assessment value of the building; and,
- Estimated and actual amount of grants provided.

CIP Review and Program Adjustments

Progress on implementation and the monitoring results of the incentive programs described above will be reported to City Council on an annual basis.

A comprehensive analysis of information collected will be presented to City Council at the five year anniversary of the CIP coming into effect. This analysis will be accompanied by recommendations relating to the following matters (at a minimum):

- Continuation or repeal of the entire CIP;
- Discontinuation or addition of programs contained within the CIP; and,
- Minor adjustments to the program details, terms or requirements of programs contained within the CIP.

Requirement for CIP Amendment

Minor revisions to the CIP, including the adjustment of terms and requirements of any of the programs, changing the boundaries of any of the targeted program boundaries (within the existing boundary of the CIP Project Area) , or discontinuation of any of the programs contained in the CIP, may be undertaken without amendment to the CIP. Such minor changes or discontinuation of programs will be provided to the Minister of Municipal Affairs and Housing for information purposes only.

The addition of any new programs, significant changes to eligibility criteria, changes to the CIP Project Area boundaries, or changes to the CIP that would substantially increase funding provided by existing financial incentives will require a formal amendment to the CIP in accordance with Section 28 of the Planning Act.

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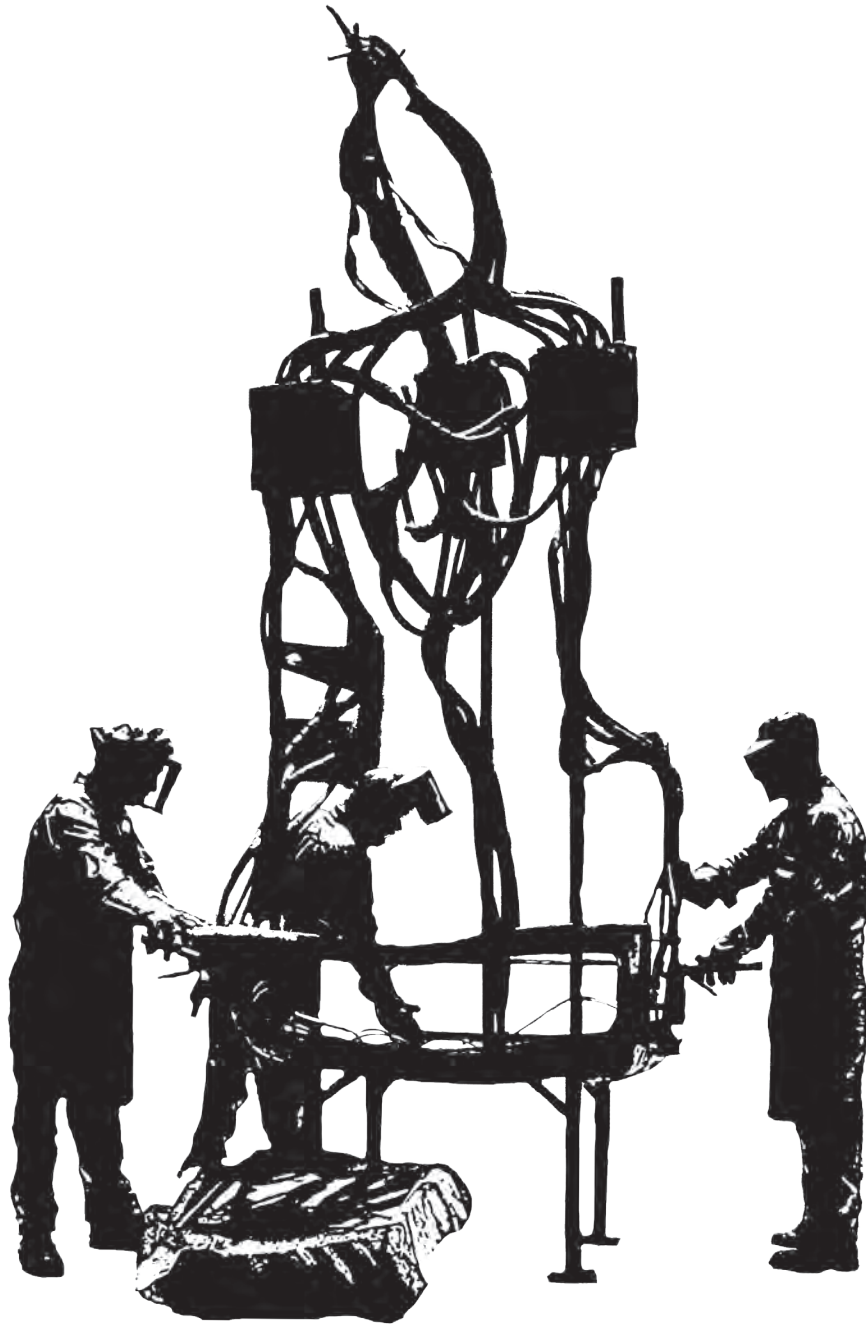
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