

OLDE SANDWICH TOWNE COMMUNITY IMPROVEMENT PLAN

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RCI Consulting



GSP Group Inc.

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'OLDE SANDWICH TOWNE IS A VIBRANT WATERFRONT COMMUNITY.'

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1.0 CONTEXT AND BACKGROUND

1.1 Origin of the CIP

The City of Windsor retained RCI Consulting in association with GSP Group Inc. to assist in the preparation of a Community Improvement Plan (CIP) for Olde Sandwich Towne (OST). The origin of the CIP can be found in the Community Planning Study (CPS) for OST. The CPS was initiated in response to the general decline in the fabric of the Sandwich neighbourhood over many years. The CPS was adopted by City of Windsor Council in October of 2006 as the City's guide to future planning, capital budgeting and community improvement efforts in OST.

The CPS contains the following Vision: ***“Olde Sandwich Towne is a vibrant waterfront community”*** and a series of strategies, actions and 29 recommendations designed to achieve this Vision. One of the key recommendations of the CPS is that the CPS Area be designated a Community Improvement Project Area and a CIP be prepared for this area. This CIP fulfills this recommendation from the CPS. The CPS provides a significant amount of direction to the CIP and therefore forms the foundation of the CIP.

1.2 Plan Purpose

The purpose of this CIP is to provide a framework to guide public sector investment and stimulate private sector investment in the OST Community Improvement Project Area, also referred to as the “Project Area” in this CIP. More specifically, as noted in the Study Terms of Reference, the purpose of the CIP is to:

- a) Identify the need for community improvement in OST;
- b) Identify municipal strategies and actions designed to lead and stimulate private sector investment and redevelopment;
- c) Develop policies and incentive programs to promote private sector investment in the revitalization and redevelopment of land and buildings;
- d) Develop recommendations to address key planning issues in each of the three Target Areas within the OST Community Improvement Project Area;
- e) Prepare Development and Urban Design Guidelines to supplement the Heritage Conservation District Urban Design Guidelines; and,
- f) Prepare an Action Plan for the implementation of the CIP.

This CIP is based on the following companion reports:

- OST CIP Background Report (April 2008);
- OST CIP Target Areas Planning Issues Report (October 2008); and
- OST CIP Supplemental Development and Urban Design Guidelines (October 2008).

The preparation of this CIP was also guided by a comprehensive public consultation process as well as several meetings with and feedback from the OST Citizens Advisory Group (CAG)/CIP Steering Committee. The consulting team worked closely with the CAG and City staff to ensure that this CIP, the Target Areas Planning Issues Report and the Supplemental Development and

Urban Design Guidelines will address the critical community improvement needs identified in OST, thereby helping to achieve the Vision for OST.

1.3 Methodology

A number of tasks were completed to provide a strong foundation for the preparation of the OST CIP. The first task involved a comprehensive review of physical and economic conditions in OST and policies affecting the Project Area. More specifically, this task included:

- a) A driving tour and several walking tours of OST during which notes and observations were made with respect to building condition and appearance, land use, public buildings/uses, and retail business operations and vacancies on Sandwich Street;
- b) Review of relevant planning policy documents, especially the OST CPS;
- c) Review of other information provided by City staff; and,
- d) An analysis of the key strengths, weaknesses, opportunities and challenges to revitalization in OST.

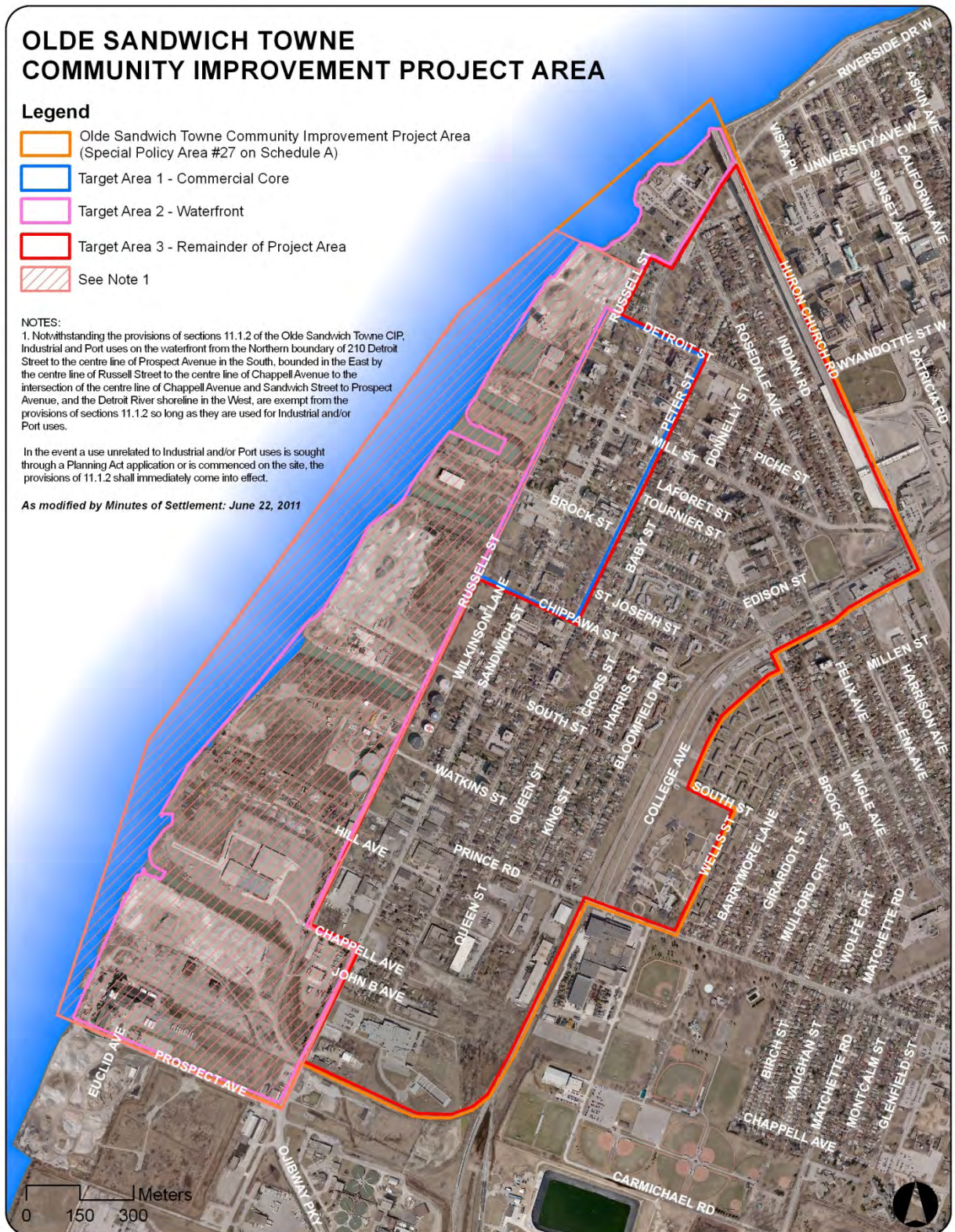
The results of this first task are summarized in the OST CIP Background Report (April 2008)

The next task was to develop a series of recommendations to address a number of planning issues identified by the City in the three target areas within the Community Improvement Project Area (see Figure 1). The boundaries of these three target areas (Commercial Core, Waterfront, and Remainder of the OST Project Area) were refined based on the Background Report and work conducted during the course of preparing the Target Areas Planning Issues Report. The preliminary planning recommendations contained in the Draft Target Areas Planning Issues Report were presented at the first public meeting held on June 25, 2008. Based on public input received during and after this public meeting, and input from the CAG/CIP Steering Committee, which included City staff, a total of 51 recommendations were included in the Target Areas Planning Issues Report to address planning issues in the three target areas within OST.

The next task was to prepare Supplemental Development and Urban Design Guidelines. These Guidelines are intended to supplement the Heritage Conservation District Urban Design Guidelines from the Heritage Conservation District Plan. Therefore, the OST Supplemental Development and Urban Design Guidelines apply to the entire OST Community Improvement Project Area. These Guidelines were developed to encourage a high quality of building and site design for both public works and private development projects. Preliminary Draft Supplemental Urban Design Guidelines were presented at the first public meeting held on June 25, 2008. As with the Target Areas Planning Issues Report, public input received during and after this public meeting, and input from the CAG and City staff was utilized to prepare the final Supplemental Development and Urban Design Guidelines.

The next task involved development of municipal financial incentive programs and a municipal leadership strategy to complement and provide support for the financial incentive programs. The preliminary financial incentive programs and a municipal leadership strategy were presented at a second public meeting held on October 15, 2008. Based on public input received during and after this public meeting, and input from the CAG and City staff, the municipal financial incentive programs and municipal leadership strategy were finalized for inclusion in this CIP.

FIGURE 1



The final task was to develop an Action Plan and Monitoring Program for the CIP. The Action Plan contains a summary of the municipal actions contained in this CIP and an estimate of the financial resources required to implement and administer the CIP incentive programs. The Monitoring Program was developed once the incentive programs were finalized in order to provide a mechanism for monitoring progress on implementation of these programs and the overall economic and social impact of the OST CIP.

1.4 Plan Content

This CIP is divided into several sections.

Section 2.0 provides a review of the legislative authority to prepare a CIP for OST and a summary of the general planning policies that apply to the Project Area.

Section 3.0 contains a summary of land use, physical and socio-economic characteristics in the Project Area.

Section 4.0 contains a summary of the results of the analysis of strengths, weaknesses, opportunities and challenges in OST.

Section 5.0 defines the OST Community Improvement Project Area.

Section 6.0 contains the Vision and Goals developed for the OST CIP. The Vision and Goals are largely based on the CPS.

The OST CIP Background Report contains additional detail on Sections 2.0 to 4.0 and 6.0.

Section 7.0 provides additional detail on the community consultation program conducted to provide input to the preparation of the CIP.

Section 8.0 contains a summary of the recommendations from the Target Areas Planning Issues Report. The full report is available under separate cover. Section 8.0 also contains recommendations regarding the Ambassador Bridge Expansion Proposal.

Section 9.0 summarizes the Supplemental Development and Urban Design Guidelines. The full report is available under separate cover.

Section 10.0 contains a comprehensive tool kit of municipal incentive programs specifically designed to address the critical community improvement needs in OST, and over time, help achieve the vision for OST.

Section 11.0 outlines a municipal leadership strategy designed to complement the municipal incentive programs and provide a public framework for private sector investment.

Section 12.0 contains an Action Plan to guide implementation of the CIP while Section 13.0 contains a Monitoring Program designed to assist the City in monitoring progress on implementation of the CIP and economic and other impacts of the programs contained in the CIP.

2.0 LEGISLATIVE AUTHORITY AND POLICY FRAMEWORK

This section of the report summarizes the legislative authority for preparation and adoption of the CIP, and the policy framework that guides land use planning in Olde Sandwich Towne. Greater detail is provided in the OST CIP Background report. Two key planning documents for the Olde Sandwich Towne CIP are the Olde Sandwich Towne Community Planning Study and the Sandwich Heritage Conservation District Conservation Plan.

2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include:

- Giving or lending money or municipal property;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and
- Giving a total or partial exemption from any levy, charge or fee.

Section 106 (3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under the provisions of Section 28 (6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001*.

2.2 Section 28 – Planning Act

Section 28 of the *Planning Act* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a “community improvement project area” and prepare and adopt a community improvement plan for the community improvement project area. Once the community improvement plan has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

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

Section 28 (1) of the *Planning Act* defines “community improvement” as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a community improvement project area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable, or other uses, buildings, structures, works, improvements or facilities, or spaces therefore, as may be appropriate or necessary”.

Once a CIP has come into effect, the municipality may:

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and
- iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land 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 the community improvement plan (Section 28 (7)).

Section 28 (7.1) of the *Planning Act* specifies that the eligible costs of a community improvement plan for the purposes of Subsection 28 (7) may include costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

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

2.3 Provincial Policy Statement 2005

The Provincial Policy Statement (PPS) is issued under Section 3 of the *Planning Act* and is intended to provide policy direction on key Provincial interests to municipalities as they make planning decisions. The *Planning Act* requires that municipal decisions in respect of the exercise of any authority that affects a planning matter “shall be consistent with” the PPS.

The Province of Ontario adopted a new Provincial Policy Statement in 2005 (PPS 2005). PPS 2005 is premised on sustainability principles and the stated vision of PPS 2005 is the wise management of growth. For example, section 1.1.3.3 of the PPS states “planning authorities shall identify and promote opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs”. Other policies in PPS 2005 (Sections 1.1.1 a), 1.1.1 g) and 1.6.2) support the management of growth to achieve efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term. Municipal official plans are required to be consistent with all applicable Provincial policies by adopting appropriate land use designations and policies. As well, community improvement plans should be consistent with the PPS.

2.4 Community Strategic Plan

Windsor's Community Strategic Plan was officially adopted by Council in February of 2007. This Plan contains a vision, mission statement, pillars and objectives to guide Windsor's future. The Vision of Windsor is of a quality city full of history and potential, with a diverse culture, a durable economy and a healthy environment where citizens share a strong sense of belonging and a collective pride of place. The Community Strategic Plan is based on the following four pillars:

- i) Our Economy: Cultivated and Competitive;
- ii) Our Society: Diverse and Caring;
- iii) Our Environment: Clean and Efficient; and,
- iv) Our Government: Responsive and Responsible.

Several of the objectives under these pillars support the Olde Sandwich Towne CIP. For example, objectives under the Economy pillar include:

- Grow Business – cultivate a positive and diverse economic environment for business growth;
- Partner Productively – bring together community leaders and local government in partnerships that stimulate the economy.

Relevant objectives under the Society pillar include:

- Stay Safe – ensure public safety and protection of residents, visitors and property;
- Invest in Quality Living – enhance public spaces;
- Strengthen the Social Fabric – ensure shelter, accessibility to services, and programs to assist the most vulnerable among us
- Create Complete Neighbourhoods – well integrated neighbourhoods with shopping, workplaces, and recreation.
- Honour Heritage – preserve heritage structures that tell the story of the past.

Relevant objectives under the Environment pillar include:

- Develop responsibly – develop land efficiently, attractively, and in ways that protect the environment.
- Maintain infrastructure – improve the physical infrastructure, buildings and public structures.

Relevant objectives under the Government pillar include:

- Form Beneficial Partnerships – develop innovative partnerships between the public, private and not-for-profit sectors.
- Encourage Public Engagement – Engage citizens openly and frequently in decisions that affect their lives.

2.5 City of Windsor Official Plan

The current City of Windsor Official Plan was approved by City Council in 1999 and has been consolidated to December 31, 2007. The City is currently in the second phase of a three phase process to review and update the Official Plan.

In addition to the policies on community improvement contained in the Official Plan, numerous other policies in the Official Plan support the revitalization of Olde Sandwich Towne and provide direction with respect to this community improvement in terms of land use, urban design, heritage conservation and other planning matters. The key policies in the City of Windsor Official Plan that are relevant to the Olde Sandwich Towne CIP are summarized below and these policies provide direction with respect to the CIP.

2.5.1 Community Improvement

Section 11.8 of the Official Plan contains policies on Community Improvement. The objectives of this section include the use of community improvement initiatives to revitalize neighbourhoods and areas in decline or in transition from one land use to another and to ensure the provision of energy efficient uses, buildings, and facilities. The objectives for community improvement also focus on establishing partnerships with neighbourhood groups and business associations to strengthen and revitalize areas in need of community improvement. These partnerships in OST have already been established through the CPS and they will be built upon and utilized to implement the OST CIP.

Section 11.8.2 of the Official Plan contains policies that guide Community Improvement. Policy 11.8.2.2 outlines a number of criteria that the City shall consider when designating a community improvement project area. These criteria include:

- a) *residential areas where the housing stock is in need of maintenance, rehabilitation and/or repair;*
- b) *declining commercial or mixed use areas where there are a number of vacant or underutilized properties;*
- c) *declining, underutilized, derelict, vacant or obsolete industrial and commercial areas;*
- d) *areas in which there are land use conflicts as a result of incompatible uses;*
- e) *areas that have deficient municipal services such as parks, sewers and roads; and*
- f) *areas that have the potential to be new employment areas.*

Almost all of these criteria apply to the Olde Sandwich Towne Community Improvement Project Area.

Section 11.8.2.3 outlines the contents of a community improvement plan. Of particular note, this policy requires that a CIP demonstrate that its goals and objectives are in keeping with the strategic direction and general goals and objectives of the Official Plan and provincial legislation, policies and guidelines. Section 11.8.2.3 also authorizes the City to include provision in the CIP for:

- *acquisition, sale or lease of lands or buildings acquired by the Municipality to facilitate community improvement;*

- *establishment and/or distribution of grants or loans for the purpose of revitalizing the area; and,*
- *other such matters as may be appropriate for the Community Improvement Project Area.*

Policy 11.8.2.4 requires that Council solicit public input on the CIP in accordance with the provisions of the *Planning Act* and Section 10.6 of the Official Plan which contains public participation policies. With three (3) public meetings, including a final formal public meeting held in fulfillment of *Planning Act* requirements, the OST CIP met and exceeded the public participation policies contained in the Official Plan.

2.5.2 Development Strategy

Section 3 of the Official Plan sets out a vision, principles and growth concept for planning and development in Windsor. One of the key elements of the Vision in the Official Plan is the statement that the Official Plan supports positive physical change in Windsor's neighbourhoods that respects and improves the existing historical, physical, social, economic and environmental character of these areas. Policy 3.2.1 states that developing and strengthening neighbourhoods is the foundation for land use planning in Windsor. Policy 3.3.2.3 speaks to the revitalization of areas in transition (such as Olde Sandwich Towne) and how community improvement will be carried out in these areas. Community improvement initiatives will strengthen neighbourhoods by providing new businesses, homes and public spaces and by creating unique opportunities for reinvestment in the community.

2.5.3 Healthy Community

One of the key focuses of this section of the Official Plan is quality of life. Policy 4.2.3.1 supports a compact urban form while policy 4.2.3.2 encourages the location of basic goods and services close to where people live and work. Policy 4.2.3.4 encourages a variety of housing for all social and economic groups.

2.5.4 Environmental Quality and Management

The north portion of the OST Project Area, which fronts onto the Detroit River, is identified in Schedule B: Greenway System of the Windsor Official Plan as being a "Linkage", presumably to identify the extension of the waterfront trail west of the Ambassador Bridge to the port area. A second "Linkage" is shown along Sandwich Street. The establishment of linkages for both natural and recreational purposes is one of the Environmental Quality objectives identified in Section 5.3.1 of the Official Plan. Extending the waterfront trail southward into OST could serve to bring new foot and cycling traffic to the Sandwich Street commercial areas and improve connectivity between OST and the rest of Windsor.

2.5.5 Land Use

Section 6 of the Official Plan sets out the goals, objectives and policies for the land use designations identified in Schedule D: Land Use (see Figure 2). The commercial core (Target Area 1) is designated "Mixed Use". The dominant land use designation in Target Area 2 is "Waterfront Port" with some "Open Space" lands at the northern boundary of Target Area 2.

Finally, the predominant land use in Target Area 3 is “Residential” with the balance of Target Area 3 designated “Industrial”, “Open Space” and “Major Institutional”.

2.5.5.1 Residential Policies

Residential areas provide for a range of housing types and complementary services. Section 6.3.1.4 of the Official Plan notes that one objective for lands designated Residential is “to ensure that the existing housing stock is maintained and rehabilitated”. Further, section 6.3.2.18 indicates the City’s desire to promote the maintenance of Windsor’s housing stock “at a standard sufficient to provide acceptable conditions of health, safety and appearance in accordance with the Community Improvement section of this Plan”.

2.5.5.2 Mixed Use Policies

The commercial core of Olde Sandwich Towne (Target Area 1) is designated as “Mixed Use” on Schedule D. The objectives of the “Mixed Use” designation, as outlined in Section 6.9.1 include:

- *To encourage multi-functional areas which integrate compatible commercial, institutional, open space and residential uses.*
- *To encourage a compact form of mixed use development.*
- *To provide opportunities to create and maintain special area identities and focal points within Windsor.*
- *To provide public places for strolling, recreation, conversation and entertainment.*
- *To increase the use of walking, cycling and public transportation within the designated Mixed Use area by fostering a strong live-work-shopping-recreation relationship.*

2.5.5.3 Waterfront Policies

The Official Plan contains policies that ensure the Detroit River waterfront provides a balance of residential, recreational and employment opportunities for residents of the area with lands along the Detroit River in Windsor designated “Waterfront Port”, “Waterfront Residential” or “Waterfront Recreation”. Most of the lands on the Waterfront in the Project Area are designated Waterfront Port. The area around Mill Park and Mill Cove Marina extending to McKee Park is designated Waterfront Recreation, while a small area of land near the Ambassador Bridge in Target Area 3 is designated Waterfront Residential.

The City of Windsor’s objectives for the waterfront, as noted in Section 6.10.1 of the Official Plan, include:

- *To provide an interconnected, safe and publicly accessible waterfront.*
- *To accommodate a variety of water-oriented recreation and leisure activities and facilities for public use.*
- *To enhance views and vistas of the waterfront.*
- *To provide port access for employment activities.*
- *To direct residential, recreation and port related uses to appropriate locations along the waterfront.*
- *To ensure that all activities and future development on the waterfront contribute to a healthy and sustainable environment.*

Section 6.10.3 of the Official Plan includes policies that are intended to recognize the important role that waterfront parks and facilities play in improving the quality of life of residents and enhancing the image of Windsor.

2.5.5.4 Central Riverfront Park Lands

A part of the waterfront lands in the Project Area from McKee Park to the northern Project Area boundary are covered by a Special Policy Area designated in Schedule A (Planning Districts and Policy Areas) of the Official Plan and known as the Central Riverfront Park Lands. The policies in this section of the Official Plan are based on the City of Windsor Central Riverfront Implementation Plan (CRIP) adopted by Council in September of 2000.

The CRIP guides design and implementation of development in the Central Riverfront with a focus on cultural heritage, sustainable development, landscaping, circulation, water transportation, scenic drive, building, structures and monuments, beacons (park pavilions), parking and servicing infrastructure. The Central Riverfront is seen as one cohesive park with a series of distinct uses and areas contained within. The Plan focuses on public accessibility and a range of recreational activities and facilities.

2.5.6 Civic Image

Sandwich Street is identified on Schedule G of the Official Plan (Civic Image) as being a “Theme Street”. As well, Target Area 1 is defined as one of four Heritage Areas in the City. Section 8.11.2.10 of the Official Plan notes that Theme Streets will be designed to:

- *Promote a diverse mixture of commercial, residential and other appropriate land uses along the road;*
- *Encourage pedestrian activity and movement along the streetscape; and*
- *Provide and/or enhance the unique character of the surrounding neighbourhood.*

Section 8.11.2.11 of the Official Plan further notes that the importance of Theme Streets will be recognized by:

- *Enhancing the public rights-of-way consistent with the established character of the neighbourhood, using streetscaping elements such as special lighting, landscaping, paving stones, street furniture, public art and other complementary features and fixtures;*
- *Protecting and enhancing significant views and vistas along public rights-of-way;*
- *Protecting and enhancing heritage resources;*
- *Encouraging the provision of building and streetscaping elements that provide shelter from inclement weather, where appropriate; and*
- *Encouraging signage which enhances the character of the Theme Street.*

2.6 Windsor Port Authority Land Use Plan

The Windsor Port Authority Land Use Plan was prepared by the Port Authority in 2000. This Plan shows most of the lands owned by the Port Authority on the industrial waterfront as “Waterfront Port Use”. These are lands that are primarily identified for marine transportation and terminal functions as well as general industrial/commercial uses.

The Port Authority’s Brock Street site (3.5 acres) and the Mill Cove Marina (4.7 acres) are shown as “Port Mixed Use” in the Windsor Port Authority Land Use Plan. These lands are envisioned to be used for a variety of mixed use activities that serve to improve the waterfront with uses such as waterfront recreation and related commercial uses.

2.7 Interim Control By-Law

An Interim Control By-Law was passed on January 29, 2007 for OST. This By-Law was approved to prohibit the use of land, buildings or structures within the Sandwich area, except as may be set out in the by-law while the City is completing the CIP. Windsor City Council extended the Interim Control By-Law until January 29, 2009 in order to allow for the completion and adoption of a CIP for OST.

2.8 Demolition Control By-Law

A Demolition Control By-Law was passed on January 29, 2007 for Olde Sandwich Towne. This By-Law was approved to ensure that all requests for demolition of a dwelling or dwelling unit requires the permission of Council before a demolition permit is issued by the Chief Building Official.

3.0 PROJECT AREA CHARACTERISTICS

This section of the CIP summarizes the observed physical and socio-economic characteristics in the Project Area. This review of conditions in the Project Area is based on:

- walking/driving tours of the area during which notes and photos were taken;
- data and information contained in the CPS and the Sandwich Heritage Conservation District Conservation Plan;
- additional market information provided by City staff; and,
- additional information provided by members of the CAG.

The strengths, weaknesses, opportunities and challenges to revitalization in OST outlined in Section 4.0 are based largely on the observations in this section.

A major focus of the CPS is on improving and maintaining the appearance of buildings and properties in OST. The CPS presented its analysis of the physical characteristics in OST through a series of figures on the “geographic realities” in OST (see Appendix A). The CPS goes so far as to recommend specific incentive programs to improve the appearance of commercial, residential and industrial properties (see Strategy 2 in the CPS). Both the CPS and the Sandwich Heritage Conservation District Study refer to ongoing poor property maintenance, building abandonment, and inappropriate commercial signage as detrimental to the revitalization of OST.

The analysis of physical and socio-economic characteristics summarized in this section divides the Project Area into three target areas loosely based on the target areas identified in the CPS. However, the boundaries of the target areas presented herein are more defined than those in the CPS. Additional details on the physical and socio-economic characteristics in each of the three target areas are available in the OST CIP Background Report.

3.1 Physical Characteristics

3.1.1 Target Area 1 – Commercial Core

As shown in Figure 1, Target Area 1 is an area three city blocks long by two city blocks wide. Target Area 1 is bounded by Detroit Street to the north, Peter Street to the east, Chippawa Street to the south, and Russell Street to the west. This area contains most of the retail and commercial businesses in OST and functions as the commercial core of the neighbourhood.

