



CITY OF WELLAND

COMMUNITY IMPROVEMENT PLAN FOR THE DOWNTOWN AND HEALTH AND WELLNESS CLUSTER



Submitted by:



- Neil Stuart Consulting
- Bogdan Newman Caranci

TABLE OF CONTENTS

1.0	Introduction.....	1
1.1	Purpose	1
1.2	Study Area	1
1.3	Methodology.....	3
1.4	Report Content	4
2.0	Legislation Review	6
2.1	Municipal Act, 2001	6
2.2	Planning Act	7
2.3	Ontario Heritage Act	9
2.4	Development Charges Act	10
3.0	Policy Review	11
3.1	Provincial Policy Statement, 2014	11
3.2	Growth Plan for the Greater Golden Horseshoe	12
3.3	Regional Niagara Policy Plan	13
3.4	Smarter Niagara Programs.....	15
3.4.1	Reduction of Regional Development Charges.....	16
3.4.2	Property Rehabilitation and Redevelopment Tax Increment Funding Program	16
3.4.3	Building and Facade Improvement Grant/Loan Program	17
3.4.4	Residential Grant/Loan Program	17
3.4.5	Heritage Restoration and Improvement Grant/Loan Program	17
3.4.6	Environmental Assessment Study Grant Program	17
3.4.7	Affordable Housing Grant/Loan Program	17
3.4.8	Public Domain Incentives Program	18
3.5	Niagara Region Model Urban Design Guidelines.....	18
3.6	Economic Development Strategic Plan and Manufacturing Attraction Strategy	19
3.7	Official Plan	19
3.7.1	Land Use and Urban Design	20
3.7.2	Community Improvement	24
3.8	Existing Community Improvement Plans.....	25
3.8.1	Downtown Community Improvement Plan	25
3.8.2	Brownfield Community Improvement Plan.....	27
3.8.3	Niagara Gateway Economic Zone and Centre Community Improvement Plan	27
3.9	Zoning By-law	28

4.0	Consultation	29
4.1	CIP Steering Committee	29
4.2	Public Meetings and Workshops	29
4.2.1	Public Meeting/Workshop No. 1	29
4.2.2	Public Meeting/Workshop No. 2	30
5.0	SWOT Analysis	31
5.1	Downtown East Area	31
5.1.1	Land Use Conditions	31
5.1.2	Building Conditions	34
5.1.3	Public Realm & Streetscape Conditions	36
5.1.4	Economic Conditions	37
5.2	Downtown West Area	41
5.2.1	Land Use Conditions	41
5.2.2	Building Conditions	43
5.2.3	Public Realm and Streetscaping Conditions	46
5.2.4	Economic Conditions	47
5.3	King Street Area	51
5.3.1	Land Use Conditions	51
5.3.2	Building Conditions	54
5.3.3	Streetscape and Urban Design Conditions	54
5.3.4	Economic Conditions	56
5.4	Health and Wellness Cluster	59
5.4.1	Land Use Conditions	59
5.4.2	Building Conditions	62
5.4.3	Streetscape and Urban Design Conditions	64
5.4.4	Economic Conditions	65
6.0	Vision and Goals	69
7.0	Recommended Community Improvement Project Area	71
8.0	Land Use Plan and Planning Recommendations	73
8.1	Land Use Plan	73
8.2	Planning Recommendations	73
9.0	Public Realm Improvement Plan	76
9.1	Purpose and Objectives	76
9.2	Key Design Principles	76
9.3	Recommended Improvements	76
9.3.1	Strategy	76
9.3.2	Gateway Improvement Areas	78
9.3.3	Streetscapes Improvements	78