The northern section of Target Area 1 between Detroit Street and Mill Street represents the northern gateway to the commercial core. As Riverside Drive changes to Sandwich Street, the building scale changes, punctuated by McKee Park and Paterson Park. Sandwich Street between Detroit Street and Mill Street is characterized by a number of well preserved heritage buildings, including the Dominion House and McGregor Cowan House. There is a large vacant lot between the Dominion House and McGregor Cowan House. The bank building at the northwest corner of Sandwich Street and Mill Street is vacant and there are a few underutilized properties in this block. Uses in this block include a bake shop, bait and tackle shop, taxi company, dentist office, hairdresser and two bars/taverns.



3118 Sandwich Street (McGregor Cowan House)



3140 Sandwich Street (Dominion House)



3190 Sandwich Street



Former motel at 3173 Sandwich Street

The middle section of Target Area 1 between Mill Street and Brock Street contains several designated heritage buildings as well as a number of properties on the Windsor Heritage Inventory. This includes the Post Office building, Mackenzie Hall, Olde Town Hall, and the Duff Baby House.



3277 Sandwich Street (Mackenzie Hall)



3201 Sandwich Street (Post Office)

There are a number of businesses located on the west side of Sandwich Street between Mill Street and Brock Street in one and two storey buildings of varying architectural quality in a fairly continuous street wall. The two storey buildings are traditional main street buildings with retail/commercial uses on the ground floor and residential apartments or offices above. Some of the second floors in these buildings appear to be vacant or underutilized. Some of these buildings are in fair to poor condition with deteriorated facades while a few others have been maintained, restored and improved. There are a number of businesses in this block including several pubs and cafes, a number of personal service businesses and a supermarket.



Vacant Store/Parking Lot at 3229 and 3235 Sandwich Street



West side of Sandwich Street looking north

The former Fire Hall and vacant lot behind (City owned) is located on Mill Street and presents a reuse/redevelopment opportunity within this block. There are also several vacant and underutilized lots fronting on to Russell Street.



Former Fire Hall at 363 Mill Street

The southern section between Brock Street and Chippawa Street in Target Area 1 contains a newer multi-use building which houses General Brock Public School, a library and a police station. This block is also home to St. John's Church and Cemetery and several other churches. There are few businesses in this block. There are two low-rise residential apartment buildings located at the south end of this block at Chippawa Street. This block again contains a few vacant lots on Russell Street. The condition of buildings and properties begins to visibly deteriorate as one heads south on Sandwich Street out of this block and into the next block.



3312 Sandwich Street (General Brock Public School)



316 Chippawa Street

3.1.2 Target Area 2 – Waterfront

This is a large industrial area on the Waterfront that stretches roughly from McKee Park in the north to the southern limits of the Project Area and beyond. Most of the lands in Target Area 2 are designated and used for waterfront port related industrial activities. There are three parks in Target Area 2: Mill Park, Brock Park also known as Sandwich Bay Park, and McKee Park. These three parks provide some access to the waterfront and green space between the heavy industrial uses on the waterfront.



Entrance of McKee Park off Russell and Chewett Streets looking west



Mill Street Park looking north towards the Ambassador Bridge

The Port of Windsor is a full service waterfront port. There are upwards of twenty terminals in Target Area 2. Some of these terminals are owned by the Windsor Port Authority and leased to private operators while some are owned by private operators. Uses on the port lands include construction materials and aggregates, fuel storage, salt storage, metals recycling, agricultural materials storage, docking, transshipment, and shipyard uses. The heavy industrial uses on the waterfront not only prevent public access to the waterfront, but they also obstruct views of the Detroit River, Detroit and the Ambassador Bridge as a result of the height of industrial buildings and outside storage.

There is a non operating marina (Mill Cove Marina) in the northern part of Target Area 2. As one heads south out of Target Area 2, the heavy industrial uses give way to vacant lots and woodlots past Prospect Avenue. There are also three known or suspected waste disposal sites in Olde Sandwich Towne and all three are in Target Area 2.



Metals Recycling Facility on Russell Street



Fuel Storage Facility on Russell Street

There is also a large vacant privately owned property on the west side of Russell Street across from the Duff Baby House. This presents an opportunity for development. South of this property there is a vacant city owned lot, which presents an opportunity for development and public access to the waterfront that will improve the appearance and image of this area. *As modified by Minutes of Settlement: March 23, 2011*



221 Mill Street (Duff Baby House)

3.1.3 Target Area 3 – Remainder of Olde Sandwich Towne Project Area

Target Area 3 is the balance of the Project Area outside the commercial core (Target Area 1) and the Industrial Port Lands (Target Area 2). Target Area 3 comprises a large part of the Project Area and contains a range of uses. This includes residential, institutional, commercial and industrial uses. Paterson Park signifies the entrance to the northern gateway of the commercial core. As one heads south on Riverside Drive, the location of McKee Park and Paterson Park where Riverside Drive curves and changes to Sandwich Street present an opportunity to enhance the gateway into Olde Sandwich Towne.



McKee Park on the Detroit River looking north towards the Ambassador Bridge

Numerous houses on and near Indian Road have been boarded up. This action has had a significant negative visual and activity impact on this residential area. There is no doubt that the vacancy and boarding up of these houses has and will continue to negatively impact the stability of the residential area around these boarded up houses as a residential neighbourhood.

There is a wide variety of housing types and tenures in Target Area 3. For example, houses on Rosedale Avenue, many of which were built in the early 1900's to the 1920's, are notable for their architectural character and high level of building maintenance, property maintenance and landscaping. The Rosedale enclave is in fairly close proximity to the boarded up houses on Indian Road.



Boarded up houses on Indian Road



Boarded up houses on Indian Road

Similar to Indian Road, there are a number of boarded up houses on Edison Street. There are a number of low rise and high rise apartment buildings along Peter Street as well as a number of single family dwellings that have been converted to rental units. There are also a number of vacant lots throughout the residential area in Target Area 3.



Boarded up houses on Edison Street



Apartments on Peter Street

As noted in the Community Planning Study, the poor condition of the housing stock in much of the Project Area (and particularly much of Target Area 3) is a major concern. Heading south through Target Area 3, the condition of the housing starts to deteriorate. As one heads towards Bradley Park, there are a number of single detached houses, duplexes and small apartments in poor condition. These properties are clearly not being maintained. There are also some mixed use (commercial/residential) properties in this area that are in poor condition.



Along Bloomfield Road



700 Brock Street at Bloomfield Road

Olde Sandwich Towne is comprised of older residential neighbourhoods. Generally, housing in this area is more affordable than other parts of Windsor. A large number of university students also rent houses and apartments in Olde Sandwich Towne due to the proximity to the University. This means that a much lower percentage of the houses in the Project Area are owner occupied as compared to the city as a whole. Median income levels in the Project Area are also lower than the city as a whole. These factors combine to impact on the ability of residents in Target Area 3 to undertake repairs and improvements to their homes. The deteriorated condition of many houses in Target Area 3 acts as a further disincentive for residential reinvestment.

As one travels south along Sandwich Street out of Target Area 1 and into Target Area 3, there is a distinctive change in the condition of buildings and land use. This deterioration in building conditions along Sandwich Street is very perceptible between Chippawa Street and South Street. In the two block span between Chippawa Street and Watkins Street, there is a marked increase in the number of building vacancies. There are also a large number of underutilized properties in this area on the west side of Sandwich Street and the east side of Russell Street. The condition of many commercial and residential buildings in this area is very poor with a number of buildings boarded up, abandoned or displaying evidence of vandalism. This haphazard mix of land uses, derelict buildings, underutilized properties and vacant lots represents a major aesthetic, economic and land use compatibility weakness in the Project Area. This area does not provide an attractive southern gateway into the Olde Sandwich Towne commercial core.



3493 Sandwich Street – vacant storefront

Continuing south from Watkins Street to the Project Area boundary, there are a number of industrial uses in buildings that vary in condition. Again, there are land use compatibility issues here as some of these uses are mixed in with residential and commercial uses. Again, here there are a number of vacant properties from Russell Street to Peter Street.



Industrial building with outside storage at southeast corner of Sandwich Street and Prince Road



Rear of industrial building at southwest corner of Hill Avenue and Peter Street

There are a large number of derelict buildings and vacant and underutilized lands on the east side of Russell Street across from the waterfront industrial uses. This strip of vacant and underutilized lands and derelict buildings is only a block away from the major commercial street in OST. Yet, the poor condition of a number of buildings in this area along with outside storage and dumping, and poor property standards is a major weakness in OST and acts as a detriment to reinvestment. Yet, these lands also represent an opportunity for redevelopment that will not only improve the appearance and image of both Target Area 2 and Target Area 3, but also introduce new uses into Target Area 2 that will better connect the commercial core with the waterfront while being compatible with existing uses on the waterfront.



Derelict industrial building on Russell Street



Outside storage on Russell Street

3.2 Socio-economic Characteristics

The OST CPS contains a demographic profile of OST from which much of the information in this section was drawn. The data on businesses in the Project Area was compiled by the City.

3.2.1 Population

Approximately 7,050 people or 3.4% of Windsor's population live in OST (2001 Canada Census). However, the proportion of the total population aged 20 to 24 is about twice as much (14.6%) in OST as compared to the city as whole (7.4%). This is reflective of the close proximity of OST to Windsor University. At 29.7 years, the median age in OST is also much lower than the city as whole (36 years).

3.2.2 Dwellings

Only 27% of the dwelling units in OST are owner occupied. This is a stark contrast to Windsor where 65% of dwelling units are owner occupied. Again, this number can be attributed to the number of University of Windsor students who live in off-campus housing in OST.

The average value of housing units in OST in 2001 was \$106,000 while the average value of housing units in the city as a whole was \$142,000. This is a significant difference of 34%, and there is no reason to believe that this difference in average housing values has decreased since 2001.

3.2.3 Income

The average household income in the Project Area in 2001 was \$33,995. This is 42% less than the \$58,360 average income for Windsor.

The demographic analysis of OST reveals it to be a community with a young transient population (reflective of university students) that has much lower than average incomes. Dwellings in OST have a lower average value than in other parts of the city and are largely occupied by renters and not owners. These factors combine to help explain the poor condition and appearance of buildings and properties in the Project Area. Areas with absentee landlords, lower than average incomes and housing values are apt to experience lower levels of property maintenance, improvement and investment.

3.2.4 Business Activity

Data provided by the City from 2007 lists 53 business addresses in the Olde Sandwich Towne Project Area. Most of these business addresses are on Sandwich Street. Most of these businesses are on Sandwich Street in Target Area 1, with a few on Mill Street and one on University Avenue. According to the City, about 8 of the 53 business addresses in the Project Area are vacant. This represents a 15.1% vacancy rate. However, most of the business vacancies on Sandwich Street are concentrated in Target Area 3 between Chippawa Street and Watkins Street. In fact, the vacancy rate in this two block section of Sandwich Street is closer to 40%.

The occupied businesses in the Project Area represent a range of business types, including:

- restaurants and cafes (13);
- retail goods including three sporting goods stores (8);
- personal services (6);
- convenience retail (8);
- medical clinic/office (1);
- supermarket (1);
- post office (1);
- drug store (1); and,
- artist/artisan shops (2).

The commercial core in OST has a relatively high number of restaurants/cafes, convenience stores, bargain and dollar stores, video stores and cheque cashing services. Not surprisingly, these business types cater to a student population. Conversely, the commercial core is lacking other types of business that are required in a healthy and vibrant commercial core and neighbourhood. These include business services, financial institutions, higher order retail goods, household furniture and appliances and medical offices. While this lack of higher order retail stores and a number of important business types in OST is a weakness, there are numerous vacant and underutilized buildings and properties where such desirable and needed business types could locate in OST. This would help not only to draw shoppers to OST and support existing businesses, but also improve shopping choices and quality of life for current and future residents of OST.

3.3 Development Activity

As part of the Heritage Conservation District Study, a general analysis of development activity in the Olde Sandwich Towne Area was undertaken over the last five years. This analysis looked at Official Plan and Zoning By-law amendments, site plan applications, building permits and demolition permits. Between 2002 and 2006, there were a total of 14 new buildings constructed in the Heritage Conservation District Study Area which extends farther east than the Project Area, but not as far south. During the same period, there were 20 buildings demolished. Approximately half of the zoning applications were related to student housing.

Other than the new school/library/police station complex on Sandwich Street, and a few commercial properties on Sandwich Street that have been rehabilitated, there appears to have been little building reinvestment or new building construction in any of the Target Areas in Olde Sandwich Towne over the last number of years. A retail, office and medical plaza that has been planned for a vacant lot on Sandwich Street for several years has not been built.

4.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES

The CPS identified the strengths and weaknesses of OST. The weaknesses were viewed as challenges to be overcome, while the strengths were viewed as opportunities to increase the quality of life within the community. The analysis of strengths and weaknesses in the CPS was augmented with information collected on project area characteristics and planning issues. This information is analyzed and presented in the Olde Sandwich Towne Community Improvement Plan Background Report (April 2008) and the Target Areas Planning Issues Report (October 2008).

4.1 Top Strengths

Appearance of the Community	Designated heritage buildings Historical murals Trees and landscaping
Parks and Open Space	Riverfront access Several neighbourhood parks
Safety and Crime	Neighbourhood police station Local crime prevention
Community Image	Loyalty and sense of pride “Four Corners” – Intersection of Brock & Sandwich Street Strong sense of history/heritage
Commercial Development	Potential development for vacant buildings
Schools and Education	Schools provide most services for diverse community Local and accessible at all levels
Health Care	Sandwich Community Health Centre
Opportunities for Friendships	Sandwich Towne Festival (Bi-national), Olde Sandwich Towne Christmas and Doors Open
Neighbourhood Land Use	Four community gardens Bicycle paths

4.2 Top Weaknesses

Commercial Development	Lack of bank/financial institution Needs more retail diversity Lack of commercial and mixed use (commercial/residential) building rehabilitation, reinvestment and new development
Neighbourhood Land Use	Lack of waterfront walkway/access Land use compatibility issues between residential and Industrial uses Underutilization of the Old Fire Hall (represents a unique opportunity)
Appearance of the Community	Derelict building facades Unattractive storefronts Lack of property and building maintenance and upkeep Boarded up storefronts/homes Vacant and underutilized buildings Vacant lots Dated and inappropriate commercial signage Poor condition of some housing in the neighbourhood (single detached, duplexes, triplexes and apartment buildings) Outside storage and dumping
Community Image	Need to preserve and enhance OST's heritage buildings Poor image/reputation for OST
Safety and Crime	Evidence of vandalism Lack of after hours policing Hours of operation – Community station
Parks and Open Space	Ice Rink Need a more central park Swimming pool (limited hours) Basketball court
Health Care	Need family physician Need more facilities Need more health services Need cluster of health services No emergency at hospital
Schools and Education	Keep schools open
Communication Among Residents	Poor communication: language barriers

4.3 Opportunities and Challenges

The strengths of OST identified during the CPS present opportunities that can be used to provide the foundation for the CIP. For example, with a dozen heritage buildings designated under Part IV of the Ontario Heritage Act and several other buildings on Windsor's Heritage Inventory, OST contains a fine collection of prominent heritage buildings in a main street setting. These heritage buildings are supported by adjacent neighbourhoods that are themselves rich in heritage. This rich history and architecturally interesting urban fabric serves to create a unique and strong sense of place that can act as the foundation for community revitalization, and can be enhanced through other neighbourhood improvements.

OST is truly a "complete" community in form, if not entirely in function. It has residential areas surrounding a main street. The neighbourhoods include schools and a range of civic facilities. Employment can be found both along the main street and in the adjacent industrial areas along the waterfront and further to the east. However, OST is lacking some basic economic activities in the form of certain retail businesses and personal and business services. As well, there is a shortage of medical services in the community.

Except for the students who live in OST and attend the University of Windsor, OST seems a somewhat insulated community with little connection to other parts of Windsor. Therefore, it is important for OST to better integrate with the nearby University and beyond, to Windsor's Downtown. Both the University and Downtown provide opportunities for OST residents to have access to a wide range of educational, cultural, commercial and recreational opportunities, in addition to employment.

The Detroit River Waterfront is also a large part of the unique character and sense of place of OST, but unfortunately, the Ambassador Bridge creates real and perceived barriers between OST and neighbourhoods to the east. For example, the Waterfront Trail through Central Windsor reaches a significant barrier at the Ambassador Bridge and should be better integrated with the OST community. The Waterfront includes a working port, yet it co-exists with several waterfront parks. OST also has a number of other parks and open spaces in its commercial core and residential neighbourhoods. The challenge is to animate and connect these open spaces, improve access to and provide enhanced facilities on the waterfront, but in a manner that respects and preserves the uniqueness of the working waterfront.

One of the key weaknesses identified in the CPS and the Heritage Conservation District Study is the appearance of commercial and residential buildings in Olde Sandwich Towne. The number of buildings and properties in poor condition is significant, as is the degree of building and property deterioration. There are also many underutilized and vacant parcels of land in the Project Area. Yet, the derelict buildings, and the vacant and underutilized lands can be viewed as an opportunity to introduce new residential, commercial and other uses into the community through infill, intensification, adaptive reuse, and redevelopment.

As identified in the OST CPS, there is also a need to improve the public realm and public facilities throughout the Project Area. As experience in other communities has shown, these civic improvements should and will serve as a catalyst for and private sector reinvestment and

other neighbourhood improvements. For example, Target Area 1 presents as an interesting commercial core, but the existing gateways into this core are weak and uninviting. Hence, enhancements to these gateways would serve to improve the commercial area. Clean and safe streets, parks and recreation facilities to meet local needs, and attractive streetscapes and gateways into the Community, are all desirable features for the future.

The key opportunities and planning challenges discussed above are illustrated in a Functional Diagram (Figure 2). This diagram was used to help guide the development of specific recommendations and programs contained in this CIP.

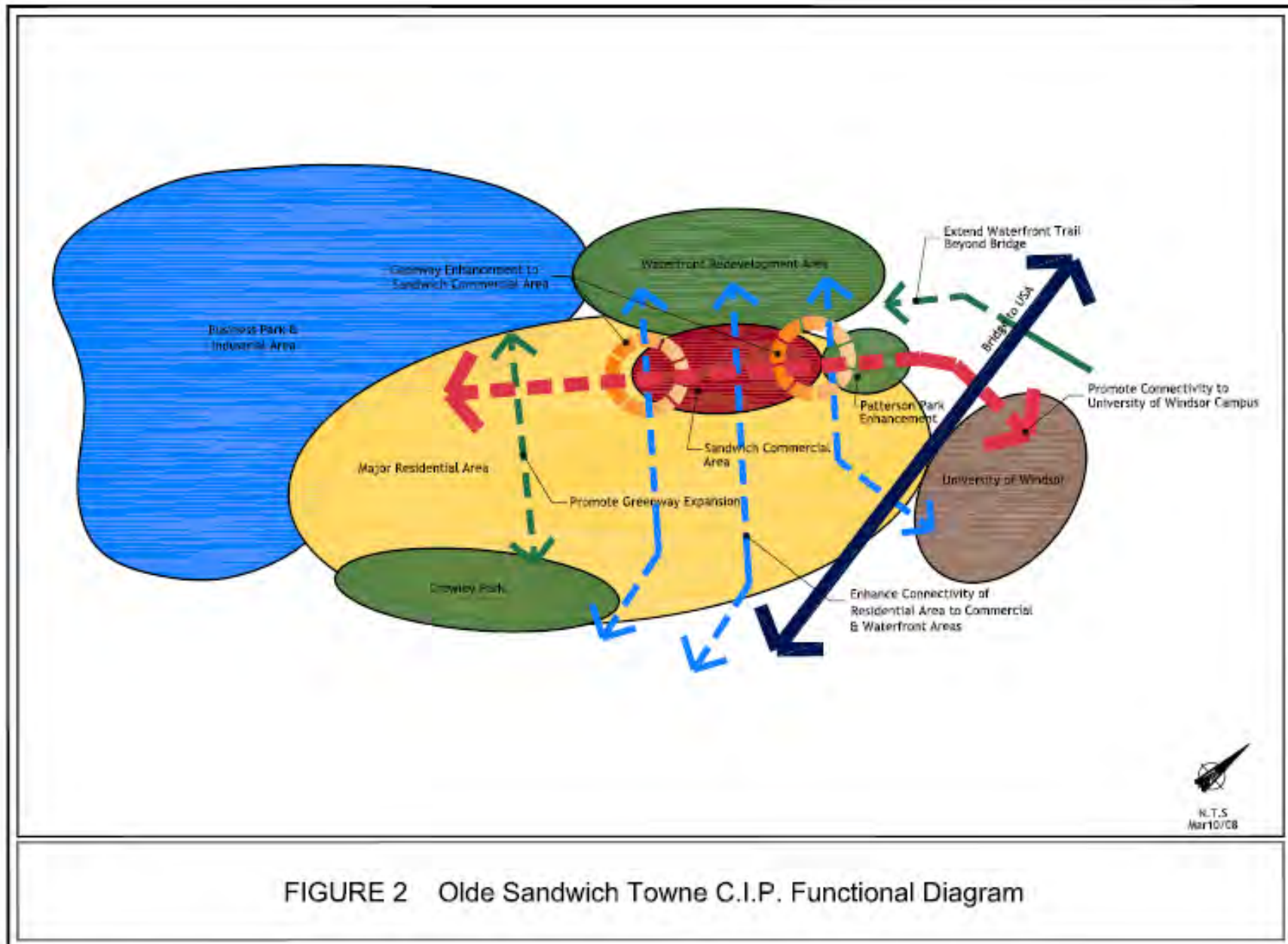


FIGURE 2 Olde Sandwich Towne C.I.P. Functional Diagram

5.0 COMMUNITY IMPROVEMENT PROJECT AREA

By-Law No. 109-2007 was passed by City Council on June 11, 2007 to designate the Olde Sandwich Towne Community Improvement Project Area. This area is shown in Figure 1 on page 3 and corresponds exactly to the Olde Sandwich Towne CPS Area. This area is approximately 365 ha. (865 acres). As noted in Section 3.0 of this CIP, the Project Area is very diverse in terms of land use and physical characteristics. In addition, the condition of lands adjoining the Community Improvement Project Area designated by City Council was also reviewed. Based on the comprehensive analysis conducted in the CPS, and the analysis of community improvement needs, strengths, weaknesses, opportunities and challenges summarized in Sections 3.0 and 4.0 of this CIP, the boundary of the OST Community Improvement Project Area accurately reflects the areas in need of community improvement within OST. Therefore, from a planning perspective for the purposes of this CIP, adjustment to boundary of the Community Improvement Project Area designated by City Council is not necessary.

6.0 VISION AND GOALS

The vision and goals for the CIP were drawn largely from the CPS and the Heritage Conservation District Plan. The vision and goals were presented to the public during the June 25, 2008 public meeting. None of the comments received during or after the public meeting recommended any changes to the vision and goals. The vision and goals outlined below were used to guide preparation of this CIP, the Target Areas Planning Issues Report and the Supplemental Development and Urban Design Guidelines.

6.1 Vision

The Vision for OST contained in the CPS was developed by the CPS Task Force through a multi-stakeholder process. The Vision is:

“Olde Sandwich Towne is a vibrant waterfront community”.

This is a short yet meaningful vision. By using the term “Olde Sandwich Towne”, the vision indicates that one of the main goals of the CPS is to maintain, enhance and celebrate the historic character and significance of the area. By using the term “vibrant”, the vision indicates that one of the main goals of the CPS is to attract a greater variety of businesses and cultural activities to OST. By using the term “waterfront”, the vision sets the goal of a more picturesque and publicly accessible waterfront. Finally, by using the term “community”, the vision sets the goal of being much more than a neighbourhood, i.e., a community that is physically, socially and economically whole, whose residents and businesses are well connected to each other and the rest of the city, while still being a community that welcomes newcomers and reaches out to those in need.

The CPS developed a series of strategies, related actions and 29 recommendations to help achieve the vision for OST. These strategies and actions were divided into six categories as follows:

- 1) Appearance and Community Image;
- 2) Commercial Development and Business Attraction;
- 3) Communications and Marketing;
- 4) Health Care, Education and Community Needs;
- 5) Parks and Open Space and Neighbourhood Land Use; and,
- 6) Safety and Crime.

The OST CPS is to be implemented through a series of reports, plans and studies, including the OST CIP and the Sandwich Heritage Conservation District Plan.

6.2 Goals

By reviewing the vision, recommendations, strategies and actions contained in the CPS and the Sandwich Heritage Conservation District Plan, the following goals emerged as applicable to the CIP. Additional details regarding these goals and associated objectives are provided in the Background Report.

6.2.1 Appearance and Community Image

- Improve the visual and perceived appearance and community image of OST.
- Improve the appearance of the gateways into OST with street furnishings, lighting, signage and ornamental plantings.
- Create a pedestrian friendly environment along Sandwich Street.
- Improve the area under and around the Ambassador Bridge.
- Ensure consistency in building mass, treatment and promotion of building use along the Sandwich streetscape.
- Establish a consistent street edge along Sandwich Street and introduce new activity to the street.
- Promote visual interest, walkability and sense of place for visitors.
- Install iconic pieces of public art that help to tell a story, provide visual interest, and create landmarks in OST.

6.2.2 Heritage Restoration, Preservation and Improvement

- Conserve and preserve the heritage and historical character of Olde Sandwich Towne.
- Guide future changes, development and growth in OST so that it occurs in a manner that is compatible and complementary with the existing fabric of the area.
- Protect and enhance the streetscape connecting the community
- Ensure that the built form and public realm are cohesive in creating a unique sense of place for residents and visitors.
- Protect architectural elements that punctuate gateways and civic spaces
- Promote uses beneficial to the community including the old Fire Hall on Mill Street

6.2.3 Commercial Development and Business Attraction

- Attract a diverse range of retail businesses and cultural activities to OST.
- Improve the overall image and ability to attract new businesses to the commercial core of OST.
- Improve the appearance and image of industrial properties on the Waterfront.

6.2.4 Health Care, Education and Community Needs

- Improve the availability and range of health care, education and community services available in OST.

6.2.5 Parks and Open Space

- Expand the parks and open space system and improve open space areas throughout OST.
- Connect all parks and public open space through general greening of the community.
- Improve Sandwich Street Parkette and Paterson Park to create attractive pedestrian spaces.
- Provide enhanced public spaces along the Waterfront.

6.2.6 Safety and Crime

- Improve community safety and pride in OST.
- Improve pedestrian safety in OST, especially along Sandwich Street and Riverside Drive.
- Expand festivals and introduce other cultural events in OST.

7.0 COMMUNITY CONSULTATION

A comprehensive community consultation program was undertaken during the preparation of the OST CIP. This community consultation program was based on a Communications Plan approved by City staff. This Communications Plan used as its foundation, the extensive public consultation exercise conducted by the City for the OST CPS. The CIP consultation program focused directly on obtaining input and feedback from key stakeholders and the public on policies, programs and municipal leadership strategies proposed for inclusion in the CIP.

7.1 Olde Sandwich Towne Community Advisory Group (CAG)/ CIP Steering Committee

The role of the OST Citizens Advisory Group (CAG) is to represent the interests of the Task Force that developed the CPS as the CPS is implemented by providing ongoing input and comment to the City on implementation of the CPS. On August 13, 2007, Council approved the mandate and membership for the OST CAG. On October 29, 2007, Council's Striking Committee appointed members to the OST CAG.

The OST CAG along with the Ward 2 City Councilors make up the OST CIP Steering Committee (see Appendix B for a list of OST CIP Steering Committee members). The consultant met several times with the OST CIP Steering Committee during preparation of the CIP. These meetings allowed the consultant to:

- provide the Steering Committee with progress updates;
- discuss key issues with the Steering Committee;
- obtain comments and input from the Steering Committee on draft reports and materials prior to presentation of these materials to the public; and,
- coordinate public meetings and other steps to completion of the CIP.

7.2 Public Meetings

Three public meetings including a final formal public meeting under the *Planning Act* were held during the course of preparing the OST CIP. The first public meeting was held on June 25, 2008 at Mackenzie Hall which is centrally located in OST at 3277 Sandwich Street. This public meeting was advertised via placing of a notice of public meeting in the Windsor Star, the mailing of invitations to key stakeholders and posting of a notice of public meeting on the City's web site. Approximately 45 members of the public were in attendance at the first public meeting.

The purpose of the first public meeting was to present and obtain comment on the vision and goals for the CIP, the preliminary planning recommendations contained in the Draft Target Areas Planning Issues Report and the preliminary Draft Supplemental Urban Design Guidelines. The format of the first public meeting was an open house followed by a formal presentation by the consultants. Following the presentation by the consultants, those in attendance at the public meeting were provided with an opportunity to ask questions of the consultant team and provide verbal comments on the materials presented.

Furthermore, comment sheets were made available to those in attendance. Completed comments sheets could be submitted to the City at the public meeting or by any of a variety of means (regular mail, e-mail, facsimile, 311, or in person). Seventeen (17) comment sheets and one (1) comment letter were received following the meeting. These comment sheets along with verbal comments received at the meeting were reviewed, analyzed and utilized to assist the consulting team in finalizing the Target Areas Planning Issues Report and the Supplemental Development and Urban Design Guidelines.

The second public meeting was held on October 15, 2008 at Mackenzie Hall. This public meeting was advertised in a similar fashion to the first public meeting. Approximately 19 members of the public were in attendance at the second public meeting. The purpose of the second public meeting was to present and obtain comment on the proposed financial incentive programs and municipal leadership strategy and actions. The format of the second public meeting was similar to the first public meeting, i.e., an open house followed by a formal presentation by the consultants. Following the presentation by the consultants, those in attendance at the public meeting were provided with an opportunity to ask questions of the consultant team and provide verbal comments on the materials presented.

Comment sheets were again made available at the public meeting. Three (3) comment sheets were received following the meeting. These comment sheets along with verbal comments received at the meeting were reviewed, analyzed and utilized to assist the consulting team in finalizing the financial incentive programs and municipal leadership strategy.

The final public meeting for the OST CIP was a formal public meeting held under the *Planning Act*.

7.3 Key Stakeholder Meetings

Meetings were organized with representatives from the following key stakeholder groups:

The Windsor Port Authority (WPA)—The consultants and Planning Department met with the WPA to discuss the vision for Olde Sandwich Towne from the CPS, WPA interests on the riverfront and recommendations from the consultants regarding WPA property. The Planning Department also met with the WPA to further discuss recommendations from the consultants and their beautification initiatives for industrial properties along the riverfront.

The Olde Sandwich Towne Business Improvement Area (BIA)—the BIA was invited to the May 8, 2008, meeting of the OST CAG/CIP Steering Committee to provide feedback to the committee and the consultants regarding issues and opportunities to be addressed in the CIP.

The Canadian Transit Corporation (CTC)—the consultants and Planning Department met with the CTC on two occasions to discuss the CIP and CTC's proposal for properties they owned in the CIP area with respect to their enhancement project and the green corridor project. The Planning Department has also corresponded with the CTC via email and letters regarding the CIP process. At the CTC's request, CTC representatives were invited to the August 21, 2008, meeting of the OST CAG/CIP Steering Committee to make a presentation regarding their proposal.

8.0 TARGET AREAS PLANNING RECOMMENDATIONS

The Target Areas Planning Issues Report examines a number of key planning issues as identified by the City (through the CPS process) in each of the three target areas in the OST Community Improvement Project Area (see Figure 1). The Report makes a series of planning recommendations that relate directly to the nature and role played by each target area in OST. For example, Target Area 1 is the commercial core of OST. Naturally, the planning recommendations in Target Area 1 relate to improving business conditions in this area. In Target Area 2, the Waterfront, the recommendations relate to land use compatibility along the Waterfront, adaptive reuse and redevelopment of properties on and near the Waterfront, and the creation of trails and more open space on the Waterfront. Finally, the remainder of the Olde Sandwich Towne Project Area (Target Area 3) is predominantly residential in use. Therefore, the planning recommendations in Target Area 3 relate to fostering a stable residential neighbourhood and preparing an open space strategy that will improve the open space system in Olde Sandwich Towne.

The recommendations for each target area by planning issue are provided below. Additional detail regarding these planning recommendations is provided in the Target Areas Planning Issues Report. The organization(s) responsible for implementation of these recommendations and the recommended implementation timing for each recommendation is summarized in the Action Plan contained in Section 11 of this CIP.

8.1 Target Area 1 – Commercial Core

8.1.1 Business Retention, Expansion, Attraction and Diversification Strategies

It is recommended that the:

1. BIA and/or the proposed Community Development Corporation (CDC) in partnership with the City, prepare a Market Study as the first step in developing a Business Retention and Expansion Strategy for OST.
2. City take back responsibility for maintenance of planters and benches in the OST BIA area and budget appropriately for this activity.
3. City replace street trees that have been damaged or removed in the OST BIA area.
4. BIA compile and an inventory of information resources for business in OST.
5. BIA prepare a business to business directory.
6. BIA produce a Consumer Guide or Business/ Dining Guide for OST.
7. BIA and/or the CDC develop additional networking opportunities for businesses in OST.
8. BIA and/or the CDC offer business seminars two to three times a year.

9. BIA develop and implement a marketing and branding campaign for OST.
10. City consult with the BIA to determine if existing policies around implementation of the building code, business licensing, parking by-law enforcement, etc can be revised to further assist existing businesses in OST and attract new businesses to OST.
11. BIA prepare a business recruitment package for OST.

8.1.2 Off-Street Parking Options

It is recommended that the:

12. City implement the short term parking option at Sandwich and Mill Streets as identified in section 11.1.1.2 of the Target Areas Planning Issues Report.
13. City work with the BIA and existing businesses to develop a complete rear lane system west of Sandwich Street to address employee parking needs.
14. City and BIA discuss the possibility of using some of the private lots in Target Area 1 for general parking use after the businesses close.
15. City develop some public parking facilities on the waterfront to provide secondary or evening parking support for businesses in the commercial core.

8.1.3 Adaptive Reuse of the Old Fire Hall

It is recommended that the:

16. City retain ownership of the Old Fire Hall.
17. City target funding from the Heritage Endowment Trust Fund to restore the building to its pre-1940's appearance.
18. City work with partners in the arts community to continue to enhance the arts related use currently being made of the Old Fire Hall.
19. City explore other uses for the Old Fire Hall such as museum, restaurant, retail and office uses, should there be insufficient interest to develop an arts facility in the Old Fire Hall.

8.1.4 Adaptive Reuse of the Jail

It is recommended that the:

20. City acquire the building that currently houses the Windsor jail on Brock Street and make this building available for community uses such as a museum, public centre, or the location of the Sandwich Health Community Centre, if and when the Jail building becomes vacant and available.

8.1.5 Other

21. City amend its Fence By-law (as it applies in Target Area 1) to be reflective of the direction provided regarding fencing materials in the OST Supplemental Development and Urban Design Guidelines.
22. City adopt an Official Plan policy that bans surface parking lots as an interim use in Target Area 1.

8.2 Target Area 2 – Waterfront

8.2.1 Waterfront Redevelopment Strategy

It is recommended that the:

23. City preserve views from the Duff Baby House to the river through the existing view corridor consisting of the Mill Street right-of-way and lands zoned GD1.1 in By-law 8600 abutting the southern limit of the Mill Street right-of-way in order that the historical connection between the house and the river is maintained.
As modified by Minutes of Settlement: March 23, 2010.
24. City adopt an amendment to its Official Plan that contains a permissive policy of development rights transfer from one site to another site.
25. City of Windsor and the Windsor Port Authority commence acquisition discussions with the owners of two privately owned properties on the Waterfront regarding joining of these properties with Port Authority owned lands to form a large two block area on the waterfront in OST. This area would be used for waterfront recreation and leisure activities and the focal point of this waterfront recreation area would be the redevelopment of Mill Park and the vacant Mill Cove Marina.
26. City and the Windsor Port Authority redevelop the two block waterfront recreation area for a marina and waterfront recreation and leisure activities
27. City prepare a Waterfront Master Plan and consider permitting some additional uses in the two block waterfront anchor recreation area from the northern limit of Mill Street Park and the former Millcove Marina to Brock Street, including commercial space at grade, artist's walk/vendor's area, entertainment uses and parking facilities. *As modified by Minutes of Settlement: March 23, 2010*
28. City collect detailed information on the environmental condition of properties in the proposed Waterfront Redevelopment area and carefully consider this information during the preparation of the Waterfront Master Plan.
29. City extend its waterfront trail system under the Ambassador Bridge, through McKee Park and into the OST Waterfront Area with access to the trail from McKee Park, Detroit Street, Mill Street and Brock Street¹.

¹ In the interim, while property issues are being resolved to permit full extension of the Waterfront into OST, it is recommended that the City extend the riverfront walk at least to McKee Park.

30. City acquire, remediate as required, and redevelop the northern portion of the aggregate terminal property as an extension to McKee Park.
31. City reorient the entrance to McKee Park to Riverside Drive and enlarge the current small parking area off Chewitt Street.
32. City extend Detroit Street to the waterfront providing another point of access for the residents of OST and the general public to the waterfront.
33. City establish formal “river watch” observation points in McKee Park and at the foot of the Detroit Street extension and Mill Street.
34. Port Authority utilize its vacant 3.5 acre site to the south of Sandwich Park and just to the north of the Waterfront Port Lands, as a passive vegetative buffer area to reduce the visual impact of industrial uses to the south and land use compatibility issues between the Waterfront Port Lands to the south of the 3.5 acre site and the Waterfront Recreation Lands to the north.
35. Port Authority work with owners of industrial sites in the Waterfront Port District to develop a “Working Waterfront Port” theme as part of the Waterfront Master Plan and to improve the visual appearance of properties in this district via the screening of outside storage areas, enhanced front yard landscaping and adherence to property standards by-laws. *As modified by Minutes of Settlement: March 23, 2010*
36. **Intentionally deleted.**
As modified by Minutes of Settlement: March 23, 2010

8.3 Target Area 3 – Remainder of Olde Sandwich Towne Project Area

8.3.1 Policies to Foster Stable Residential Neighbourhoods

It is recommended that the:

37. City continue the existing Demolition Control By-law and process for processing exemption requests for at least one year after the OST CIP is approved in order to allow time for the CIP to be implemented and begin to take effect.
 38. City explore steps it may be able to take under other provisions of the Planning Act, the Municipal Act or the Heritage Act or if necessary obtain special legislation, to ensure that the City can refuse a demolition permit except under conditions which can effectively ensure that a replacement use or building which respects the characteristics/features of the area is built in a timely way.
 39. City enhance enforcement of the property standards by-law in Target Area 3), particularly in regards to issues of “blight” such as outside storage. This recommendation includes the hiring of additional by-law inspection staff for this purpose.
 40. City adopt an Official Plan policy that bans surface parking lots as an interim use in Target Area 3.
-

8.3.2 Open Space Strategy

It is recommended that:

41. City develop a wide multi-purpose cycling and pedestrian trail as illustrated in the CRIP to provide a seamless connection to OST as part of the extension of the waterfront trail system into OST.
42. City and Port Authority initiate serious discussions and planning to relocate the aggregate terminal, storage operation and other industrial operations in the OST Waterfront Recreation area further to the south along the riverfront into the Waterfront Port lands.
43. City undertake a number of improvements to Paterson Park, Crawley Park, and Bradley Park as outlined in the Target Areas Planning Issues Report.
44. City ensure that the main streets traversing the community have well maintained sidewalks, abundant tree planting to provide shaded walking surfaces in the summertime, and crosswalk areas which promote ease of crossing for pedestrians.
45. City undertake detailed plans as required and capital budgeting for the improvements recommended to the open space system as described above, and as further detailed in the Target Areas Planning Issues Report.

8.3.3 Off-Street Parking Options for Sandwich Community Health Centre

46. City assist the Sandwich Community Health Centre with land assembly for the new Sandwich Community Health Centre building, including assembly of land for parking, if the new SCHC building is included in a multi-use centre

8.3.4 Heritage Preservation and Enhancement

47. BIA offer regular daily tours of heritage properties in OST.
48. BIA create a heritage museum in OST that depicts the history and heritage of the area in text and pictures.
49. City develop a wayfinding system between the murals and other points of interest in OST.
50. City include heritage gardens in the Waterfront Master Plan.

8.4 Ambassador Bridge Expansion Proposal

Canadian Transit Company (CTC) is proposing to twin the Ambassador Bridge with a new structure located south of and parallel to the existing Ambassador Bridge. The new structure will be situated approximately 150 feet at its centre line from the centre line of the existing bridge and require some of the land on the north side of Indian Road to accommodate the bridge. Proposals to expand the bridge have been ongoing since 1992 (see Figure 3). The CTC has acquired property south of the existing bridge to accommodate this proposed expansion and to address stated concerns about safety and security of the existing and new bridge structure.

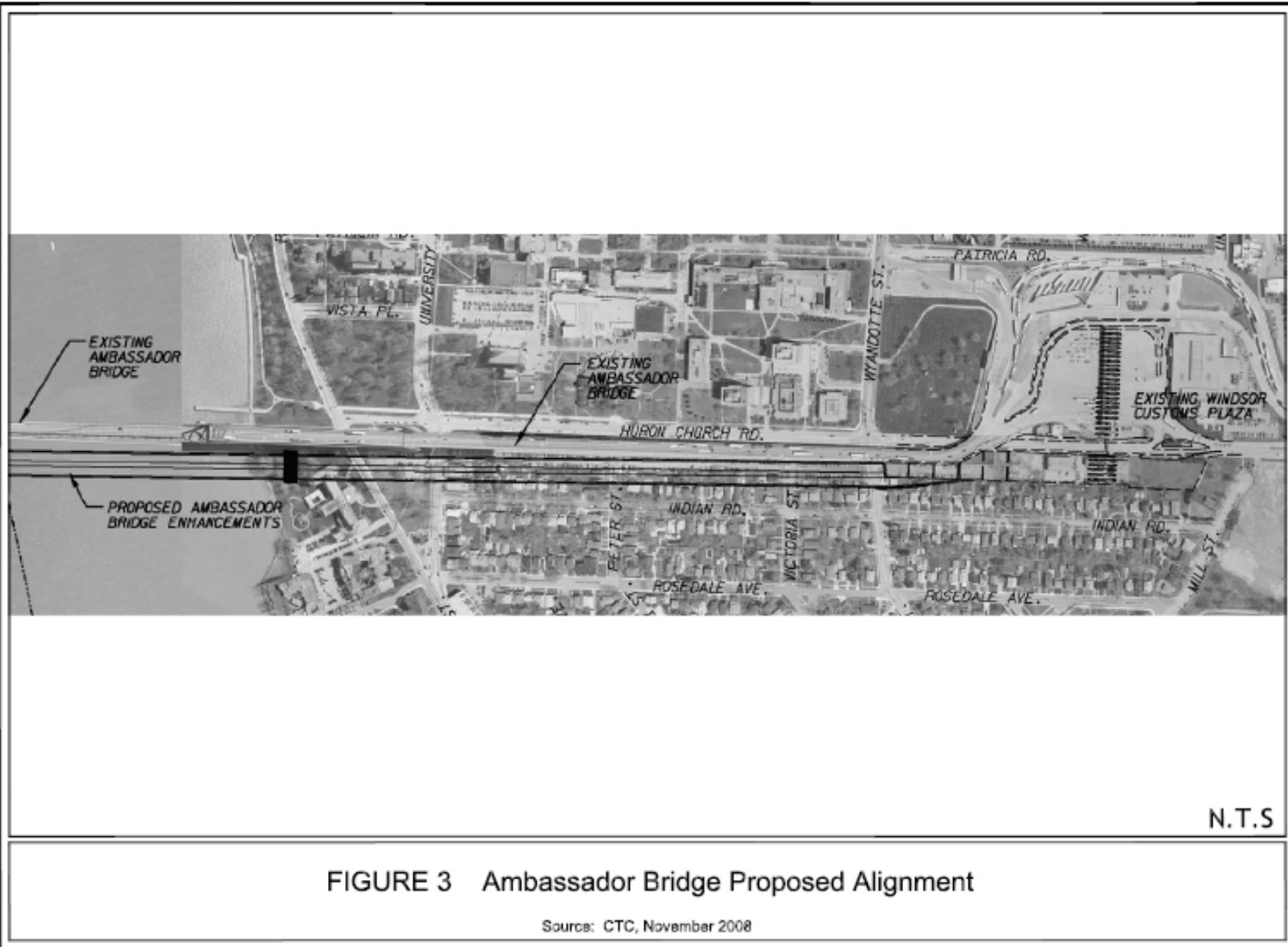
The proposed twinning of the bridge is subject to environmental assessment (EA) processes both in Canada and the U.S. These processes have not yet been completed in either country. Once the EA processes have been successfully completed, CTC must then obtain federal permits from both countries for the proposed bridge. Although CTC has indicated it has received approvals for the bridge expansion required under Michigan laws, the major U.S. federal approval required, from the U.S. Coast Guard, is still outstanding. Also, the proposed twinned bridge must receive approvals from the City of Windsor.²

8.4.1 Existing Conditions

The Ambassador Bridge is a privately held piece of infrastructure. Except for the municipal roads right-of-ways, the CTC also owns the property underneath the bridge and a strip of land immediately south of the bridge which is currently used as a parking lot by the University of Windsor. The Customs Plaza at the east end of the bridge was recently expanded. The Canadian Border Services Agency has informed the CTC and the City that a much larger inspection plaza is required to accommodate both the current and proposed new bridge operations. One area being contemplated for these facilities is the residential land to the south of the current bridge.

The CTC has acquired virtually all of the houses on the north side of Indian Road which back on to the Ambassador Bridge and the Customs Plaza. It has also acquired several properties on the south side of Indian Road. The majority of the houses purchased by the CTC along Indian Road are unoccupied and have been boarded up for security reasons. As well, the CTC has purchased and boarded up a number of houses in the area of Edison Street. The boarded up houses along Indian Road and Edison Street have not been demolished by the CTC. A Demolition Control By-Law was passed to ensure that buildings are not demolished, which could have the effect of destabilizing inherent features such as heritage buildings, the neighbourhood(s), community, and the functions and characteristics of existing buildings. An Interim Control By-law is in place for Olde Sandwich Towne to prohibit the use of land, buildings or structures within the Sandwich area, except as may be set out in the by-law, while the City is completing a CIP. The OST CIP qualifies as the study of land use planning policies in the municipality with respect to the passing of the Interim Control By-law, consistent with Section 38 (1) of the Planning Act. A process was approved by Council allowing exemptions from the Interim Control-By-law based on reasonable requests, subject to Council approval.

² All information on the status of the Environmental Assessment Process in both Canada and the United States was supplied by the City of Windsor.



The condition of these abandoned and boarded up houses along the entire north side of Indian Road, and around Edison Street has had a de-stabilizing effect on the neighbourhood. The issue of addressing this blight by removing or restoring these houses was consistently raised at public meetings held for the Olde Sandwich Towne CIP and reinforced by comments made in the local media by members of the public.

The current condition with a row of some 60 plus boarded up houses has generated instability in the neighbourhood. While many of the houses appear to be in reasonable condition on the exterior, they have no heat or running water. The visual impact of these boarded up houses, lack of ongoing maintenance, and the uncertainty surrounding the future use of these houses has a detrimental impact on neighbourhood pride and confidence. Some of the residential properties are now used for parking, likely associated with the university, and property maintenance and appearance standards have deteriorated. Housing conditions along Indian Road also provide a poor interface between the neighbourhood and the University of Windsor, and generally detract from the many attributes of the community. In summary, the issue of boarded up houses on Indian Road is having a serious negative impact on the Olde Sandwich Town neighbourhood. This issue requires immediate attention because the resolution of this issue is vital to the health of this neighbourhood.

The Ambassador Bridge is zoned Commercial District 4.4 (CD 4.4) in Zoning By-law 8600. The adjacent properties on Indian Road are zoned Residential 2.2 (RD 2.2). The Indian Road homes and adjoining residential area are designated Residential in the Windsor Official Plan. Any proposal to change the use of these residential lands would require both an Official Plan amendment as well as a rezoning.

8.4.2 Impact of Proposed Bridge Expansion on Indian Road Houses

The current Ambassador Bridge sits well above most of the houses along Indian Road which back onto the bridge property. While relatively close to the bridge, there is some separation between many of the houses and the bridge comprised of the rear yards and the University of Windsor parking lot.

Figure 3 illustrates the preliminary alignment of the proposed second bridge in relation to the houses along Indian Road. The proposed new bridge would be located south of the existing bridge and would be much closer to the existing houses along Indian Road. If the second span were approved as proposed, in the area west of Peter Street, the houses along Indian Road would have to be removed. The close proximity of the proposed second bridge to the houses and their rear yards would create poor living conditions and a lack of enjoyable outdoor space. While it is clear that the houses on the north side of Indian Road would have to be removed in order to accommodate the proposed bridge expansion, if approved, houses on the south side of Indian Road do not have to be demolished to accommodate the proposed bridge expansion. Therefore, it is recommended that any boarded up houses on the south side of Indian Road be returned to productive use.

The CTC proposes to demolish the houses on the north side of Indian Road to accommodate the bridge expansion, with the balance of the land south of the new bridge turned into a grass lawn and fenced off from public use, according to CTC representatives. CTC staff did, however, indicate that through a cooperative effort between the City and other partners, the CTC would be prepared to consider their proposed bridge buffer being a more extensive open space system similar to the proposed Green Corridor further to the east. No plans have been made available by the CTC which indicate a specific treatment of any kind for the Indian Road lands owned by the CTC if the houses are demolished.

8.4.3 Options for Indian Road Houses

The CTC has indicated very clearly that it intends to demolish the boarded up houses on the north side of Indian Road as soon as the City approves demolition permits, even before the bridge project is approved, and even if for whatever reason the proposed bridge expansion does not proceed. CTC feels that the demolition of the boarded up houses is required even for security protection in relation to the existing bridge. It is not known how long the EA processes and permitting for the proposed bridge expansion will take.

The key question is: if the bridge does not proceed to construction, could the boarded up houses be rehabilitated and provide reasonable residential accommodation? From a planning perspective, there is no reason that the houses could not be rehabilitated and reintegrated into the neighbourhood. These houses would offer the same level of accommodation that they did prior to being boarded up. Many of these houses were previously used as student accommodation for the adjacent University of Windsor. Therefore, it is likely that the most appropriate market opportunity for these houses, should they be rehabilitated, would be University related rental housing. However, from a physical perspective, the longer the houses are unoccupied and without heat and operable plumbing, the more they will deteriorate and the less the chance of rehabilitation. In fact, the CTC has had a professional engineer review the conditions of the boarded up houses and this engineer's conclusion was that the houses have already deteriorated to a condition where they cannot be rehabilitated and would need to be demolished.

The Sandwich Heritage Conservation District Plan Final Report (HCDP) (July, 2008), states that "despite recent deterioration, the east side of Indian Road remains a vital part of the residential component of the Sandwich Heritage Conservation District". The HCDP outlines four options for this section of Indian Road. From most to least preferable, these options are:

- 1) Restoration of the existing houses;
- 2) ³ Demolition of the existing houses and construction of new houses as soon as possible that respect and are compatible with the heritage character of the Sandwich area;
- 3) ³ Adoption of an overall master plan for the adaptive reuse of the east side of Indian Road, with some form of "adaptive re-use or preservation of the original building features" to be incorporated into the succession plan for the site; and,
- 4) ³ Demolition of the existing houses and use of the area on the east side of Indian Road as public open space with linkages to the Detroit River.

³ To be considered only when all reasonable approaches to preservation have been exhausted and demonstrated in writing to Council.

The HCDP indicates that in the event Options 3 or 4 for this area are to be implemented, public consultation will be considered as part of the review process for the Indian Road Master Plan, and at that time concepts for the use of areas on the east side of Indian Road as public open space for linkages to the Detroit River would be further developed. Concepts that could be considered at that time include the “Green Corridor” project.

8.4.4 The Green Corridor Concept

The Green Corridor project is a concept for the development of a green “gateway” in the City of Windsor along the Huron Church Corridor from College Street/the Customs Plaza travelling north approximately two kilometres in length. The Green Corridor concept was initiated by artist Noel Harding in collaboration with University of Windsor Visual Arts Professor Rod Strickland. The project is an interdisciplinary and multi-institutional collaboration and includes a team of environmentalists, science and engineering researchers, artists, politicians, city planners, educators and community residents.

The Green Corridor is intended to create an environmentally sound, multi-faceted art and science public project. The initial phase of the project was the Nature Bridge across Huron Church Road and the green corridor team is now working with Assumption High School to develop an innovative natural stormwater management solution and teaching facility.

There are no specific detailed plans available for the green corridor. However, there is a model located at the University of Windsor in the Arts Faculty which illustrates the concept and its principles. The model begins at the Customs Plaza and travels eastward along the Huron Church Corridor.

Should Option 4 of the HCDP be ultimately implemented (public open space with linkages to the Detroit River), this will provide an opportunity for new linear public open space which could link the Waterfront with Huron Church Road east of the Customs Plaza area as promoted by the Green Corridor Plan. This linear open space could also be extended along Huron Church Road perhaps all the way to St. Clair College as part of an attractive entryway to Windsor or a green corridor for motorists approaching the Ambassador Bridge via Highway 401/Huron Church Road. Use of the proposed open space beside the bridge expansion as a simple, utilitarian grassed space, possibly surrounded by chain link fence, will not have positive benefits for the community, and should be avoided.

Any proposal to develop a Green Corridor along Indian Road should be subject to comprehensive professional design, have a specific purpose or function, and provide full public access along the length of the corridor. A series of activities or characteristics could be provided in the Green Corridor including the following:

- A linear trail providing access to and from the river paralleling the bridge and linking to Huron Church Road;
- Hard court or other types of play areas, possibly oriented to the University community;
- An “eco-friendly” stormwater management design, designed in conjunction with University of Windsor engineering students and faculty in furthering the sustainability mandate of the green corridor group;

- Public art as defined in the broadest sense including the earth sculpting of the original green corridor project. The possibility exists to extend the sculpture garden of the riverfront along this green corridor, or to develop a history walk focused on the bridge and Windsor/Detroit history, for example;
- Existing street trees should be retained as they add a sense of maturity to the corridor;
- Access under the Ambassador Bridge along the waterfront and then through the Villa Maria site, also owned by the CTC, to provide missing links in the waterfront trail system;
- Existing streets which cross under the bridge, namely Wyandotte Street, Donnelly Street, Peter Street and University Avenue should be maintained;
- Secure areas under the bridge will need to be appropriately fenced however attractive alternatives to standard chain link fencing should be investigated.

8.4.5 Recommendations

Demolition of the houses on the north side of Indian Road would remove some 60-plus dwelling units from the OST neighbourhood which is a significant loss to the local housing stock. Also, there is uncertainty with respect to whether and when CTC will receive all required approvals for a second span, and whether and when the second span will be built, if approved.

Accordingly, it is recommended:

51. First, that the City attempt to reach agreement with the CTC and other applicable landowners for returning the boarded up/vacant housing on Indian Road to productive use, at least until such time as the bridge expansion is approved and is proceeding.

52. Secondly, that the City attempt to reach agreement with the CTC and other applicable landowners for returning the boarded up/vacant housing on Edison Street and other vacant housing in the Project Area to productive use.

53. Thirdly, if the bridge project does not proceed, the City should tie all approvals to demolish the houses to specific conditions that ensure appropriate use is made of the land to the benefit of the OST community, the University of Windsor, and the City at large.

54. If agreement with landowners for the returning of boarded up/vacant housing in the Project Area to productive use cannot be reached, the City consider exercising its authority under the *Planning Act* and other applicable legislation to acquire these lands and to then construct, repair, rehabilitate or improve the vacant/boarded up houses and/or sell, lease, or otherwise dispose of said lands to the private sector and/or the University of Windsor, for purposes of construction, repair, rehabilitation or improvement of the vacant/boarded up houses in conformity with this CIP and other applicable plans.

55. Finally, if the bridge project proceeds, approvals to redevelop these lands, including the processing of amendments to the Official Plan, zoning by-law and issuance of site plan approvals, should be tied to the following specific conditions that ensure appropriate use is made of the land to the benefit of the Olde Sandwich Towne community, the University of Windsor, and the City at large:

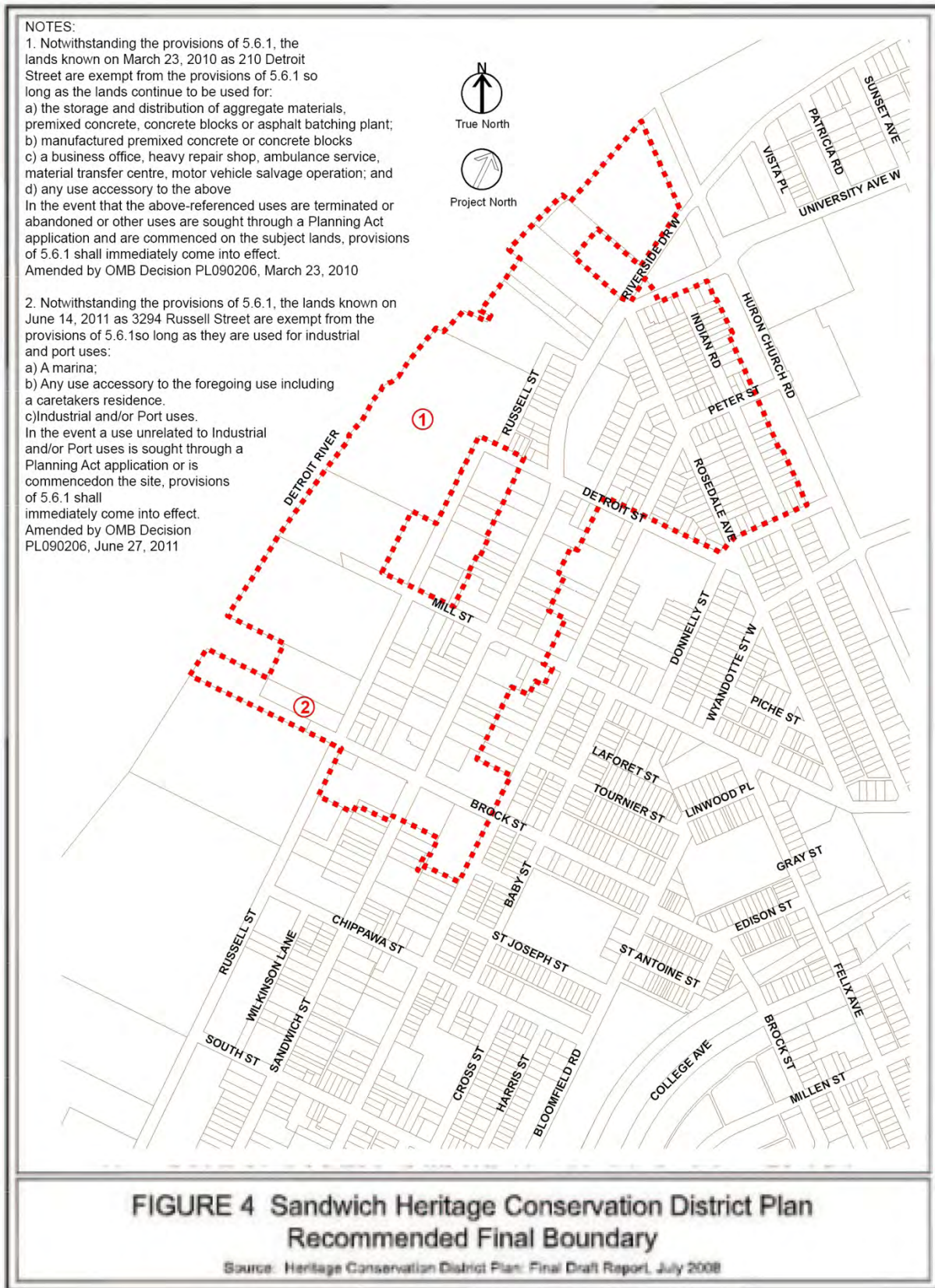
- a) A comprehensive plan for the reuse of the Indian Road lands as a linear/open space/park extending from the Waterfront to Huron Church Road will be prepared.
- b) This comprehensive plan should be prepared and implemented through a partnership involving the Green Corridor group, the City, the CTC and other community stakeholders.
- c) The comprehensive plan will include the opportunity for community input to the use and design of the open space, and student projects to design and construct various parts of the corridor.
- d) The new open space corridor will tie into the waterfront parkway system and the path north of the bridge and should be extended under the bridge to provide a missing linkage. The CTC property on the waterfront should be incorporated into this open space corridor.
- e) Demolition of existing boarded up houses on the south side of Indian Road and at other locations in OST will not be permitted, and boarded up houses on the south side of Indian Road and at other locations in OST should be, wherever possible, returned to occupied residential use.
- f) A development agreement between the City and the CTC should be prepared and executed. This agreement should include a timeframe for construction and details regarding the open space corridor to be built. This agreement should include financial/other penalties if there is default on the agreement by CTC.

9.0 SUPPLEMENTAL DEVELOPMENT AND URBAN DESIGN GUIDELINES

The OST Supplemental Development and Urban Design Guidelines (available under separate cover) were prepared to foster the distinct and strong sense of place in OST and to encourage a high quality of building and site design. The Guidelines are designed to promote development that is accessible, safe, functional and esthetically pleasing for the community. The Guideline document specifies the City's design preferences and expectations for both public works and private development projects. A broad range of topics are addressed in the document to ensure that all aspects of a project are considered in the design process.

The OST Supplemental Development and Urban Design Guidelines apply to the OST Community Improvement Project Area. The OST Supplemental Development and Urban Design Guidelines supplement the policies and guidelines contained in the Sandwich Heritage Conservation District Plan (HCDP), which also apply to public and private development. The HCDP policies and guidelines are more specific in that they have the goal of protecting and conserving the unique character and heritage attributes in OST. Also, the HCDP applies to the HCDP Boundary (as shown in Figure 4) and this area is smaller than the OST Community Improvement Project Area.

The OST Supplemental Development and Urban Design Guidelines, once adopted by Council, are intended to be utilized by City staff in the planning and design of public projects and the review of development applications subject to Site Plan approval. These Guidelines will assist City staff and public agencies, designers, developers and builders involved in the Site Plan review process by providing clarity to process and ensuring that all developments are mutually supportive of Windsor's desire to create an attractive and functional community in OST.



10.0 INCENTIVE PROGRAMS

10.1 Critical Community Improvement Needs

In order for the Vision for OST to be realized, the key weaknesses identified in OST as outlined in Section 4.2 of this CIP need to be addressed and overcome. These weaknesses and the challenges they represent are considered critical community improvement needs. Based on the input received from key stakeholders and members the public at the two public meetings, the CIP Steering Committee, and City staff, the following are the critical community improvement needs in OST that can be addressed through the development and implementation of incentive programs:

- a) Improve the condition and appearance of commercial and mixed use building facades;
- b) Attract investment in the form of adaptive reuse, rehabilitation and redevelopment to vacant and underutilized buildings;
- c) Attract new development to vacant lots;
- d) Improve the maintenance and upkeep of industrial, commercial and residential properties;
- e) Improve the quality and attractiveness of commercial signage and storefronts/display areas;
- f) Improve the condition and appearance of neighbourhood housing;
- g) Preserve and enhance OST's heritage buildings, including the Old Fire Hall which represents an opportunity to build on the artist/artisan theme in OST;
- h) Attract a more diverse range of retail commercial uses to OST; and,
- i) Improve the appearance of industrial properties in OST, especially in terms of areas of outside storage.

10.2 Approach

The financial incentive programs recommended in this CIP represent a comprehensive tool kit of programs specifically designed to address the above noted critical needs, and over time, help achieve the Vision for OST. The financial incentive programs contained in this Plan are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in OST. The incentive programs are augmented by a number of the target areas planning recommendations outlined in Section 8.0 and the municipal leadership actions outlined in the Action Plan in Section 11.0 of this CIP.

The CIP takes a "tool kit" approach because once the CIP is adopted and approved, the incentive programs in the CIP can be activated by Council, one or more at a time, based on Council approval of the implementation of each program, including a budget allocation for each program (as applicable). The programs contained in this CIP are also referred to as a "toolkit" because once activated, these programs can be used individually or together by an applicant.

The balance of Section 10.0 provides a basic description of each of the financial programs, including the program purpose, type, and eligible projects and costs. Figure 5 provides a summary of each incentive program contained in this CIP, including the target areas where the program is available and the critical need(s) the program is designed to address.

FIGURE 5 Summary of Incentive Programs

Program	Description	Available In Target Areas	Critical Community Improvement Needs Addressed (see Section 10.1 above)
Commercial/ Mixed Use Building Facade Grant Program	<p>Grant equal to 70% of the cost of eligible façade and storefront improvement/ restoration works to commercial and mixed use buildings.</p> <p>Maximum grant per property/project is \$15,000.</p> <p>At discretion of Council, the maximum grant can be increased by up to \$10,000 for properties/projects that also require side and/or rear façade improvement/restoration works where said side and/or rear facades are highly visible from Sandwich Street, and for properties designated under the Ontario Heritage Act.</p>	1 and 3	a, c, e, g, h
Commercial/ Mixed Use Building Improvement Loan Program	<p>No interest loan equal to 70% of cost of eligible interior and exterior building maintenance and improvement works to commercial and mixed use buildings.</p> <p>Minimum loan per property/project is \$10,000.</p> <p>Maximum loan per property/project is \$30,000.</p>	1 and 3	b, d, g, h
Revitalization Grant Program	<p>Annual grant equal to 70% of the increase in City property taxes for up to 10 years after project completion.</p> <p>The project must result in an increase in assessment and property taxes.</p>	1, 2 and 3	a, b, c, d, f, g, h, i
Commercial Core Feasibility Study Grant Program	<p>Grant equal to 50% of the cost if an eligible feasibility study.</p> <p>Maximum grant per property/project is \$5,000 with a maximum of one feasibility study per property/project.</p>	1	b, c, g, h

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Program	Description	Available In Target Areas	Critical Community Improvement Needs Addressed (see Section 10.1 above)
Development Charge Grant Program	Grant equal to between 50% and 100% of the City Development Charge paid. Amount of grant (50% to 100%) depends on level of LEED certification achieved by the project.	1	b, c, h
Development and Building Fees Grant Program	Grant equal to 100% of the fees paid for a wide range of development application and building permit types.	1 and 3	a, b, c, e, f, g, h
Neighbourhood Residential Rehabilitation Grant Program	Grant equal to 50% of the cost of eligible exterior building maintenance and property improvement works. Minimum grant per property is \$2,000. Maximum grant per property is \$15,000.	3	b, c, d, f, g
Industrial Properties Grant Program	Grant equal to 50% of the cost of eligible fencing and landscaping works on properties used for industrial purposes. Minimum grant per property is \$2,000. Maximum grant per property is \$15,000.	2 and 3	d, i
Public Art Grant Program	Grant equal to 50% of the cost of eligible art pieces and displays on public property or private property where the art is clearly visible to the public. Minimum grant per property is \$2,000. Maximum grant per property is \$5,000.	1, 2 and 3	b, c, h

General program requirements that apply to each of the incentive programs are outlined below. Additional details with respect to program specific requirements, application and administration processes and budgeting requirements, are provided in the Financial Incentive Programs Report contained in Appendix C. These general and program specific requirements serve to protect the financial interests of the City of Windsor.

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. The addition of any new incentive programs to this Plan or expansion of the Community Improvement Project Area, will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*.

10.3 General Program Requirements

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

- a) Application for any of the incentive programs contained in this Plan can be made only for properties within the OST Community Improvement Project Area as shown in Figure 1 of this Plan;
- b) An application for any financial incentive program contained in this CIP must be submitted to the City prior to the commencement of any works to which the financial incentive program will apply and prior to application for building permit;
- c) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- d) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details as required by the City to satisfy the City with respect to costs of the project and conformity of the project with the CIP;
- e) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by City staff, who will then make a recommendation to City Council or Council's designate. The application is subject to approval by City Council or Council's designate;
- f) Each program in this CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable);
- g) As a condition of application approval, the applicant may be required to enter into a loan or grant agreement with the City. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by City Council or Council's designate;

- h) Where other sources of government and/or non-profit organization funding (Federal, Provincial, Municipal, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the loan/grant may be reduced on a pro-rated basis;
- i) The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- j) 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 and/or loan;
- k) 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/or loan, and require repayment of the approved grant and/or loan;
- l) The City may discontinue any of the programs contained in this CIP at any time, but applicants with approved grants and/or loans will still receive said grant and/or loan, subject to meeting the general and program specific requirements, and applicants with approved loans will still be required to repay their loans in full;
- m) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land must conform to the Supplemental Development and Urban Design Guidelines, and all other City guidelines, by-laws, policies, procedures, and standards;
- n) All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the City;
- o) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals;
- p) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- q) Approval of an application for any of the financial incentive programs contained in this Plan will be based on compatibility of the proposed use with the Vision and Goals in this CIP, the CPS, the Supplemental Development and Urban Design Guidelines, and any other guidelines applicable to the OST Community Improvement Project Area;
- r) When required by the City, outstanding work orders, and/or orders or requests to comply, and/or other charges from the City must be satisfactorily addressed prior to grant and/or loan approval/payment;

- s) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant/loan commitment;
- t) 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;
- u) Eligible applicants can apply for one, more or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost. Also, the total of all grants and loans provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other CIPs, shall not exceed the eligible cost of the improvements to that property under all applicable CIPs.
- v) In addition to the general requirements contained in this CIP, each program has specific requirements that must be met as established in the Financial Incentive Programs Report (see Appendix C).

10.4 Commercial/ Mixed Use Building Facade Grant Program

10.4.1 Purpose

To promote the rehabilitation, restoration and improvement of the front facades of commercial and mixed use buildings in Target Areas 1 and 3, including retail storefront display areas and signage, as well as the rear and side facades of buildings that are highly visible from Sandwich Street.

To promote the preservation and restoration of the facades of buildings in Target Areas 1 and 3 designated under the *Ontario Heritage Act*.

10.4.2 Description

This program will provide a grant equal to 70% of the cost of eligible façade and storefront improvement and restoration works to commercial and mixed use buildings up to a maximum grant per property/project of \$15,000. At the discretion of Council, the grant can be increased by up to \$10,000 per property/project for properties/projects:

- a) that also require side and/or rear façade improvement and restoration works where said rear and/or side facades are highly visible from Sandwich Street; or
- b) designated under the *Ontario Heritage Act*.

The Commercial/ Mixed Use Building Facade Grant will be paid upon completion of the eligible works and inspection of those works by the City.

10.4.3 Eligible Projects and Costs

- a) The following types of facade restoration and improvement works on commercial and mixed use buildings are considered eligible for a grant under this program:

- i) repair or replacement of storefront, including repair or replacement of storefront doors and windows;
 - ii) repair or repointing of facade masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves and other architectural details;
 - iv) repair or replacement of awnings or canopies;
 - v) facade painting and cleaning;
 - vi) upgrading/addition of new exterior lighting fixtures on the facade, and lighting fixtures in the entrance and storefront display areas;
 - vii) installation/improvement of signage (as permitted by the sign by-law);
 - viii) landscaping, including plant materials (to a maximum 15% of the approved grant amount);
 - ix) architectural/ professional design fees required for eligible works (to a maximum of 10% of the approved grant amount); and
 - x) other similar repairs/improvements as may be approved.
- b) In addition to the eligible costs specified in a) above, the following types of facade restoration and improvement works on commercial and mixed use buildings designated under the *Ontario Heritage Act* are also considered eligible for a grant under this program:
- i) works that conserve or enhance façade elements specified in the Reasons for Designation accompanying the designating by-law under the *Ontario Heritage Act*;
 - ii) removal of modern façade materials (e.g., synthetic siding) and replacement with documented original materials;
 - iii) reconstruction or construction of former and significant façade architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
 - iv) cleaning of masonry buildings if it is necessary for preservation of the building facade; and,
 - v) works required to maintain or preserve significant façade architectural features

10.5 Commercial/ Mixed Use Building Improvement Loan Program

10.5.1 Purpose

To promote the maintenance and physical improvement of existing commercial and mixed use buildings and properties in Target Areas 1 and 3, in order to improve building aesthetics and provide safe and usable commercial, residential and institutional space.

To promote the maintenance, preservation, restoration and improvement of existing commercial, institutional, and mixed use buildings and properties in Target Areas 1 and 3 designated under the *Ontario Heritage Act*.

10.4.2 Description

This program will provide a no interest loan equivalent to 70% of the cost of eligible interior and exterior building and maintenance improvement works to commercial and mixed use buildings

up to a maximum loan per property/project of \$30,000. The minimum loan will be \$10,000. The loan will be repayable over a 5 year period and the City will require that security for the loan be registered against title of the property.

10.5.3 Eligible Projects and Costs

- a) The following types of building maintenance and improvement works on commercial and mixed use buildings are considered eligible for a loan under this program:
- i) entrance modifications to provide barrier-free accessibility
 - ii) installation/upgrading of fire protection systems;
 - iii) repair/replacement of roof;
 - iv) structural repairs to walls, ceilings, floors and foundations;
 - v) water/flood/weatherproofing;
 - vi) repair/replacement of windows and doors;
 - vii) extension/upgrading of plumbing and electrical services for the creation of retail , office or residential space;
 - viii) installation/alteration of required window openings to residential spaces;
 - ix) required improvements to heating and ventilation systems; and
 - x) other similar repairs/improvements related to health and safety issues, as may be approved.
- b) In addition to the eligible costs specified in a) above, the following types of building maintenance and improvement works on commercial and mixed use buildings designated under the *Ontario Heritage Act* are also considered eligible for a loan under this program:
- i) works that conserve or enhance elements specified in the Reasons for Designation accompanying the designating by-law under the *Ontario Heritage Act*;
 - ii) fences and outbuildings if specifically referred to in the Reasons for Designation;
 - iii) original siding and roofing materials including repair and replacement where necessary of wood clapboard or board-and-batten, repair and repointing of masonry buildings, stucco repair, repair or replacement of original roofing materials (slate, wood shingles, tile, etc.);
 - iv) removal of modern material (e.g., asphalt shingles,) and replacement with documented original materials;
 - v) reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
 - vi) cleaning of masonry buildings if it is necessary for the building's preservation;
 - vii) all final finishes, such as paint and masonry are eligible for funding subject to approval;
 - viii) interior works specifically referred to in the Reasons for Designation, including, but not limited to: woodwork, plasterwork, wall or ceiling murals, or metal work, and other decorative features; and,
 - ix) works required to maintain or preserve significant architectural features.

10.6 Revitalization Grant Program

10.6.1 Purpose

To provide an economic catalyst for rehabilitating, redeveloping or developing buildings and properties in all three target areas by providing a financial incentive that reduces the large tax increase that can result when a property is rehabilitated, redeveloped or developed and to provide assistance in securing project financing.

10.6.2 Description

This program will provide an annual grant equal to 70% of the increase in City property taxes for up to ten (10) years after project completion to help offset the costs of rehabilitating and redeveloping properties, as long as such development results in an increase in assessment and therefore an increase in property taxes. The grant will be calculated based on the property tax increment (increase) generated by the rehabilitation/ redevelopment project. The grant will be paid annually once the eligible project is complete and new property taxes have been paid in full for the year. Grant payments will cease when the total grant along with all other grants and loans provided equals the cost of rehabilitating the lands and buildings, or after 10 years, whichever comes first.

10.6.3 Eligible Projects and Costs

The following types of projects are considered eligible for the Revitalization Grant Program:

- i) existing commercial, residential and mixed use buildings, vacant properties and parking lots where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property⁴;

10.7 Commercial Core Feasibility Study Grant Program

10.7.1 Purpose

To assist applicants with determining the feasibility and cost of adaptively reusing, rehabilitating, retrofitting, redeveloping, or developing a commercial or mixed use building in Target Area 1.

10.7.2 Description

This program will provide a grant equal to 50% of the cost of an eligible feasibility study to a maximum grant of \$5,000 per property/project, with a maximum of one study per property/project.

10.7.3 Eligible Projects and Costs

Eligible feasibility studies are limited to:

- i) archaeological studies;

⁴ This program does not apply to any project that creates less than two net residential units and it does not apply to the rehabilitation or upgrading of single detached residential dwellings, unless at least two net residential units are created.

- ii) structural analyses;
- iii) evaluation of mechanical and electrical systems;
- iv) concept plans;
- v) market analyses; and
- vi) any other feasibility study as approved by the City.

The Commercial Core Feasibility Study Grant will be paid once the funded study has been submitted to the City along with proof that the consultant(s) who prepared the study have been paid in full.

10.8 Development Charge Grant Program

10.8.1 Purpose

To promote redevelopment on commercial and mixed use properties in Target Area 1 by providing a major economic catalyst in the form of a reduction of the often large development charges that must be paid when a property is redeveloped and additional commercial space and/or residential units are created.

10.8.2 Description

OST is already serviced with adequate water and sanitary sewer services and the road network capacity is adequate. Redevelopment in the OST Community Improvement Project Area may result in incremental increases in demand for both hard and soft services. However, it is recognized that the costs to provide these incremental services will be substantially lower than to provide new infrastructure and other services to greenfield areas. Therefore, there is a financial rationale for a significantly lower development charge for redevelopment in OST

This program will provide a grant equal to between 50% and 100% of the City development charge on commercial, mixed use and residential development and redevelopment projects that create additional commercial space and/or residential units. The amount of the grant will depend on the level of Leadership in Energy and Environmental Design (LEED) certification, as follows:

FIGURE 6 Development Charge Grant Level

Level of LEED Certification	Grant as a % of Development Charge Payable
No LEED Certification	50%
LEED certified	70%
LEED Silver	80%
LEED Gold	90%
LEED Platinum	100%

The City will collect the full amount of the development charge payable at the time of building permit issuance. The City will issue the Development Charge Grant only once building construction is complete and final inspection of the building has been conducted by the City.

10.8.3 Eligible Projects and Costs

The following types of projects are considered eligible for the program:

- i) new commercial or mixed use development on vacant lots, including parking lots;
- ii) expansions to existing commercial and mixed use buildings;
- iv) conversion of non-commercial space to commercial space; and
- v) redevelopment of mixed use buildings that creates additional commercial space and/or residential units.

10.9 Development and Building Fees Grant Program

10.9.1 Purpose

To provide an additional incentive to augment the other incentive programs in Target Areas 1 and 3 and to facilitate and spur adaptive re-use, redevelopment and new construction activity.

10.9.2 Description

This program will provide a grant equal to 100% of the fee paid for the following eligible types of development applications and building permits:

- i) Official Plan amendment;
- ii) Zoning By-law amendment;
- iii) Minor Variance;
- iv) Consent to Sever;
- v) Site Plan Control and Development Agreements;
- vi) Plan of Subdivision/Condominium;
- vii) Parkland Dedication Fee;
- viii) Rental Housing Protection Act;
- ix) Sign Permit;
- x) Sidewalk Café Permit;
- xi) Encroachment Agreement;
- xii) Demolition Permit; and
- xiii) Building Permit.

Other permits issued by the Building Department that are not listed above, but which advance the purpose of this program, may be considered.

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

10.10 Neighbourhood Residential Rehabilitation Grant Program

10.10.1 Purpose

To promote the maintenance and improvement of residential properties within Target Area 3 in order to help improve the aesthetic quality of and living condition in this important residential neighbourhood.

10.10.2 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 \$2,000, up to a maximum grant per property of \$15,000, with a maximum of one application per property.

10.10.3 Eligible Projects and Costs

The following types of exterior building maintenance and property improvement works are considered eligible for a grant under this program:

- i) cleaning, painting, repair or replacement of exterior facade materials;
- ii) repair/replacement of front doors, windows and porches;
- iii) repair/replacement of cornices, parapets, eaves and other architectural details;
- iv) landscaping, including walkways and permanent plant materials (to a maximum 15% of the approved grant amount); and
- v) other similar repairs/improvements as may be approved by City Council or its designate.

All eligible works must be visible from the road right-of-way and must be acceptable to and approved by the City.

10.11 Industrial Properties Improvement Grant Program

10.11.1 Purpose

To promote improved fencing and landscaping on industrial properties in Target Area 2 (west of Brock Street only) and Target Area 3 in order to improve the aesthetic quality of these properties and reduce land use conflicts between these industrial uses and nearby residential, commercial and institutional uses.

10.11.2 Description

This program will provide a grant equal to 50% of the cost of eligible fencing and landscaping works on industrial properties that sufficiently improve the aesthetics of industrial sites, and/or provides effective screening of outside storage areas so as to mitigate the visual impact of said industrial uses on nearby residential, commercial and institutional uses. The minimum grant per property will be \$2,000, up to a maximum grant per property of \$15,000, with a maximum of one application per property.

10.11.3 Eligible Projects and Costs

Material and labour costs of fencing and landscaping works that conform to the City's Supplemental Development and Urban Design Guidelines, and any other City guidelines (as applicable), are considered eligible for a grant under this program.

10.12 Public Art Grant Program

10.12.1 Purpose

To promote and enhance the provision of many forms of art in public places in all three target areas and on private properties where such art can be enjoyed by the public.

10.12.2 Description

This program will provide a grant equal to 50% of the cost of eligible art pieces and displays on public property or on private property (including the exterior of buildings) that are clearly visible to the public. The minimum grant per property will be \$2,000, up to a maximum grant per property of \$5,000, with a maximum of one application per property.

All art pieces and displays must be pre-approved by the City. The City will consult with the Community Public Art Advisory Committee. All art pieces and displays must be of a durable nature and able to withstand the elements over a lengthy period of time. All property owners must agree to enter into a contract with the City regarding the ongoing maintenance and use of space for the public art. Interested businesses or owners of buildings will be encouraged to partner with the OST BIA, the provincial Job Creation Program, and other funding bodies in order to maximize opportunities for public art.

10.12.3 Eligible Projects and Costs

The following types of art are considered eligible for a grant under this program:

- i) murals;
- ii) sculptures;
- iii) paintings;
- iv) OST heritage based art pieces and displays;
- v) interactive art pieces and displays; and,
- vi) any other art piece or display as approved by City Council.

The following types of costs are considered eligible for a grant under this program:

- i) materials;
- ii) installation; and,
- iii) lighting and landscaping that highlights the public art.

11.0 ACTION PLAN

There are a number of actions required to implement the Vision outlined in this CIP. These include actions to implement the Target Areas Planning Recommendations, the Supplemental Development and Urban Design Guidelines, and the Incentive Programs, and address the boarded up houses in OST. There are also several other proactive actions that can be undertaken by the City that fall into the category of Municipal Leadership. Therefore, the actions required to fully implement this CIP can be divided into four categories:

- Target Areas Planning Recommendations;
- Ambassador Bridge Expansion Proposal;
- Supplemental Development and Urban Design Guidelines;
- Incentive Programs; and
- Municipal Leadership.

Figure 7 at the end of this section summarizes these actions and identifies the lead organization(s) responsible for implementation, partnering organization(s), and recommended timing of implementation for each action. Timing is in relation to timing of the approval of the CIP, with recommended actions to take place in the short term (Year 1), medium term (Years 2 - 3), long term (Years 3-5 years), and beyond long-term (5+ years). Where applicable and where such information could be reasonably determined, the Action Plan also identifies the priority of each recommendation and appropriate funding sources. The Financial Incentive Programs Report in Appendix C identifies the funding levels and staff resources required to implement the incentive programs contained in this CIP.

11.1 Summary of Planning Recommendations

While the Target Areas Planning Issues Report contains over 60 recommendations and these are summarized in Figure 7 and Section 8.0 of this report, the successful implementation of a number of the key Target Areas Planning recommendations will require the dedication of financial and staff resources in a partnership model on the part of the City and other key organizations such as the OST BIA.

11.1.1 Target Area 1 – Commercial Core

11.1.1.1 Business Retention, Expansion, Attraction and Diversifications Strategies

The key recommendation in this section is the preparation of a Market Study for OST as a first step. This study should be initiated as soon as the CIP is approved, and in fact, could be started even before the CIP is approved because the study represents a critical information gap in OST, whether or not a CIP is adopted. It is recommended that the BIA lead this study, but that the City provide information and some staff support to the BIA for the Market Study.

Other recommendations in Target Area 1 will reasonably flow from the Market Study and include the production of a number of information resources and tools for local businesses in OST and a marketing and branding campaign. Again, the BIA (and/or the CDC when initiated) would act as the lead organization in preparing these information tools, with support from the City. The one area where the City can take the lead is in working with BIA members to determine

if the City can make improvements to its existing policies to facilitate existing businesses and attract new business to OST.

11.1.1.2 Off-Street Parking Options

Two options (one shorter term, one longer term) were developed to increase off-street parking supply in Target Area 1. The shorter term option focuses on a centrally located site near Mill and Sandwich Streets. The longer term option involves exploring the development of a rear lane system west of Sandwich Street and the use of some private business parking lots for general parking after business hours. The City would take the lead on off-street parking and funds for property acquisition and construction of a parking lot would come from the City's Capital Budget. City staff can also work with the BIA to pursue the longer term options.

11.1.1.3 Adaptive Reuse of the Old Fire Hall and Jail

One of the key recommendations in this CIP and one that is viewed as a potential catalyst for revitalization of OST is that the City should:

- a) retain ownership of the Old Fire Hall;
- b) target funding from the Heritage Endowment Trust Fund to restore the building to its pre-1940's appearance;
- c) work with partners in the arts community to continue and enhance the arts related use currently being made of the Old Fire Hall; and,
- d) explore other uses for the Old Fire Hall such as museum, restaurant, retail and office uses, should there be insufficient interest to develop an arts facility in the Old Fire Hall.

It is also recommended that the City acquire the Windsor Jail on Brock Street should it become available, and make this building available for community uses.

11.1.1.4 Other

Other recommendations for Target Area 1 are that the City:

- a) amend its Fence By-law (as it applies in Target Area 1) to be reflective of the direction provided regarding fencing materials in the OST Supplemental Development and Urban Design Guidelines; and,
- b) adopt an Official Plan policy that bans surface parking lots as an interim use in Target Area 1.

11.1.2 Target Area 2 – Waterfront

The most extensive list of Target Areas planning recommendations involves the preparation of a Waterfront Master Plan by the City and a number of associated recommendations that set the City, and partnering organizations such as the Port Authority, on a path of transformational change that will create a focal point for waterfront recreation not only in OST, but in the City of Windsor as a whole. The preparation of a comprehensive Waterfront Master Plan will require considerable funding and dedication of staff resources from several departments.

Recommendations associated with and that will facilitate the eventual implementation of a Waterfront Master Plan, include the City initiating a series of policy changes to:

- a) **Intentionally deleted** *AS modified by Minutes of Settlement: March 23, 2010.*
- b) adopt an amendment to its Official Plan that contains a permissive policy of development rights transfer from one site to another site; and,
- c) **Intentionally deleted** *AS modified by Minutes of Settlement: March 23, 2010.*

One of the boldest and forward thinking recommendations in this CIP is that the City commence discussions with the owners of two privately held properties on the Waterfront regarding the joining of these properties with the Port Authority lands to form a large two block area on the Waterfront that would be redeveloped for waterfront recreation activities with the redevelopment of Mill Park and the vacant Mill Cove Marina being the focal point of this redevelopment. While this is an initiative that will cost millions of dollars, require numerous years to complete, it is strongly recommended that serious discussions of the options and costs to facilitate this transition commence right away.

Many of the recommendations for Target Area 2 will involve the City drawing considerable funding from its Capital Budget to construct recommended improvements such as land acquisition, extension of the waterfront trail under the Ambassador Bridge and into OST, alterations to and enlargement of McKee Park, the extension of Detroit Street to the Waterfront and the construction of formal river watch observation points at various locations along the Waterfront.

As a key landowner and operator of the port, the Windsor Port Authority will play a key role in the redevelopment of the Waterfront. This role will include partnering with the City on several of the aforementioned major waterfront revitalization projects, redevelopment of Port owned lands, and working with owners of industrial sites in the Waterfront Port District to improve the visual appearance of these properties.

Notwithstanding the provisions of sections 11.1.2 of the Olde Sandwich Towne CIP, Industrial and Port uses on the waterfront from the Northern boundary of 210 Detroit Street to the centre line of Prospect Avenue in the South, bounded in the East by the centre line of Russell Street to the centre line of Chappell Avenue to the intersection of the centre line of Chappell Avenue and Sandwich Street to Prospect Avenue, and the Detroit River shoreline in the West, are exempt from the provisions of section 11.1.2, so long as they are used for Industrial and Port uses.

In the event a use unrelated to Industrial and/or Port uses is sought through a *Planning Act* application or is commenced on the site, the provisions of 11.1.2 shall immediately come into effect. *As modified by Minutes of Settlement: June 22, 2011*

11.1.3 Target Area 3 – Remainder of Olde Sandwich Towne Project Area

The CIP recommends a number of policy measures that the City should take to foster more stability in the residential neighbourhoods in OST. These measures include:

- a) continuing the existing Demolition Control By-law and process for processing exemption requests for at least one year after the OST CIP is approved;
- b) exploring steps the City may be able to take under other provisions of the Planning Act, the Municipal Act or the Heritage Act or if necessary obtaining special legislation, to ensure that the City can refuse a demolition permit except under conditions which can effectively ensure that a replacement use or building which respects the characteristics/features of the area is built in a timely way;
- c) enhancing enforcement of the property standards by-law in Target Area 3; and,
- d) adopting an Official Plan policy that bans surface parking lots and storage sheds as interim uses in Target Area 3.

Another major component of the CIP, and one that complements the Waterfront Redevelopment Strategy, is the further evolution and implementation of an Open Space Strategy to improve and better connect parks and trails both within OST and from OST to other parts of Windsor. As with the Waterfront Master Plan, more detailed plans and capital budgeting for the recommended improvements is required before the actual costs of implementing the Open Space Strategy recommendations is known.

Finally, the CIP recommends a number of actions that the BIA and the City can undertake to further enhance and capitalize on the rich heritage in OST. These actions include:

- a) offering regular daily tours of heritage properties in OST;
- b) creating a heritage museum in OST that depicts the history and heritage of the area in text and pictures;
- c) developing a wayfinding system between the murals and other points of interest in OST; and,
- d) including heritage gardens in the Waterfront Master Plan.

11.1.4 Ambassador Bridge Expansion Proposal

The lack of specificity around the timing of approval of the bridge expansion and its construction, suggests that the City follow a stepped process to address the large number of boarded up houses on Indian Road and on and around Edison Street in OST. The CIP recommends that:

- a) The City and CTC first explore the possibility of returning the housing on Indian Road to productive residential use until such time as the bridge project proceeds;
- b) If the bridge project proceeds, the City should tie approvals to demolish the houses and rezoning of the property to accommodate the bridge expansion to the following conditions:
 - i) A comprehensive plan for the reuse of the Indian Road lands as a linear/open space/park extending from the Waterfront to Huron Church Road will be prepared.

- ii) This comprehensive plan should be prepared and implemented through a partnership involving the Green Corridor group, the City, the CTC and other community stakeholders.
 - iii) The comprehensive plan will include the opportunity for community input to the use and design of the open space, and student projects to design and construct various parts of the corridor.
 - iv) The new open space corridor will tie into the waterfront parkway system and the path north of the bridge and should be extended under the bridge to provide a missing linkage. The CTC property on the waterfront should be incorporated into this open space corridor.
 - v) Demolition of existing boarded up houses on the south side of Indian Road and at other locations in OST will not be permitted, and boarded up houses on the south side of Indian Road and at other locations in OST should be, wherever possible, returned to occupied residential use.
 - vi) A development agreement between the City and the CTC should be prepared and executed. This agreement should include a timeframe for construction and details regarding the open space corridor to be built. This agreement should include financial/other penalties if there is default on the agreement by CTC; and,
- c) If the bridge project does not proceed, the City should tie approvals to demolish the houses to specific conditions that ensure appropriate use is made of the land to the benefit of the OST community, the University of Windsor, and the City at large.

11.2 Supplemental Development and Urban Design Guidelines

This CIP recommends that the OST Supplemental Development and Urban Design Guidelines be adopted by Council, and utilized by City staff in the planning and design of public projects and the review of development applications subject to Site Plan approval. These Guidelines will assist City staff and public agencies, designers, developers and builders involved in the Site Plan review process by providing clarity to process and ensuring that all developments are mutually supportive of Windsor's desire to create an attractive and functional community in OST.

11.3 Incentive Programs

The Incentive Programs detailed in Section 10.0 should be activated and implemented upon approval of the CIP. The timing of implementation of each incentive program should correspond to the priority of that program (very high, high, medium, and low) as identified in Figure 7 with incentive programs having a very high and high priority activated and implemented as a group as soon as appropriate budgets can be allocated to these incentive programs (as applicable) after approval of the CIP. It is recommended that the incentive programs with a medium priority be activated and implemented as a group within 18 months after approval of the CIP, and incentive

programs with a low priority be activated and implemented as a group within 30 months after approval of the CIP.

The implementation of the incentive programs should also be accompanied by a proactive marketing program designed to communicate and market the financial incentive programs to existing business and property owners in OST, as well as investors, developers, business owners, and real estate professionals throughout Windsor. This marketing program should also include information on available buildings and development opportunities in OST.

11.4 Municipal Leadership Strategy

One of the most critical needs identified during the public consultation process was the need for the City to take a proactive leadership role in regards to the rehabilitation and programming of public buildings such as the Old Fire Hall. The City was also identified as the most appropriate organization to lead the development and implementation of a Waterfront Master Plan, in partnership with the Port Authority and private landowners. Finally, the City was identified as the organization who could utilize its powers under the *Municipal Act, 2001* and the *Planning Act* to acquire land to carry out the goals of the CIP and related studies, including the Target Areas Planning Issues Report, Supplemental Development and Urban Design Guidelines, and the Sandwich Heritage Conservation District Plan.

This means that the City will be required to play a wide range of roles in OST, from implementing planning policy changes to support the CIP, to stricter enforcement of property standard by-laws, to taking a leadership role in preparation and implementation of the Waterfront Master Plan, to property acquisition and rehabilitation. A proactive strategy of municipal leadership has been shown to be a key component of successful revitalization of older commercial areas in other Canadian and U.S. cities. Therefore, this section sets out a proactive Municipal Leadership Strategy for the City to follow in the course of promoting the revitalization of OST.

The purpose of the Municipal Leadership Strategy (MLS) is to set a general framework for the City to not only provide support and leadership on revitalization and redevelopment initiatives in OST, but to also lead some of these initiatives. The Municipal Leadership Strategy recommends that City commit long-term financial and staffing resources to public sector investments in OST and other leadership actions, as recommended in this CIP and in the future, that will act as catalysts to leverage private sector investment in OST.

As per Sections 28(3) and 28(6) of the *Planning Act*, once a Community Improvement Project Area has been designated and a CIP is approved, a municipality may:

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

Therefore, the City may engage in any of these activities and use its powers under the *Municipal Act, 2001* as part of its MLS in OST to promote the undertaking of the proactive municipally led recommendations in this Plan, recommended actions in other approved plans and reports, and recommendations that are identified and approved by the City in the future. The MLS complements and facilitates implementation of the Incentive Programs contained in this CIP, the Target Areas Planning Issues Report, the Supplemental Development and Urban Design Guidelines, and the Sandwich Heritage Conservation District Plan.

The MLS is a general program of municipal property acquisition, investment, rehabilitation and redevelopment of municipally owned lands, and involvement in public-public and public-private partnerships. For example, the City may conduct a feasibility analysis of the adaptive reuse of the Old Fire Hall and then use the results of this analysis to initiate a Request for Proposal (RFP) process for an arts related adaptive reuse, rehabilitation and redevelopment of the Old Fire Hall. While retaining ownership of the building, this will allow the City to gauge interest in reuse/redevelopment of the property and control the subsequent redevelopment of the site in order to best help accomplish the relevant goals and achieve the Vision in this CIP

It is recommended that the MLS activities be funded from an initial capital investment and the portion of the tax increment retained by the City under the Revitalization Grant Program. These funds should be placed into an account and as funds accrue in this account, the City may use these funds to undertake any of the above-noted activities as well as allowing the City to access any funding that may be available from the federal and/or provincial government.

FIGURE 7 Action Plan

SUMMARY OF RECOMMENDATIONS							
8.1 Target Area 1 – Commercial Core							
8.1.1 Business Retention, Expansion, Attraction, and Diversification Strategies							
Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/Funding Source
1. Prepare Market Study for Olde Sandwich Towne (OST) as a first step in developing a Business Retention and Expansion strategy	BIA and CDC	City	X				Very High
2. Take back responsibility for maintenance of planters and benches in the OST BIA	City	BIA		X			High
3. Replace street trees in the OST BIA that have been damaged or removed	City	BIA		X			High
4. Compile an inventory of information resources for businesses in OST	BIA	City	X				Medium
5. Prepare a business to business directory	BIA	City		X			Medium
6. Produce a Consumer Guide or Business and Dining Guide for OST	BIA	City		X			Medium
7. Develop additional networking opportunities for businesses in OST	BIA and/or CDC	City		X			Medium
8. Offer business seminars	BIA	City		X			High
9. Develop and implement a marketing/branding campaign	BIA	City		X			High
10. Consult with BIA to determine if improvements can be made to existing policies (building, licensing, parking by-law)	City	BIA	X				Medium
11. Prepare a business recruitment package	BIA	City		X			High
8.1.2 Off-Street Parking Options							
12. Pursue short term parking option at Sandwich and Mill Streets	City		X				Medium
13. Pursue long term parking option – rear lane system west of Sandwich Street	City	BIA		X			Low
14. City and BIA to discuss usage of private lots for general parking use after business hours	City	BIA	X				Low
15. Develop public parking facilities on the Waterfront	City					X	Medium

8.1 Target Area 1 – Commercial Core (Cont'd)							
Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/Funding Source
8.1.3 Adaptive Reuse of Old Fire Hall							
16. City to retain ownership of building	City		X	X	X	X	Very High
17. City to target funding from the Heritage Endowment Trust Fund to restore the building to its pre-1940s appearance	City			X			High
18. City to work with partners in the arts community to continue and enhance arts related use of the building	City	University of Windsor Arctite Mckenzie Hall Windsor Art Gallery BIA	X	X			Very High/ Capital Budget
19. If insufficient interest in use of building as an arts facility, explore other potential uses such as a museum, restaurant, retail and office uses	City			X			Very High/ Capital Budget
8.1.4 Adaptive Reuse of the Jail							
20. If jail becomes available, consider community uses such as a museum, public centre, or location for Sandwich Community Health Centre (SCHC)	City	SCHC Local Health Integration Network Sandwich Teen Action Group Other community organizations	X	X	X	X	High/ Capital Budget
8.1.5 Other							
21. Amend Fence By-law to reflect Supplemental Development and Urban Design Guidelines	City		X				Medium
22. Adopt an Official Plan policy that bans surface parking lots as an interim use in Target Area 1	City		X				High

8.2 Target Area 2 – Waterfront

8.2.1 Waterfront Redevelopment Strategy

Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/Funding Source
23. City preserve views from the Duff Baby House to the river through the existing view corridor consisting of the Mill Street right-of-way and lands zoned GD1.1 in By-law 8600 abutting the southern limit of the Mill Street right-of-way in order that the historical connection between the house and the river is maintained. <i>As modified by Minutes of Settlement: March 23, 2010.</i>	City		X				High
24. Adopt an amendment to the Official that contains a permissive policy of development rights transfer	City		X				Medium
25. Commence acquisition discussions with owners of two privately owned properties on the Waterfront regarding joining of these properties with Port Authority owned lands to form a large two block waterfront recreation area	City	Port Authority Private property owners	X	X	X	X	Very High/ Capital Budget
26. Redevelop the two block waterfront recreation area for a marina and waterfront recreation and leisure activities	City	Port Authority				X	High/ Capital Budget
27. Prepare a Waterfront Master Plan and consider permitting some additional uses in the two block waterfront anchor recreation area from the northern limit of Mill Street Park and the former Millcove Marina to Brock Street, including commercial space at grade, artist's walk/vendor's area, entertainment uses and parking facilities <i>As modified by Minutes of Settlement: March 23, 2010</i>	City	Port Authority Private property owners		X			Very High/ Operating Budget
28. As permitted, conduct environmental due diligence on private properties	City	Private property owners	X	X			High/

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29a. Extend the waterfront trail system under the Ambassador Bridge, through McKee Park and into Olde Sandwich Towne with access to the trail from McKee Park, Detroit Street, Mill Street and Brock Street	City	Port Authority Ambassador Bridge Corporation					Very High/ Capital Budget
29b. In the interim, extend the waterfront trail at least to McKee Park	City	Private property owners		X	X		

Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/ Funding Source
30. Acquire, remediate and redevelop the northern portion of the aggregate terminal property as an extension to McKee Park	City	Port Authority Private property owners			X	X	Very High/ Capital Budget
31. Reorient the entrance to McKee Park to Riverside Drive and enlarge the small parking area off Chewitt Street	City			X			High/ Capital Budget
32. Extend Detroit Street to the Waterfront	City				X		Medium/ Capital Budget
33. Establish formal river watch observation points in McKee Park and at the foot of the Detroit Street extension and Mill Street	City	Port Authority				X	High/ Capital Budget
34. Utilize the vacant 3.5 acre site currently owned by the Port Authority to the south of Sandwich Park as a passive vegetative buffer	Port Authority	City			X		Medium
35. Work with owners of industrial sites in the Waterfront Port District to improve the visual appearance of their properties and develop a “Working Waterfront Port” theme as part of the Waterfront Master Plan. <i>As modified by Minutes of Settlement: March 23, 2010</i>	Port Authority	City Port Authority tenants Private property owners		X			Medium
36. Intentionally Deleted <i>As modified by Minutes of Settlement: March 23, 2010</i>							

8.3 Target Area 3 – Remainder of Olde Sandwich Towne Project Area

8.3.1 Policies to Foster Stable Residential Neighbourhoods

37. Continue the existing Demolition Control By-law and process for processing exemption requests for at least one year after the Olde Sandwich Towne CIP is approved	City		X				High
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38. Explore steps that can be taken to ensure that the City can refuse a demolition permit to ensure that a replacement use or building is built in a timely way	City		X				Medium
39. Enhance enforcement of the property standards by-law in Target Area 3, including hiring of additional by-law inspection staff as necessary	City		X				Very High/ Operating Budget

Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/ Funding Source
40. Adopt an Official Plan policy that bans surface parking lots as an interim use in Target Area 3	City		X				High
8.3.2 Open Space Strategy							
41. Extend waterfront trail under the Ambassador Bridge as illustrated in the CRIP	City		X	X			Very High/ Capital Budget
42. Relocate the aggregate terminal operations and other industrial operations currently located in the Waterfront between Brock Street and McKee Park further to the south along the riverfront in the Waterfront Port Lands	City	Port Authority				X	Very High/ Capital Budget
43. Undertake improvements to the following parks: 43. a) Paterson Park	City			X			High/ Capital Budget
43. b) Crawley Park	City				X		Medium/ Capital Budget
43. c) Bradley Park	City				X		Medium/ Capital Budget
44. Ensure the main streets traversing the community have well maintained sidewalks, abundant tree planting and crosswalk areas	City		X	X	X	X	Medium/ Capital Budget
45. Undertake detailed plans and capital budgeting for the improvements recommended to the open space system in the Target Areas Planning Issues Report	City		X				High
8.3.3 Off-Street Parking Options for the Sandwich Community Health Centre (SCHC)							
46. If the SCHC is included in a multi-use centre,	City	SCHC					Low/ Capital

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assist in assembling land for the multi-use center, including land for parking							Budget
8.3.4 Heritage Preservation and Enhancement							
47. Offer regular daily tours of heritage properties in Olde Sandwich Towne	BIA		X				High
48. Create a heritage museum in Olde Sandwich Towne	BIA	City			X	X	High

Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/Funding Source
49. Develop a wayfinding system between the murals and other points of interest in Olde Sandwich Towne	City			X	X		Medium/ Capital Budget
50. Include heritage gardens in the Master Plan for the Waterfront	City			X			Medium/ Capital Budget

8.4 Ambassador Bridge Expansion Proposal

51. Attempt to reach agreement with CTC and other applicable landowners for returning boarded up/vacant housing on Indian Road to productive use, at least until bridge expansion is approved and proceeding.	City	CTC/ other applicable landowners	X				High
52. Attempt to reach agreement with CTC and other applicable landowners for returning boarded up/vacant housing on Edison Street and other vacant housing to productive use	City	CTC/ other applicable landowners	X				High
53. If the bridge project does not proceed, tie approvals to demolish houses to specific conditions that ensure appropriate use is made of the property to benefit the community	City	CTC		X	X	X	Very High
54. If agreement to return boarded up/ vacant housing to productive use cannot be reached, consider exercising authority under the Planning Act and other legislation to acquire lands and return to productive use, or cause lands to be returned to productive use	City			X			High
55. If bridge project proceeds, tie amendments to the Official Plan and Zoning By-law, and	City	CTC		X	X	X	Very High

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issuance of site plan approvals to a number of conditions							
11.2 SUPPLEMENTAL DEVELOPMENT AND URBAN DESIGN GUIDELINES							
56. Adopt and utilize the OST Supplemental Development and Urban Design Guidelines in the planning and design of public projects and the review of development applications subject to Site Plan approval.	City		X				Very High
Recommendation	Lead Organization(s)	Partnering Organization(s)	Short Term Year 1	Intermediate Term Year 2-3	Long Term Year 3-5	Beyond Long Term 5+ years	Priority/Funding Source
11.3 INCENTIVE PROGRAMS							
57. Implement the Commercial/ Mixed Use Building Façade Grant Program	City						Very High
58. Implement the Commercial/ Mixed Use Building Improvement Loan Program	City						High
59. Implement the Revitalization Grant Program	City						Very High
60. Implement the Commercial Core Feasibility Study Grant Program	City						Medium
61. Implement the Development Charge Grant Program	City						Medium
62. Implement the Development and Building Fees Grant Program	City						Medium
63. Implement the Neighbourhood Residential Rehabilitation Grant Program	City						High
64. Implement the Industrial Properties Grant Program	City						Low
65. Implement the Public Art Grant Program	City						Medium
66. Implement a proactive marketing program designed to communicate and market the financial incentive programs and business and development opportunities in OST	City	BIA	X	X	X		Very High/ Operating Budget
11.4 MUNICIPAL LEADERSHIP STRATEGY							
67. Implement a general framework for the City to lead the key revitalization and redevelopment initiatives in OST, as identified in this CIP	City						Very High/ Capital Budget

12.0 MONITORING PROGRAM

12.1 Purpose

The purpose of the Monitoring Program is twofold. It is designed to monitor:

- a) Funds dispersed through the CIP incentive programs by program type and target area, so as to determine which programs are being most utilized and where within the Project Area these programs are being most utilized; and,
- b) The economic impact associated with projects taking advantage of the CIP incentives programs.

The OST CIP is not intended to be a static planning document. It is intended to be a proactive plan for economic and community renewal and revitalization in OST. Therefore, information type a) above along with feedback from participants in the programs will be used by the City to periodically adjust the incentive programs to make them even more relevant and user friendly. Information type b) will be utilized to provide regular reports to Council on the amount of private sector investment being leveraged by the municipal incentive programs and the economic benefits associated with these private sector projects. Ultimately, the purpose of the monitoring program is to provide City staff and Council with the information required to make knowledgeable and well informed decisions about how to adjust the incentive programs in order to help ensure that the goals of this CIP are met, and that the Vision for OST is realized over time.

12.2 Description

Figure 8 presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. As well, the feedback received from users of the financial incentive programs should also be considered. It is important that the results of the monitoring program be utilized to help ensure that the incentive programs contained in this CIP are effective for a range of project types and sizes in the OST Community Improvement Project Area.

The City should also attempt to monitor the results of the programs in Figure 7 in terms of their environmental and community impacts. For example, both improvements in property values and overall social conditions in OST should be monitored. Regular qualitative observations should be conducted by City staff of the individual and cumulative impact of both public and private CIP projects on the quality of life in OST. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Figure 7.

It is recommended that the OST CIP Steering Committee be maintained once the CIP is adopted and approved so that City staff can regularly meet with, and report to this Committee. The members of the OST CIP Steering Committee can then provide valuable feedback on the incentive programs and municipal leadership strategy to City staff.

Progress on implementation and the empirical results of the incentive programs and the Municipal Leadership Strategy should be reported on a regular basis (at least annually) to City Council.

12.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Over time, feedback from monitoring of the CIP may lead to minor revisions to the programs contained in this CIP. Therefore, the City may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. Such minor changes will be provided to the Minister of Municipal Affairs and Housing for information purposes only. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of the Community Improvement Project Area will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*.

FIGURE 8 Variables to be Monitored

Program	Variable
10.4) Commercial/ Mixed Use Building Facade Grant Program	<ul style="list-style-type: none"> - Number of applications by type of facade improvement (facade (front/side/rear), designated heritage building); - \$ amount of grant - Type and cost (\$) of total facade improvements; - Type and cost (\$) of total interior and exterior building improvements; - Cost (\$) of other building improvements/construction; - Increase in assessed value of participating properties; and - Increase in City and education property taxes of participating properties. - Number of program defaults.
10.5) Commercial/ Mixed Use Building Improvement Loan Program	<ul style="list-style-type: none"> - Number of applications by type of interior and exterior building improvement, designated heritage building; - \$ amount loaned out - Type and cost (\$) of total interior and exterior building improvements; - Cost (\$) of other building improvements/construction; - Square footage by type of area rehabilitated/added; - Increase in assessed value of participating properties; and - Increase in City and education property taxes of participating properties. - Number and net \$ amount of loan defaults.
10.6) Revitalization Grant Program (RGP)	<ul style="list-style-type: none"> - Number of applications; - Total \$ amount of grant; - Square footage and number of residential units by type rehabilitated or added; - Square footage of commercial space by type rehabilitated or added; - Total \$ value of construction; - Increase in assessed value of participating properties; - Increase in City and education property taxes of participating properties; - Jobs created/maintained by the project; and - Number of program defaults.

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Program	Variable
10.7) Commercial Core Feasibility Study Grant Program	<ul style="list-style-type: none"> - Number of applications; - Type of feasibility study; - \$ amount of grant - Total cost of study; - Number of Feasibility Study Grants leading to construction projects - Number of program defaults.
10.8) Development Charge Grant Program	<ul style="list-style-type: none"> - \$ amount of development charge; - Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; - Square footage of habitable floor space created; - Square footage of commercial space rehabilitated or constructed; - Total \$ value of construction; - Increase in assessed value of participating properties; and - Increase in City and education property taxes of participating properties.
10.9) Development and Building Fees Grant Program	<ul style="list-style-type: none"> - Number, type and \$ amount of planning application fees grant - Number and \$ value of parkland dedication fee grant - Number and \$ value of demolition and building permit fees grant - Space (sq.ft.) rehabilitated or constructed - Residential units/sq.ft. rehabilitated or constructed - \$ Value of building permit fees paid - \$ Value of building permits issued
10.10) Neighbourhood Residential Rehabilitation Grant Program	<ul style="list-style-type: none"> - Number of applications; - \$ amount of grant by type of improvement; - Total \$ cost of grants; - Total \$ value of construction; - Increase in assessed value of participating properties; and - Increase in City and education property taxes of participating properties. - Number of program defaults.

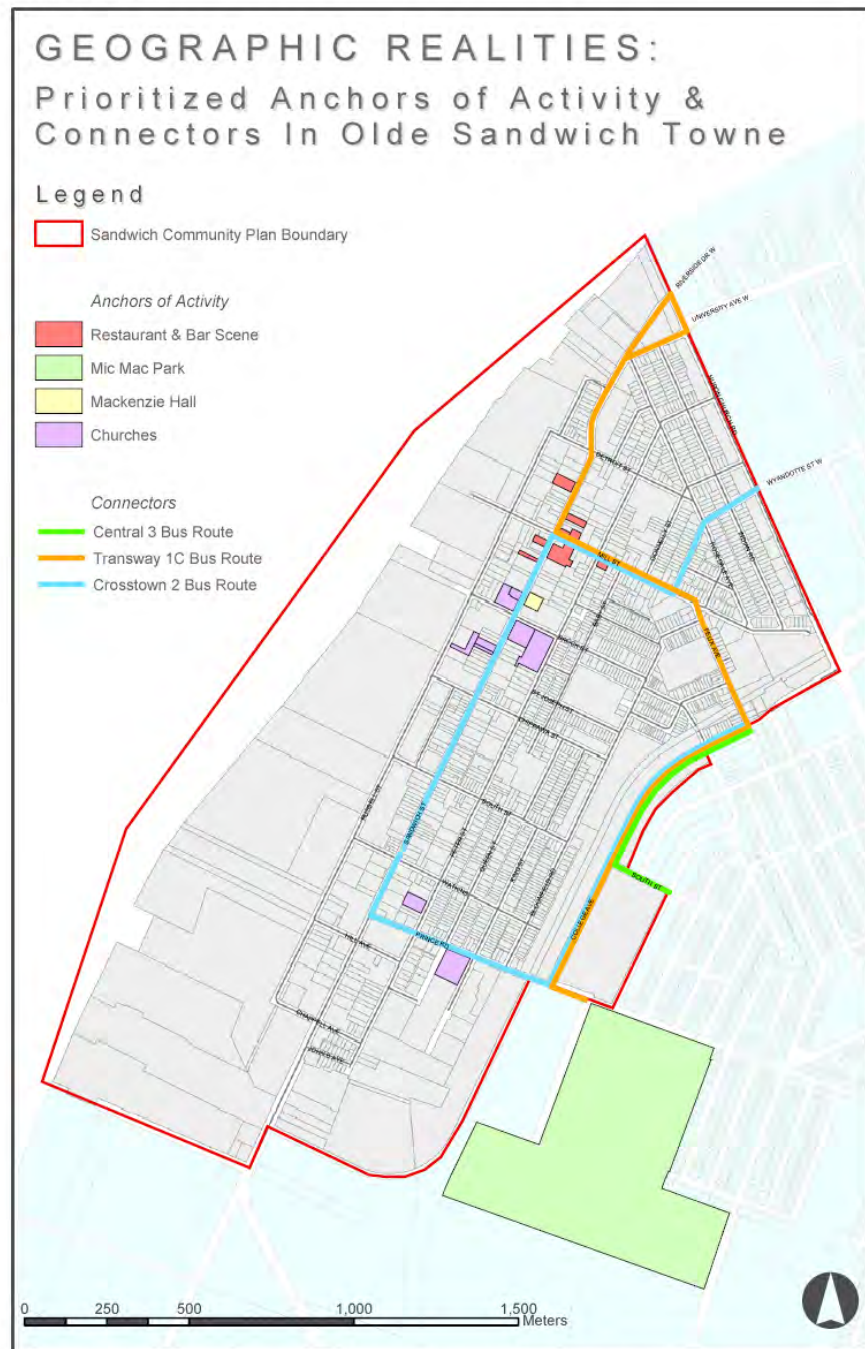
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Program	Variable
10.11) Industrial Properties Improvement Grant Program	<ul style="list-style-type: none">- Number of applications;- Total \$ amount of grant;- Total \$ value of construction;
10.12) Public Art Grant Program	<ul style="list-style-type: none">- Number of applications;- Total \$ amount of grant;- Total \$ value of construction;

APPENDIX A

Geographic Realities in Olde Sandwich Towne **Source: Community Planning Study Figures 10 – 16**

FIGURE 10



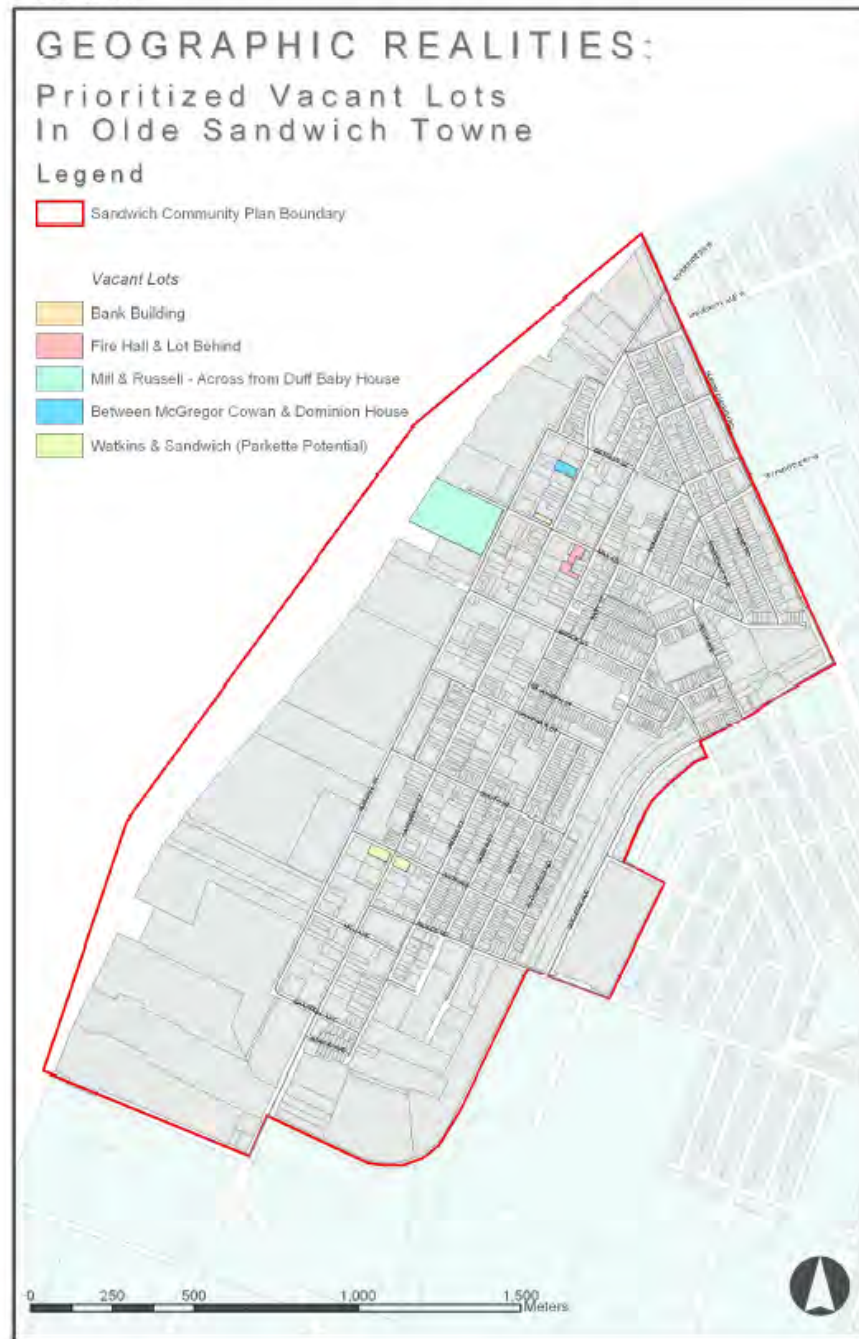
Anchors of activity were identified within the Sandwich Community Study Area. These areas represented locations within Sandwich that are popular gathering places for local residents. These included: restaurants, bars, parks, churches, and the former local town hall. Also mapped were *Connectors* - the public transit routes. [See Figure 10]

FIGURE 11



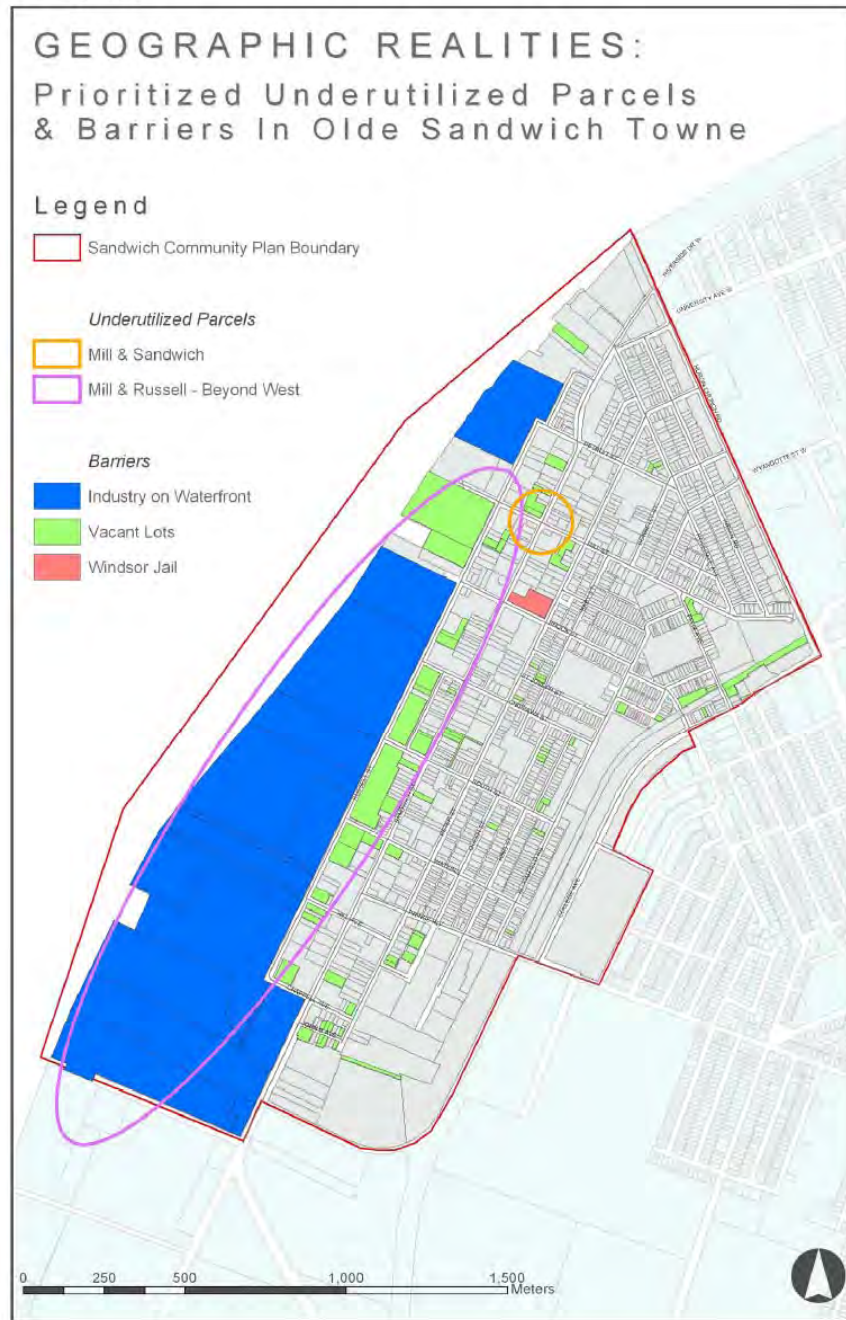
Parks were identified within the Sandwich Study Area as areas that must be addressed because of their role in community development. There were several parks highlighted that the Task Force found to be important in the definition of Sandwich. These included: McKee Park, Paterson Park, Brock Park, Mill Park, Mackenzie Hall, Bradley Park, and Crowley Park. Also included, but lying outside of the identified area was Mic Mac Park [See Figure 11.]

FIGURE 12



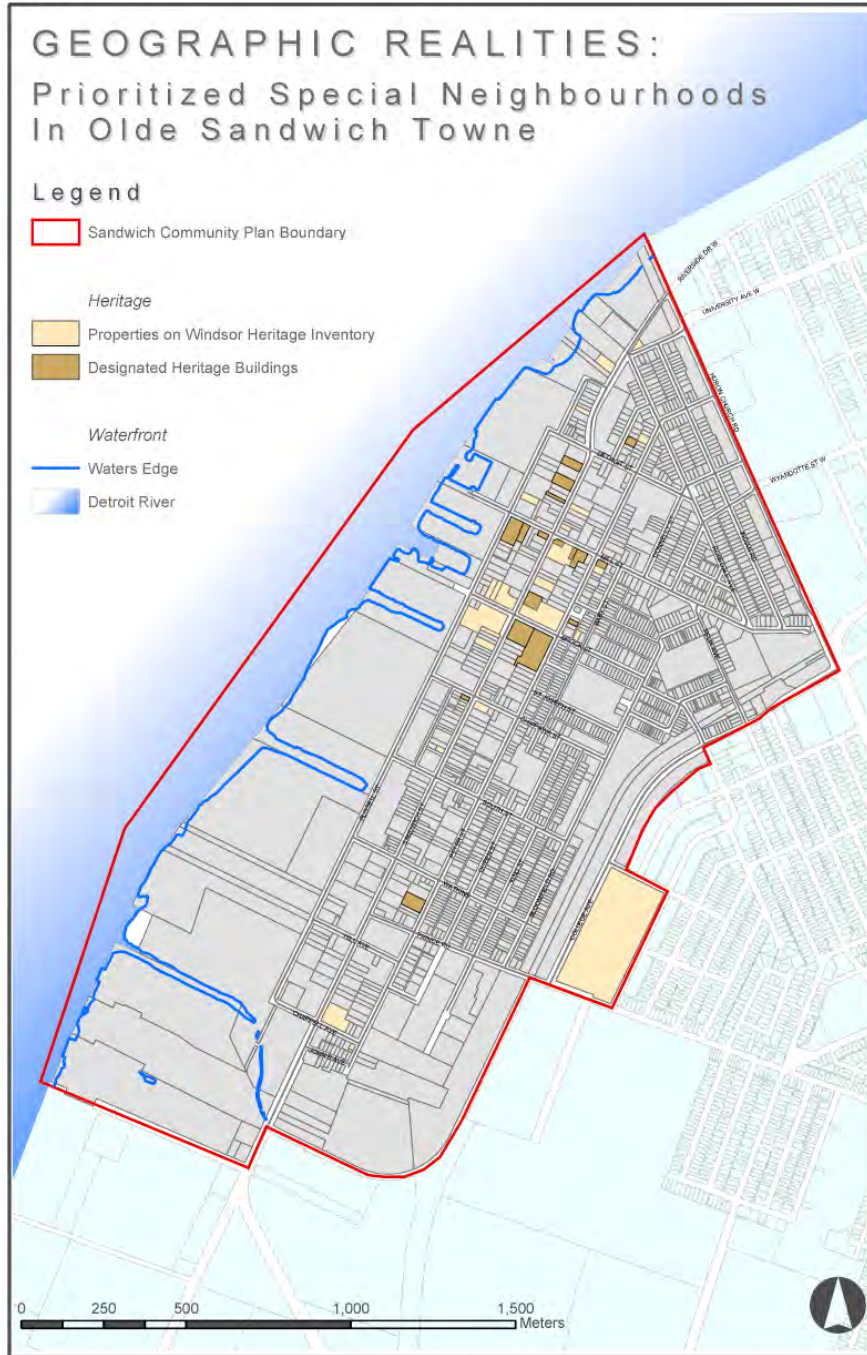
Vacant Lots or abandoned buildings that represent a current problem but might have future uses. *Vacant Lo* represent existing issues that can be resolved to create areas for the local community to congregate and foster sense of community. There are currently 6 lots located within the Olde Sandwich Towne Community Study Arc that can be redeveloped to provide the community with amenities to increase their quality of life. [See Figure 12.

FIGURE 13



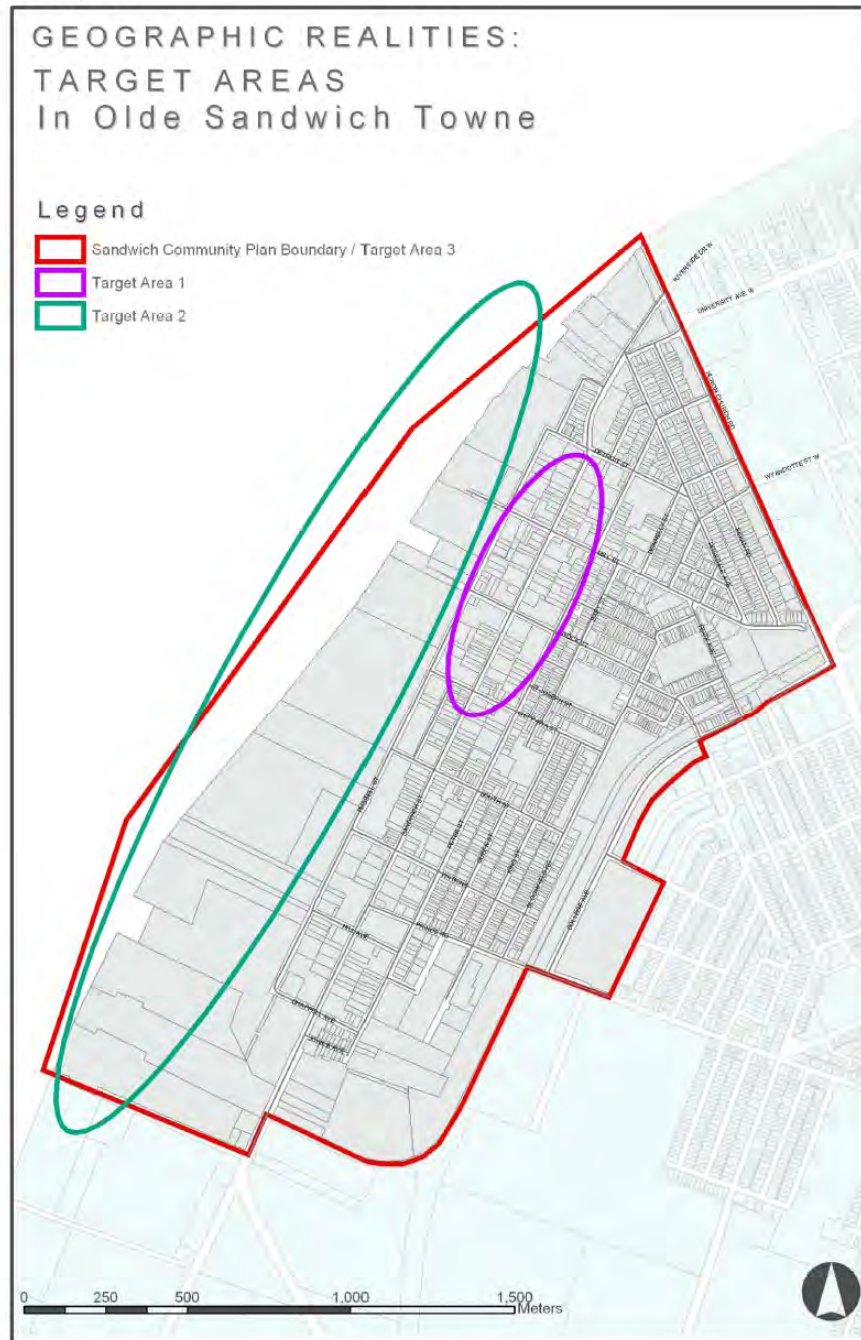
Underutilized Parcels and *Barriers* are identified as both areas of weakness and as opportunities. These parcels of land are often vacant and have potential to be further developed for more intensive use that will benefit the community. Examples of use include open space, schools, local community centres, or health centres. The barriers identified are issues within the local community that are the focus of resolution. These areas within Sandwich are identified as the industrial lots along the Riverfront, vacant lots, and the Windsor Jail. [See Figure 13].

FIGURE 14



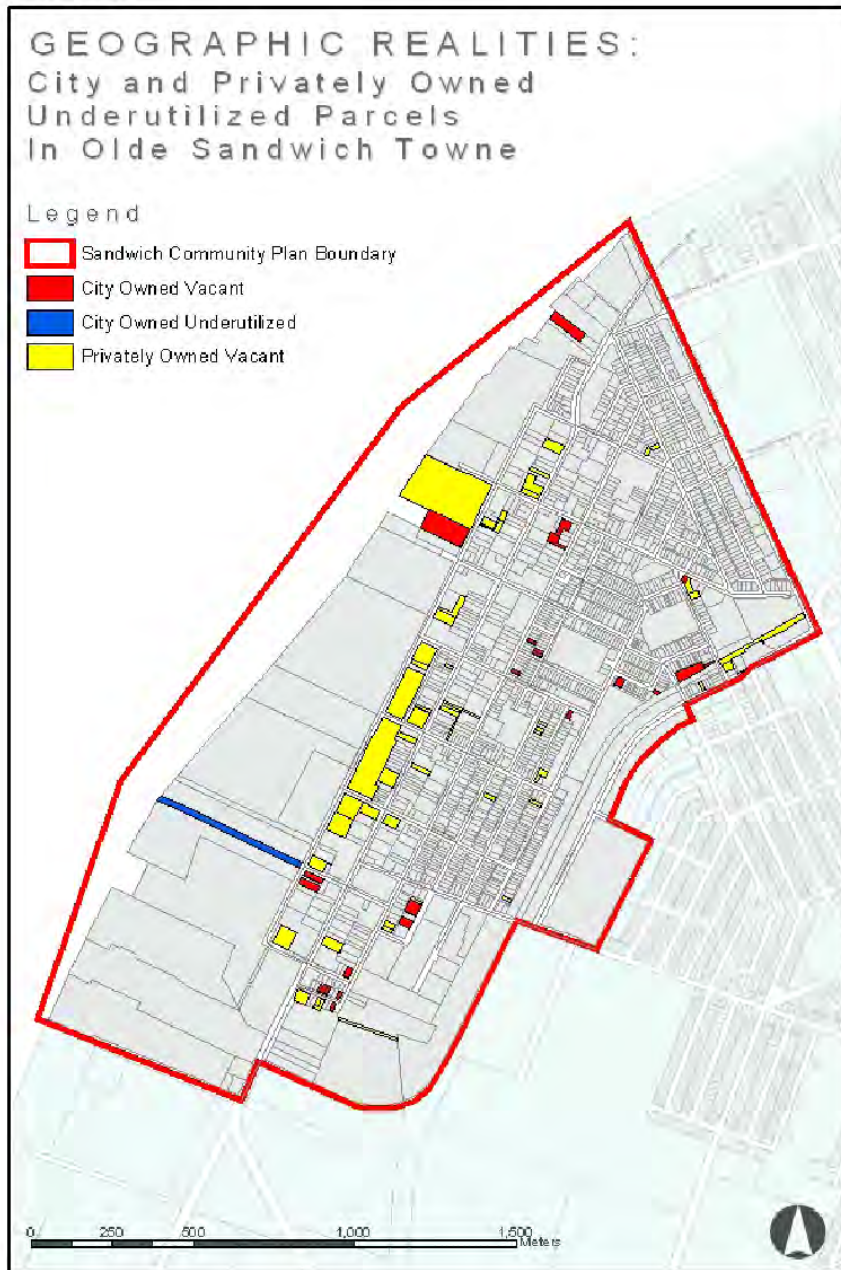
Prioritized Special Neighbourhoods [Figure 14] identified the rich heritage of Olde Sandwich Towne. Heritage homes and properties on the Windsor Heritage Inventory are identified, as are the Task Force’s Prioritized Special Neighbourhoods because of their historic importance.

FIGURE 15



Target Areas [Figure 15] were identified within the Olde Sandwich Towne Study Area. Two subsets of the community are seen as opportunities for revitalization that would have high impact upon the rest of the community: the Riverfront, and the Sandwich Street between Chippewa St and Detroit Street.

FIGURE 16



Vacant and underutilized lots that were either *City Owned* or *Privately Owned* Lots [Figure 16] were identified within the Sandwich Community Planning Study Area. These parcels were classified by the Task Force as areas of both a weakness and an opportunity because of their potential to be further developed to improve the community life within Olde Sandwich Towne.

Appendix B

Olde Sandwich Towne CAG/CIP Steering Committee Membership

Olde Sandwich Towne Citizens Advisory Group (CAG)

On October 29, 2007, the following persons were appointed by the Windsor Striking committee to the Olde Sandwich Towne CAG and CIP Steering Committee for the term expiring November 30, 2008:

- Greg Hanaka
- Mary Ann Cuderman
- Frank Favot
- William Renaud
- John Elliot
- Frank Pare (Honorary Member)

The Olde Sandwich Towne CIP project Steering Committee will be made up of members of the Olde Sandwich Towne Citizen's Advisory Group (CAG), Ward 2 Councilors, and the following representation from Administration:

Public Works, Operations Department – Transportation planning, Transit
Public Works, Engineering & Corporate Projects, streetscape
Community & Protective Services—Parks & Facilities, Cultural Affairs
Building & Development—By-Law Enforcement, signage
Finance Department---incentive programs
Legal Department---property, acquisition, incentives
Police Services—Implementing CPTED and programs
Social Services

Other members of Administration have been called upon based on their areas of expertise for additional support for the purpose of completing the CIP Study.

Appendix C

Financial Incentive Programs Report

FINANCIAL INCENTIVE PROGRAMS REPORT

This appendix contains general steps to help guide the City staff review, evaluation and administration of applications for the various incentive programs contained in the OST CIP. This appendix does not form an operative part of the Olde Sandwich Towne (OST) Community Improvement Plan (CIP). Therefore, the guidelines contained in this appendix may be changed by the City from time to time, as required, without amendment to the OST CIP.

All of the financial incentive programs contained in this CIP are subject to the general requirements outlined in Section 10.3 of the CIP. As well, each financial incentive program has program specific requirements as specified in this appendix. The general and program specific requirements contained in this CIP are not necessarily exhaustive, and the City reserves the right to include other requirements and conditions as deemed necessary on a property specific basis.

1.0 Glossary of Terms

The following defines the terms used in this CIP:

“*Applicant*” - Unless otherwise specified, is a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area, and any person to whom a registered owner, assessed owner or tenant of lands and buildings within the community improvement project area has assigned the right to receive a grant or loan.

“*City*” - The City of Windsor.

“*Community Improvement*” - Unless otherwise specified, this term is as defined in accordance with its definition under Section 28 of the *Planning Act*.

“*Community Improvement Plan*” - Unless otherwise specified, this term is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

“*Community Improvement Project Area*” - Unless otherwise specified, this term is as defined in accordance with its meaning under Section 28 of the *Planning Act*.

“*Eligible property*” - Unless otherwise specified, is a property (including land and buildings) that is within the Community Improvement Project Area as defined in this Plan.

“*Mixed Use*” - Includes commercial/residential, commercial/institutional, and other mixed uses containing commercial use.

2.0 Commercial/Mixed Use Building Façade Grant Program

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Areas 1 or 3, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may accept applications all year round for this program or the City may issue a Request for Applications (RFA) for this program once or twice per year depending on availability of funding and program interest.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two (2) cost estimates for eligible work provided by a licensed contractor.

If the application is approved, and the applicant elects to engage the contractor who provided the highest cost estimate, the City's grant contribution will be based on the lowest cost estimate.

An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation will be reviewed by City staff against program requirements. City staff will determine the eligible costs.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the facade restoration and improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report along with the grant agreement (if recommendation report recommends approval) will be forwarded to City Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement will be executed (signed and dated) by City officials and a copy is provided to the applicant.

Step 4 Payment

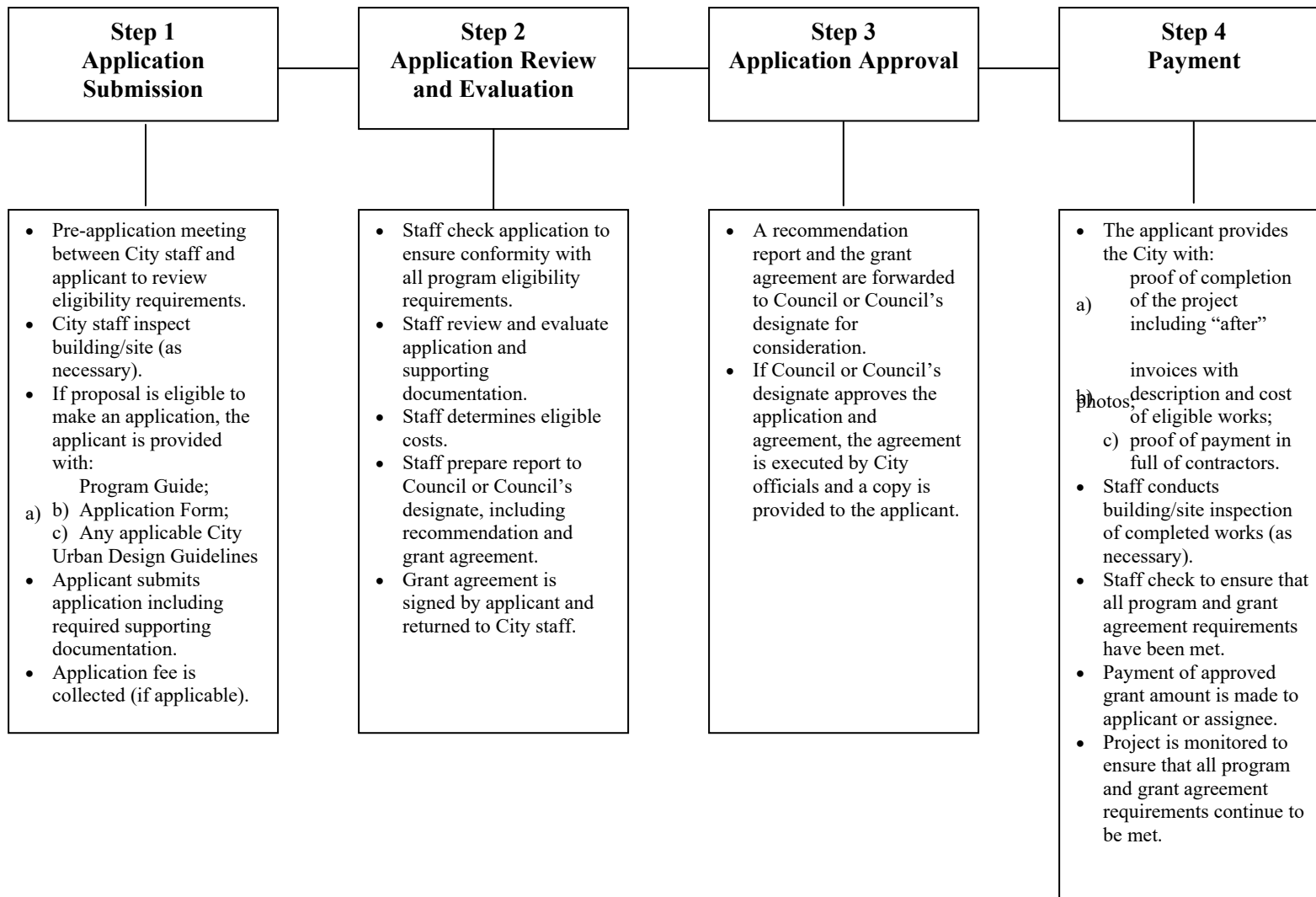
Payment of the grant shall not take place until:

- a) the grant agreement has been executed by the applicant and the City;
- b) construction of the eligible works is completed;
- c) photographic evidence of the completed works (satisfactory to the City) has been submitted;
- d) staff have inspected the completed works (as necessary) to ensure that the project has been completed in accordance with the program application and grant agreement;
- e) invoices clearly showing the amount paid for all eligible works have been submitted;
- f) written verification that all contractors have been paid in full has been provided; and,
- g) staff are satisfied with all reports and documentation submitted.

Prior to issuance of the grant payment, City staff will check to ensure that all program requirements (general and program specific) and grant agreement requirements have been met. If all program requirements and grant agreement requirements have been met to the City's satisfaction, then the City will issue payment of the approved grant in conformity with the grant agreement.

City staff will monitor the project, periodically checking that the project is in compliance with the grant agreement requirements. City staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure C-1 Commercial/ Mixed Use Building Facade Grant Program Administration



3.0 Commercial/ Mixed Use Building Improvement Loan Program

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Areas 1 or 3, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may accept applications all year round for this program or the City may issue a Request for Applications (RFA) for this program once or twice per year depending on availability of funding and program interest.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two (2) cost estimates for eligible work provided by a licensed contractor.

An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation will be reviewed by City staff against program requirements. City staff will determine the eligible costs. If City staff determine that the application does not meet the program requirements, the application will be returned to the applicant with a letter explaining the reason for not processing the application.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the interior/exterior building improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a loan agreement satisfactory to the City Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report along with the loan agreement (if recommendation report recommends approval) will be forwarded to City Council or Council's designate for consideration. If Council or Council's designate approves the application and loan agreement, the agreement will be executed (signed and dated) by City officials and a copy is provided to the applicant. The loan agreement and security for the full loan amount is registered on title.

Step 4 Payment

Release of the loan shall not take place until:

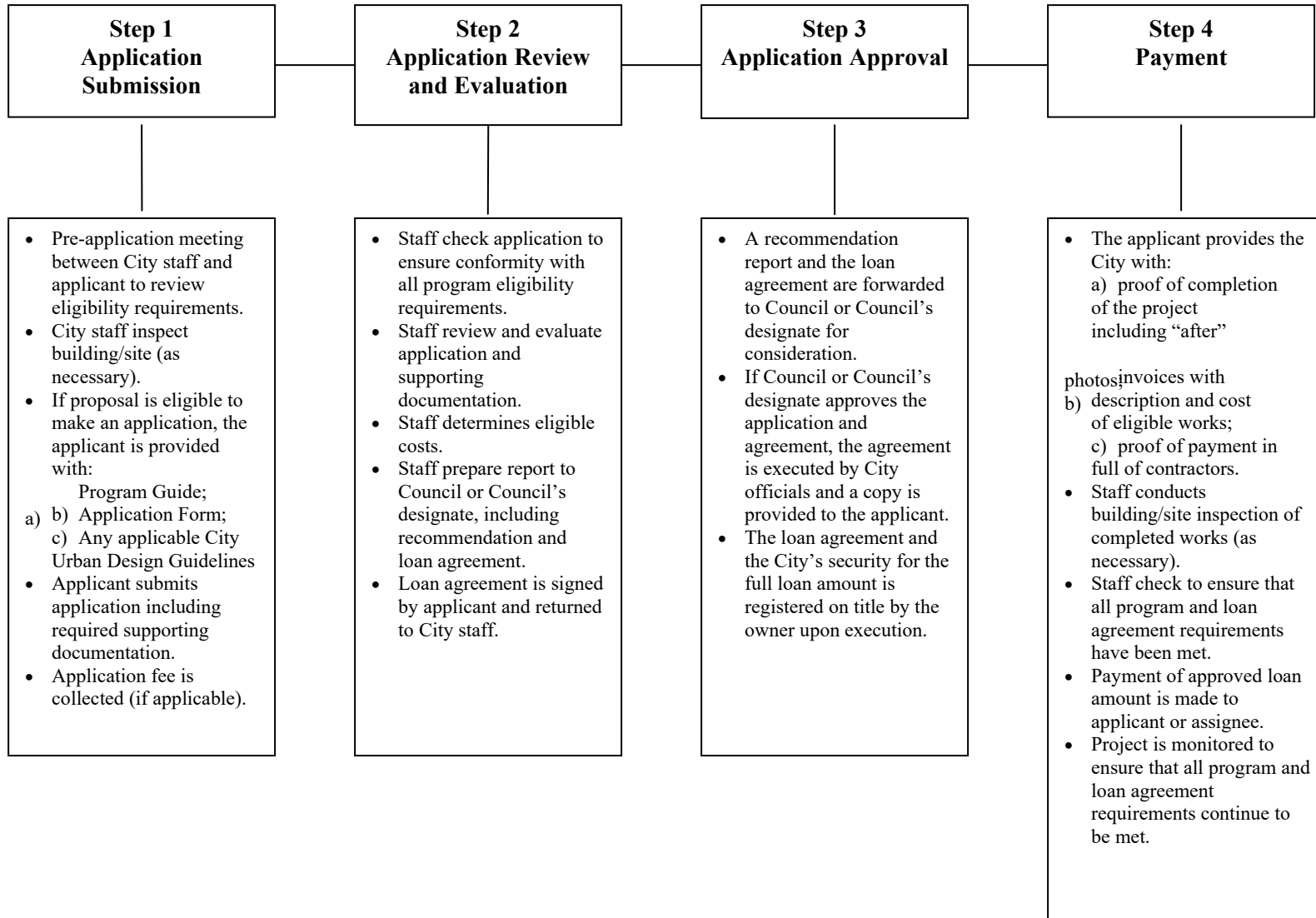
- a) the loan Agreement has been executed by the applicant and the City;
- b) the loan has been secured via registration of the loan agreement and security in favour of the City on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory to the City) has been submitted;
- e) staff have inspected the completed works (as necessary) to ensure that the project has been completed in accordance with the program application and loan agreement;
- f) invoices clearly showing the amount paid for all eligible works have been submitted;
- g) written verification that all contractors have been paid in full has been provided; and,
- h) staff are satisfied with all reports and documentation submitted.

Prior to advance of the loan, City staff will check to ensure that all program requirements and agreement requirements have been met. If all program requirements and loan agreement requirements have been met to the City's satisfaction, then the City will advance the loan in conformity with the loan agreement.

Partial loan advances prior to completion of construction may be considered in some cases. The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

City staff will monitor the project, periodically checking that the project is in compliance with the loan agreement requirements. City staff will take appropriate remedies as specified in the loan agreement if the applicant defaults on the agreement.

Figure C-2 Commercial/ Mixed Use Building Improvement Loan Program Administration



4.0 Revitalization Grant Program

Step 1 – Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works including a work plan for the improvements to be completed and construction drawings;
- e) professional design study/architectural drawings;
- f) estimated project construction costs, including a breakdown of said costs;
- g) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind)
- h) environmental reports and/or a Record of Site Condition (RSC);
- i) a Business Plan; and,
- j) any other financial information.

An application fee may be collected at the time of application.

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will determine the eligible costs. If City staff determine that the application does not meet the program requirements, the application will be returned to the applicant with a letter explaining the reason for not processing the application.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the facade restoration and building improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

⁵City staff will utilize the actual pre-project City property taxes and estimated post-project assessed value and applicable tax rates to calculate the estimated post-project property taxes, increase in City property taxes, and the estimated annual and total grant amount to be provided.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant.

Step 4 - Payment

Prior to payment of the grant, the applicant must provide the City with:

- a) photographic evidence of the completed project satisfactory to the City;
- b) other documentation proving completion of the project, e.g., engineer's report (if required);
- c) all final reports and documentation as required.

City staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Once the project is complete, an occupancy permit has been issued, and the property has been re-valued by the Municipal Property Assessment Corporation, the property owner will be sent a new tax bill. After the property owner has paid in full the new property taxes for one (1) year, the City will check to ensure that:

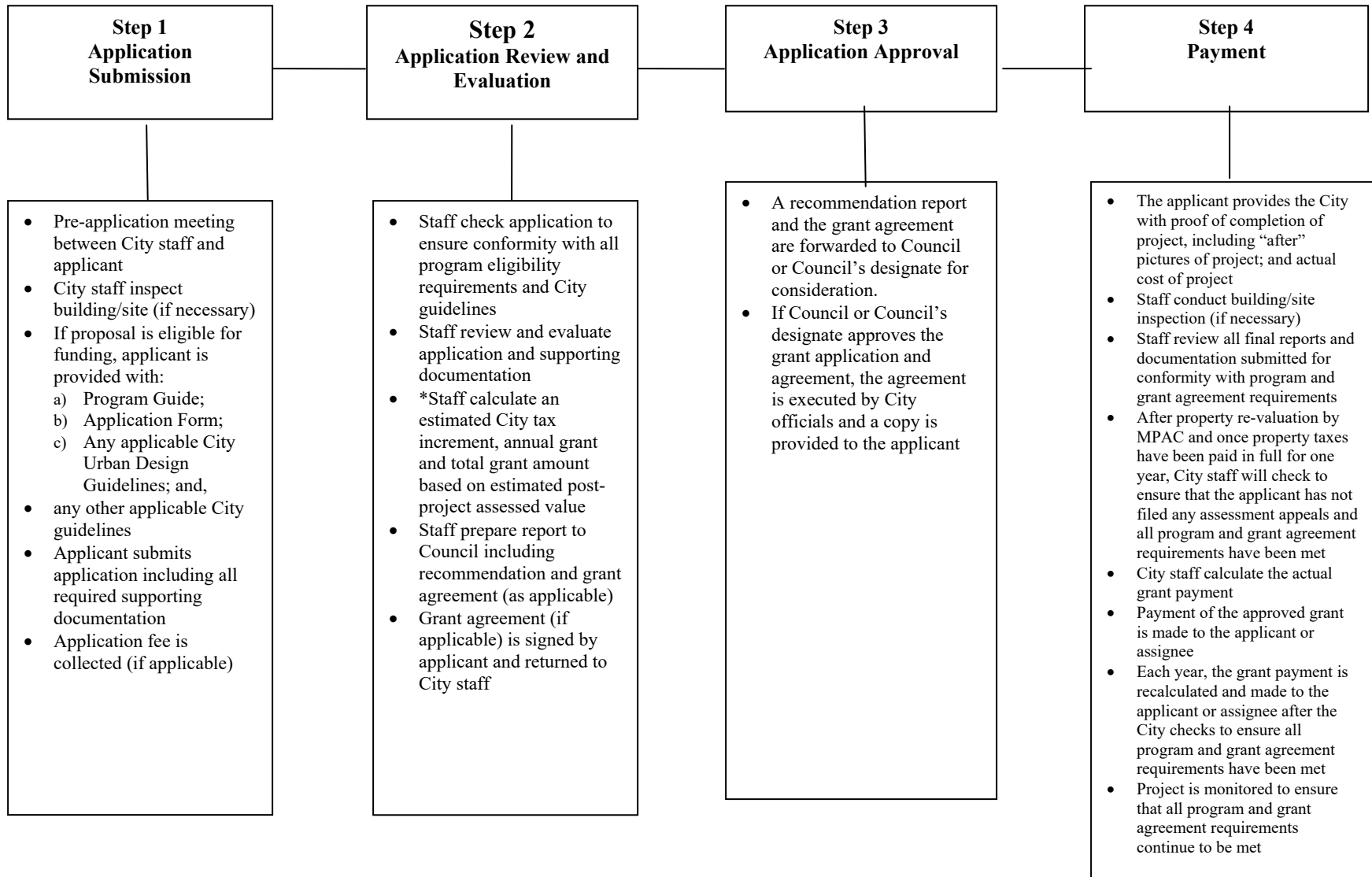
- a) the applicant has not filed any assessment appeals; and,
- b) all program and grant agreement requirements have been met.

If all program and grant agreement requirements have been met to the City's satisfaction, then the City will calculate the actual tax increment and grant payment. The grant payment will be calculated as the difference between post-project City taxes and pre-project City taxes multiplied by the applicable grant rate in that year. The City will then issue payment of the grant in the form of a cheque in the amount specified as per the calculation of the actual grant payment.

⁵ This step is optional

City staff will monitor the project, periodically checking that the project is in compliance with all program and grant agreement requirements. City staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure C-3 Revitalization Grant Program Administration



* This step is optional.

5.0 Commercial Core Feasibility Study Grant Program

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff may perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Area 1, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

Applications will include:

- a) a detailed study work plan and cost estimate for the study, prepared by a qualified professional as determined by the City; and
- b) a description of the planned redevelopment, including reference to any planning applications that have been submitted/approved.

Step 2 Application Review and Evaluation

Applications and supporting materials will be reviewed by City staff against program requirements. A decision on the grant application will be made by City staff, subject to delegation of this approval authority from Council.

All feasibility studies that are approved under the Commercial Core Feasibility Study Grant Program shall be completed by a qualified professional as determined by the City. All completed project feasibility studies must comply with the description of the study as provided in the grant application form.

One (1) electronic and one (1) hard copy of the study shall be submitted to the City for review. Except for environmental studies, applicants must agree to provide the City with permission to provide the study to a subsequent owner(s) of the property should the applicant decide not to proceed with the work that is subject of the feasibility study.

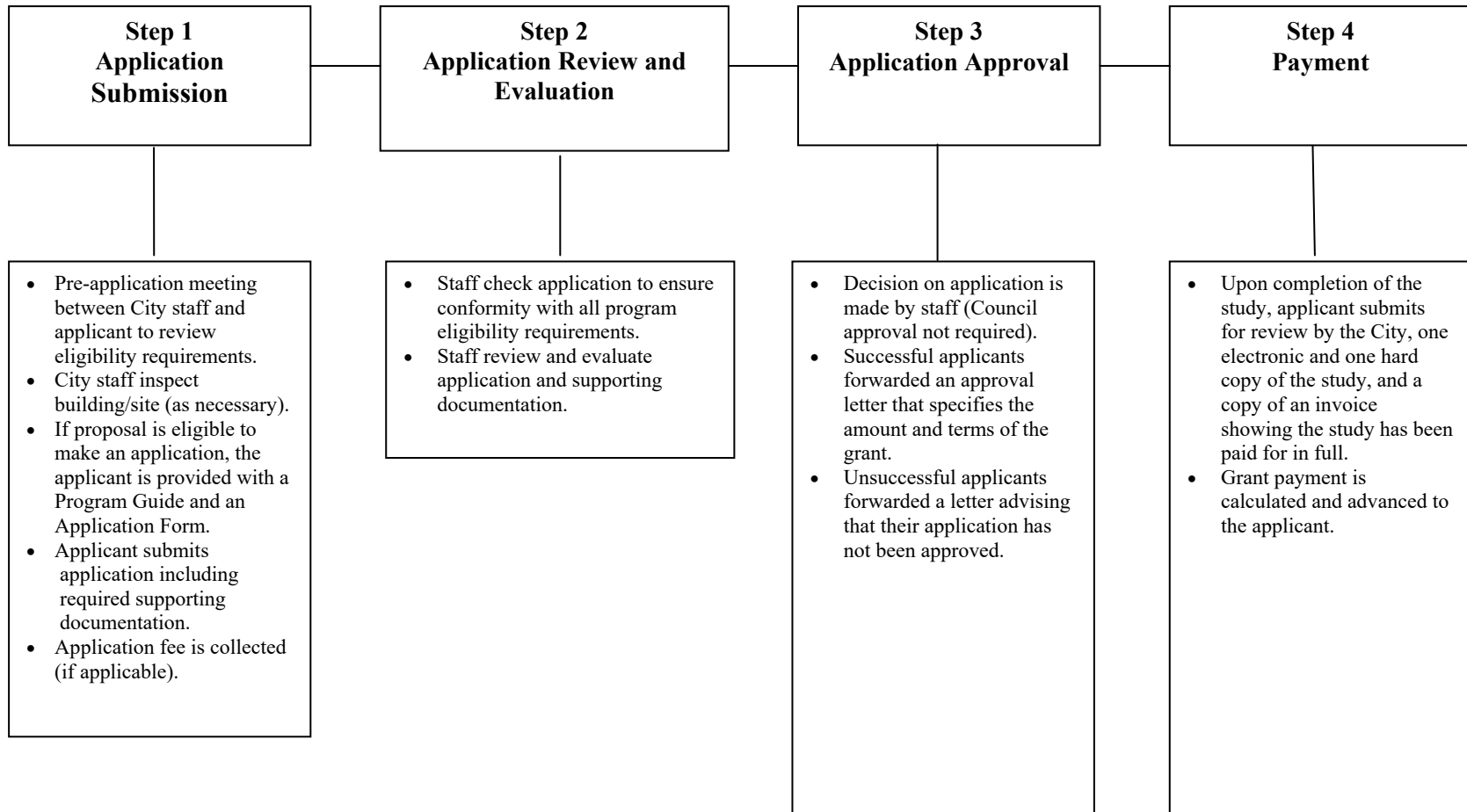
Step 3 Application Approval

If an application is approved, the applicant will be sent a letter that outlines the terms and the amount of the grant. If an application is not approved, the applicant will also be advised by letter. The grant amount will be based on 50% of the estimated cost of the study (excluding G.S.T) or 50% of the actual cost of the study (excluding G.S.T), whichever is less.

Step 4 Payment

Grants approved under this program would be provided to applicants following submission to the City for review of one hard copy and one electronic copy of the final completed study with the original invoice, indicating that the study consultants have been paid in full. The grant may be reduced or cancelled if the study is not completed, not completed as approved, or if the consultant(s) that conducted the study are not paid. The applicant will agree to provide the City with permission to provide the study (except for environmental studies) to subsequent owners and interested parties, should the applicant decide not to proceed with reuse, rehabilitation or retrofitting of the site.

Figure C-4 Commercial Core Feasibility Study Grant Program Administration



6.0 Development Charge Grant Program

Step 1 Application Submission

Only owners of properties are eligible to apply for this program. Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, and preliminary development concept including proposed building size, height and density, number of residential units, gross floor area of residential and commercial space and other project details. This pre-application meeting shall occur prior to the commencement of any works to which the development charge grant will apply.

City staff will perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Area 1, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works including a work plan for the improvements to be completed and construction drawings;
- e) professional design study/architectural drawings;
- f) estimated project construction costs, including a breakdown of said costs;
- g) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind)
- h) environmental reports and/or a Record of Site Condition (RSC);
- i) a Business Plan; and,
- j) any other financial information.

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will determine the grant level based on the level of LEED certification as specified in the program.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the facade restoration and improvement works should be supported by documentation in the form of historic photographs or drawings clearly showing the feature(s) to be restored or reconstructed.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion (or the grant approval is lost) and that the grant level to be provided is tied to the actual level of LEED certification achieved by the construction. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant.

Step 4 - Payment

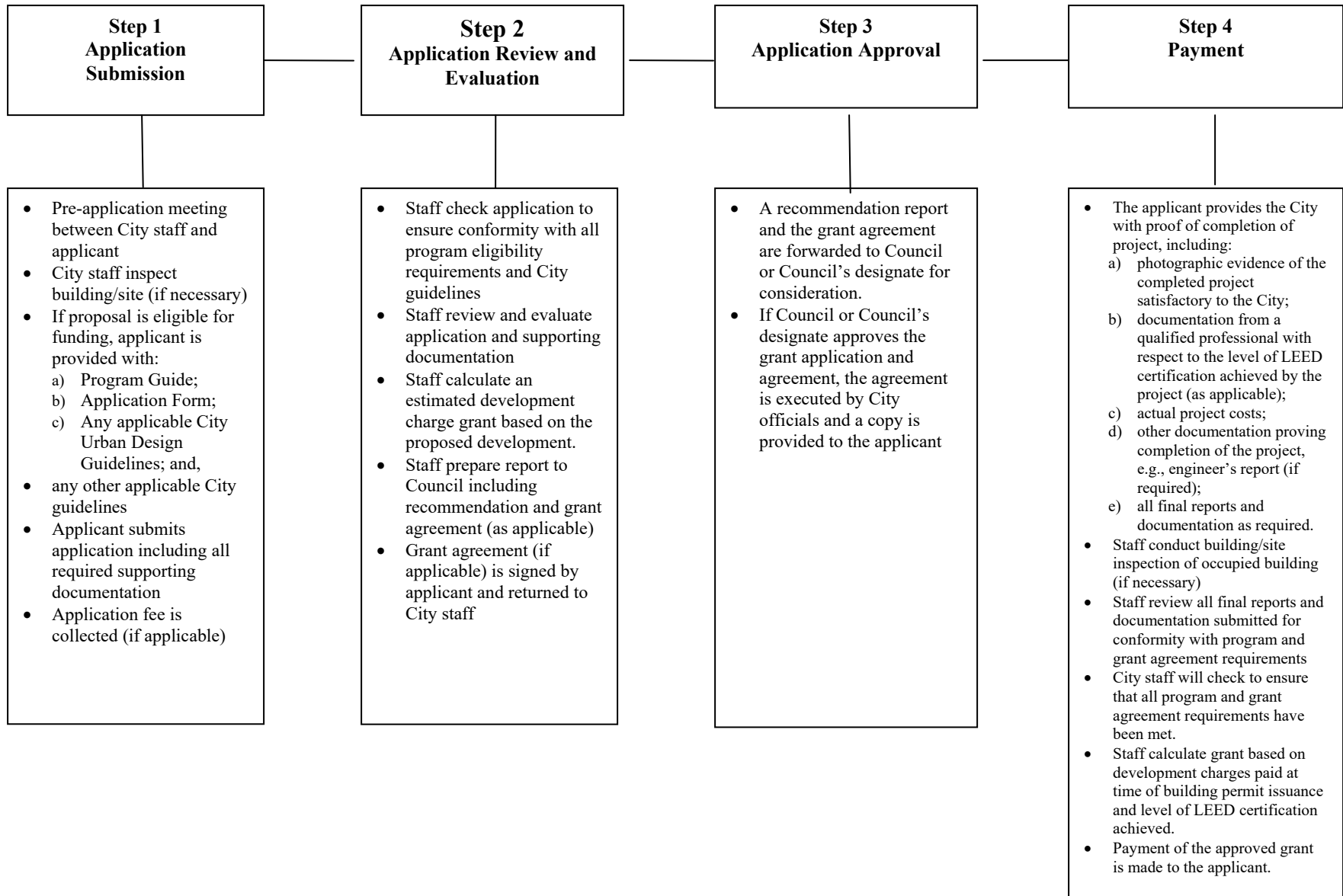
The City will collect the full amount of development charges normally payable at the time of building permit issuance. Prior to payment of the grant, the applicant must provide the City with:

- a) photographic evidence of the completed project satisfactory to the City;
- b) documentation from a qualified professional with respect to the level of LEED certification achieved by the project (as applicable);
- c) other documentation proving completion of the project, e.g., engineer's report (if required);
- d) all final reports and documentation as required.

City staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Once the project is complete and an occupancy permit has been issued, City staff will ensure that all program and grant agreement requirements have been met to the City's satisfaction. The City will calculate the actual development charge grant payable based on actual level of LEED certification achieved by the project. The City will then issue payment of the grant in the amount specified as per the calculation of the actual grant payment.

Figure C-5 Development Charge Grant Program



7.0 Development and Building Fees Grant Program

Step 1 Application Submission

Upon completion and substantial occupancy of the project, an application for a development application fee equivalent grant can be made.

Before accepting an application, City staff will screen the application. If the application is not within the Community Improvement Project Area, more specifically Target Areas 1 or 3, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

Applications will include receipts for all eligible development and building fees paid to the City.

Step 2 Application Review and Evaluation

Applications and receipts materials will be reviewed by City staff to determine eligible costs. A decision on the grant application will be made by City staff, subject to delegation of this approval authority from Council.

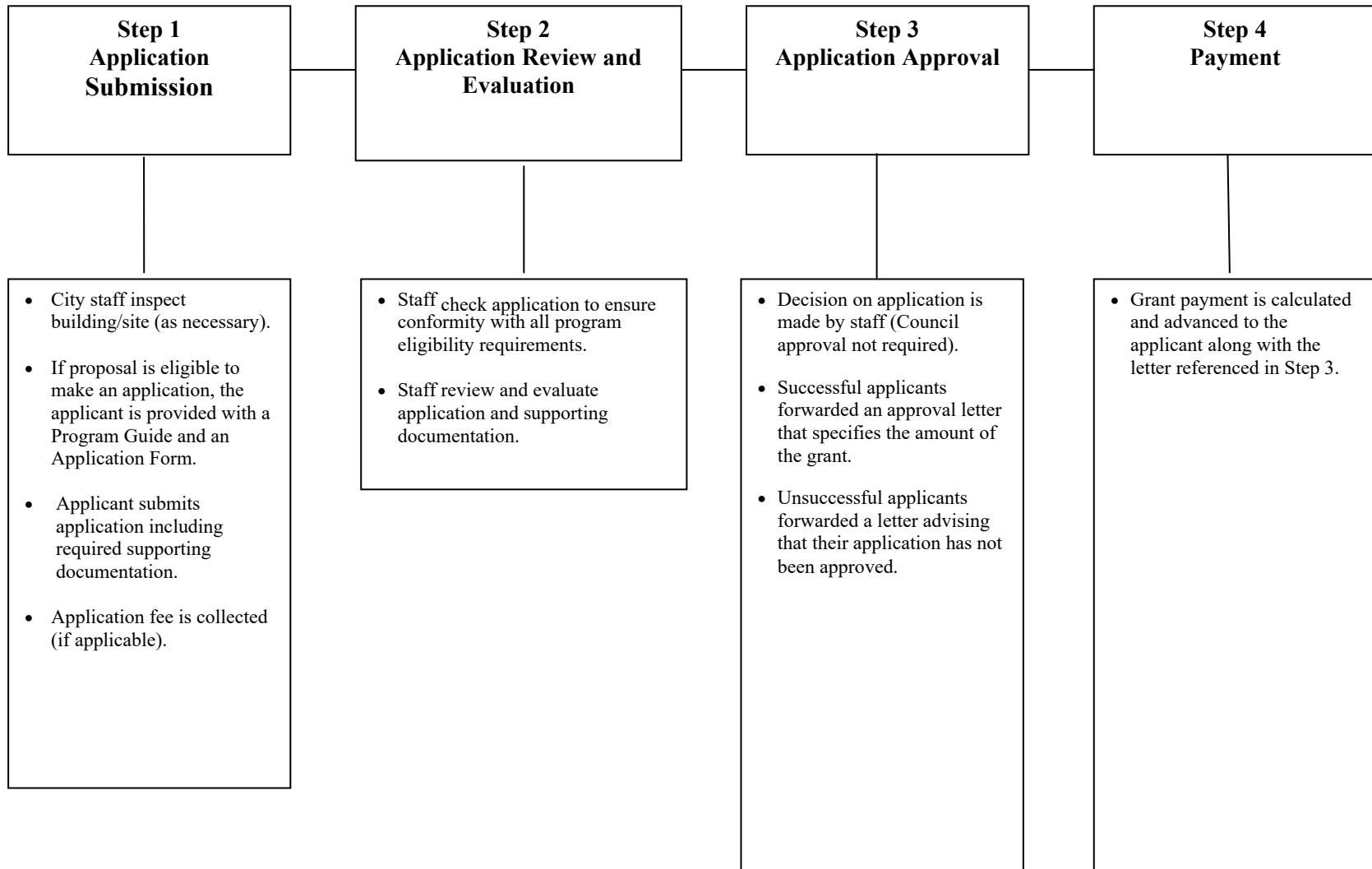
Step 3 Application Approval

If an application is approved, the applicant will be sent a letter that outlines the amount of the grant. If an application is not approved, the applicant will also be advised by letter.

Step 4 Payment

Grants approved under this program would be paid to the applicant at the same time as the approval letter referenced in Step 3 above.

Figure C-6 Development and Building Fees Grant Program Administration



8.0 Neighbourhood Residential Rehabilitation Grant Program

Step 1 – Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Area 3, or the application clearly does not meet the program requirements, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to:

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan, landscape plan, and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two cost estimates for eligible work provided by licensed contractors.

An application fee may be collected at the time of application.

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will then determine eligible costs.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant.

Step 4 - Payment

Prior to payment of the grant, the applicant must provide the City with:

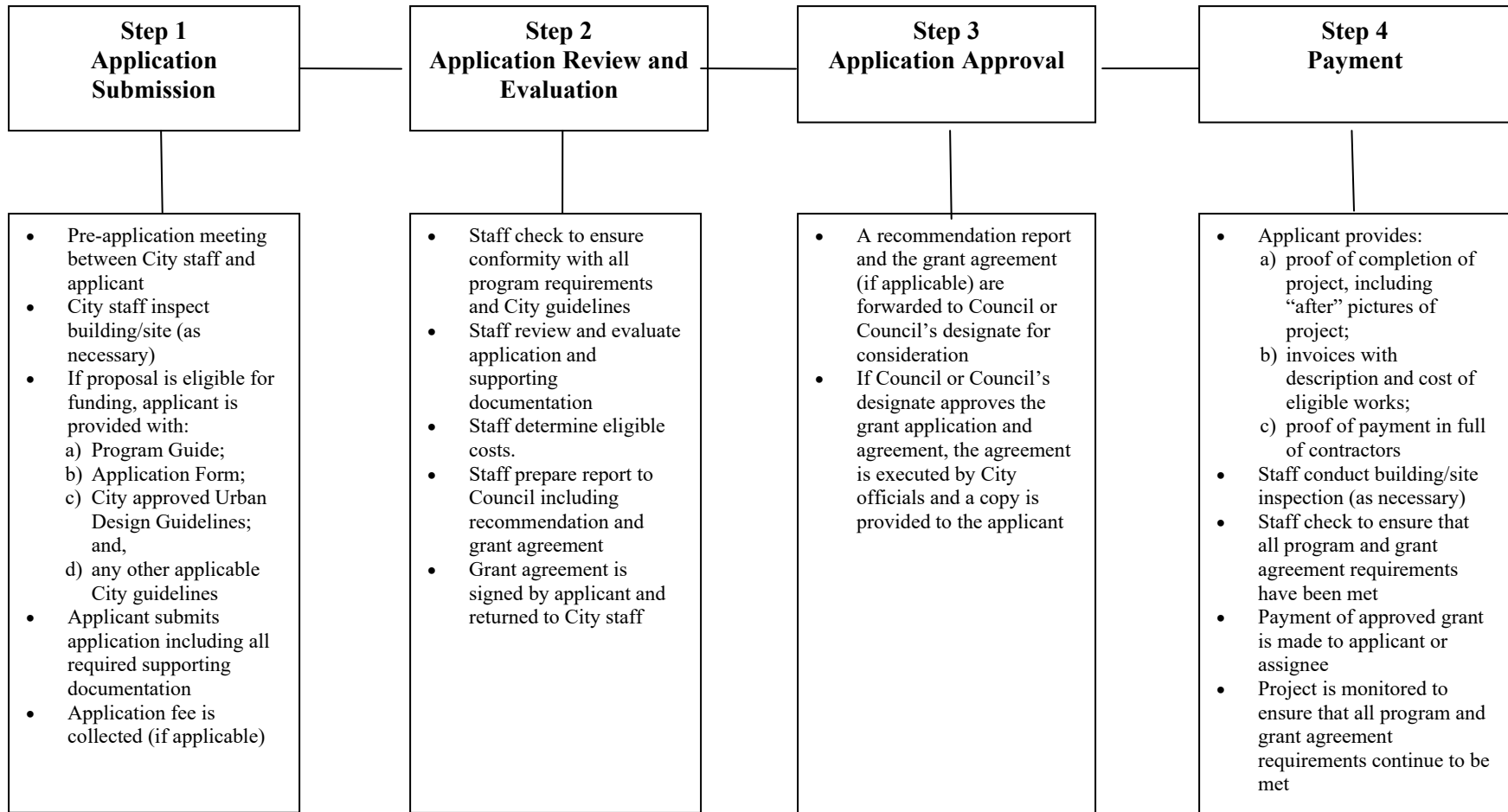
- a) photographic evidence of the completed works satisfactory to the City;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works; and,
- c) proof of payment of contractors in full.

City staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Prior to issuance of the grant payment, City staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant agreement requirements have been met to the City's satisfaction, then the City will issue payment of the approved grant in the maximum amount approved by Council or 50% of the amount actually paid for eligible works, whichever is less.

City staff will monitor the project, periodically checking that the project is in compliance with all program and grant agreement requirements. City staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure C-7 Neighbourhood Residential Rehabilitation Grant Program Administration



9.0 Industrial Properties Grant Program

Step 1 – Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area, more specifically Target Area 2, or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to specification of the proposed works, including a work plan and drawings for the improvements to be completed.

An application fee may be collected at the time of application.

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will then determine eligible costs.

The determination of eligible works and decision on the application will be guided by City approved Urban Design Guidelines and any other City approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant.

Step 4 - Payment

Prior to payment of the grant, the applicant must provide the City with:

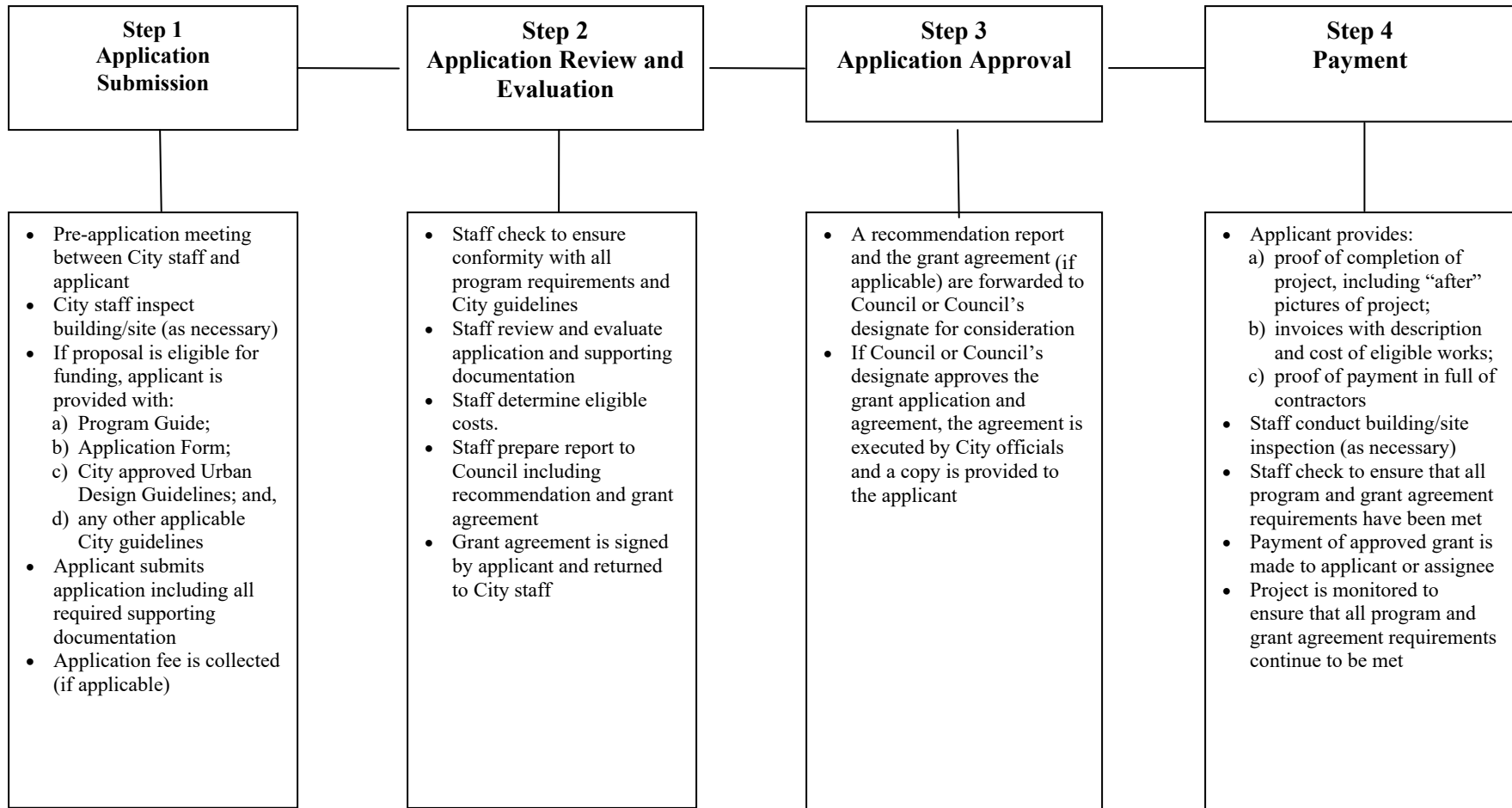
- a) photographic evidence of the completed works satisfactory to the City;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works;
and,
- c) proof of payment of contractors in full.

City staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Prior to issuance of the grant payment, City staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant agreement requirements have been met to the City's satisfaction, then the City will issue payment of the approved grant in the maximum amount approved by Council or 50% of the amount actually paid for eligible works, whichever is less.

City staff will monitor the project, periodically checking that the project is in compliance with all program and grant agreement requirements. City staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure C-8 Industrial Properties Grant Program Administration



10.0 Public Art Grant Program

Step 1 – Application Submission

Applicants will be required to have a pre-application consultation meeting with City staff in order to determine program eligibility, proposed scope of work, project timing, etc...

City staff will perform an initial site visit(s) and inspection(s) of the building/property where the public art is to be installed (if necessary).

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Community Improvement Project Area or the application clearly does not meet the program eligibility criteria, the application will not be accepted. If City staff determine that the application is not acceptable for one or more of the above noted reasons, the application will be returned to the applicant with a letter explaining the reason for not accepting the application. Acceptance of the application by the City in no way implies program approval.

The City may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to drawings/models of the art work and a work plan for the arts works to be completed and installed.

An application fee may be collected at the time of application.

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will then determine eligible costs.

City staff will consult with the Community Public Art Advisory Committee regarding the proposed art piece.

A recommendation report will be prepared by City staff. If this report recommends approval of the application, a grant agreement satisfactory to the City Solicitor will also be prepared. This grant agreement will include conditions regarding the ongoing maintenance and use of space for the public art. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant. This agreement must be registered on title by the applicant to ensure the ongoing maintenance and use of space for the public art should the property be sold.

Step 4 - Payment

Prior to payment of the grant, the applicant must provide the City with:

- a) photographic evidence of the completed works satisfactory to the City;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works, including materials, installation, and lighting and landscaping that highlights the public art; and,
- c) proof of payment of contractors in full.

City staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement.

Prior to issuance of the grant payment, City staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant agreement requirements have been met to the City's satisfaction, then the City will issue payment of the approved grant in the maximum amount approved by Council or 50% of the amount actually paid for eligible works, whichever is less.

City staff will monitor the project, periodically checking that the project is in compliance with all program and grant agreement requirements. City staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure C-9 Public Art Grant Program Administration