9.3.4	Green Connections	81
9.3.5	Public Space Upgrades	82
9.4	Other Initiatives	83
10.0	Urban Design Guidelines	84
10.1	Urban Design Context	84
10.2	Design Guidelines within the Project Area	84
11.0	Financial Incentive Programs.....	85
11.1	Approach	85
11.2	General Program Requirements	89
11.3	Urban Design Study Grant Program.....	91
11.3.1	Purpose.....	91
11.3.2	Description	91
11.3.3	Program Requirements	91
11.4	Façade Improvement Grant Program	92
11.4.1	Purpose.....	92
11.4.2	Description	92
11.4.3	Program Requirements	92
11.5	Building Improvement Grant/Loan Program	93
11.5.1	Purpose.....	93
11.5.2	Description	93
	11.5.2.1 Grant Program.....	94
	11.5.2.2 Loan Program	94
11.5.3	Program Requirements	94
11.6	Residential Grant/Loan Program	95
11.6.1	Purpose.....	95
11.6.2	Description	95
	11.6.2.1 Grant Program.....	95
	11.6.2.2 Loan Program	96
11.6.3	Program Requirements	96
11.7	Tax Increment Grant Program	97
11.7.1	Purpose.....	97
11.7.2	Description	97
11.7.3	Program Requirements	97
11.8	Planning and Building Fees Grant Program	99
11.8.1	Purpose.....	99
11.8.2	Description	99
11.8.3	Program Requirements	99

11.9	Development Charge Reduction Program	100
11.9.1	Purpose.....	100
11.9.2	Description	100
11.9.3	Program Requirements	100
12.0	Monitoring Program.....	101
12.1	Purpose	101
12.2	Description	101
12.3	Program Adjustments	104
13.0	Marketing Strategy.....	105
13.1	Purpose and Key Messages.....	105
13.2	Reaching the Target Audience.....	106
13.3	Marketing Tools	106
14.0	Implementation Strategy	108
14.1	Basis	108
14.2	Purpose	108
14.3	Priorities	109
15.0	Conclusion	117

FIGURES

Figure 1.1:	CIP Study Area.....	2
Figure 5.1:	Downtown East Area Land Use.....	32
Figure 5.2:	Downtown East Existing Land Use (chart)	33
Figure 5.3:	Downtown West Area Land Use	42
Figure 5.4:	Downtown West Existing Land Use (chart).....	43
Figure 5.5:	King Street Area Land Use.....	52
Figure 5.6:	King Street Area Existing Land Use (chart).....	53
Figure 5.7:	Health and Wellness Cluster Land Use	60
Figure 5.8:	Health and Wellness Cluster Existing Land Use (chart)	61
Figure 7.1:	Recommended Community Improvement Project Area	72
Figure 8.1:	Land Use Strategy	74

Figure 8.2:	Recommended Land Use Plan	75
Figure 9.1:	Public Realm Improvement Strategy	77
Figure 9.2:	Niagara Street, Conceptual Streetscape Improvement	79
Figure 9.3:	King Street, Conceptual Streetscape Improvement.....	80

TABLES

Table 5.1:	Downtown East Area SWOT Findings	38
Table 5.2:	Downtown West Area SWOT Findings.....	48
Table 5.3:	King Street Area SWOT Findings	57
Table 5.4:	Health & Wellness Cluster SWOT Findings	66
Table 11.1:	Summary of Incentive Programs.....	86
Table 12.1:	Incentive Program Monitoring Variables.....	102
Table 14.1:	Implementation Strategy for Public Realm Improvements	110
Table 14.2:	Implementation Strategy for Incentive Programs	112
Table 14.3:	Implementation Strategy for Other Initiatives	115

APPENDICES

Appendix A:	Additional Maps
Appendix B:	Workshop Summary Notes

1.0 INTRODUCTION

1.1 Purpose

The City of Welland retained Dillon Consulting in association with RCI Consulting, Neil Stuart Consulting and Bogdan Newman Caranci to prepare a Community Improvement Plan (CIP) and Urban Design Guidelines (UDG) for the Downtown and Health and Wellness Cluster. The UDG are being prepared as a separate document.

In preparing this CIP, the consulting team worked closely with a project Steering Committee that included senior City Staff, and business representatives from the Downtown and the Health and Wellness Cluster areas. In addition to the guidance provided by the Steering Committee, the preparation of the CIP was informed and guided by an extensive program of community consultation.

The purpose of this CIP is to:

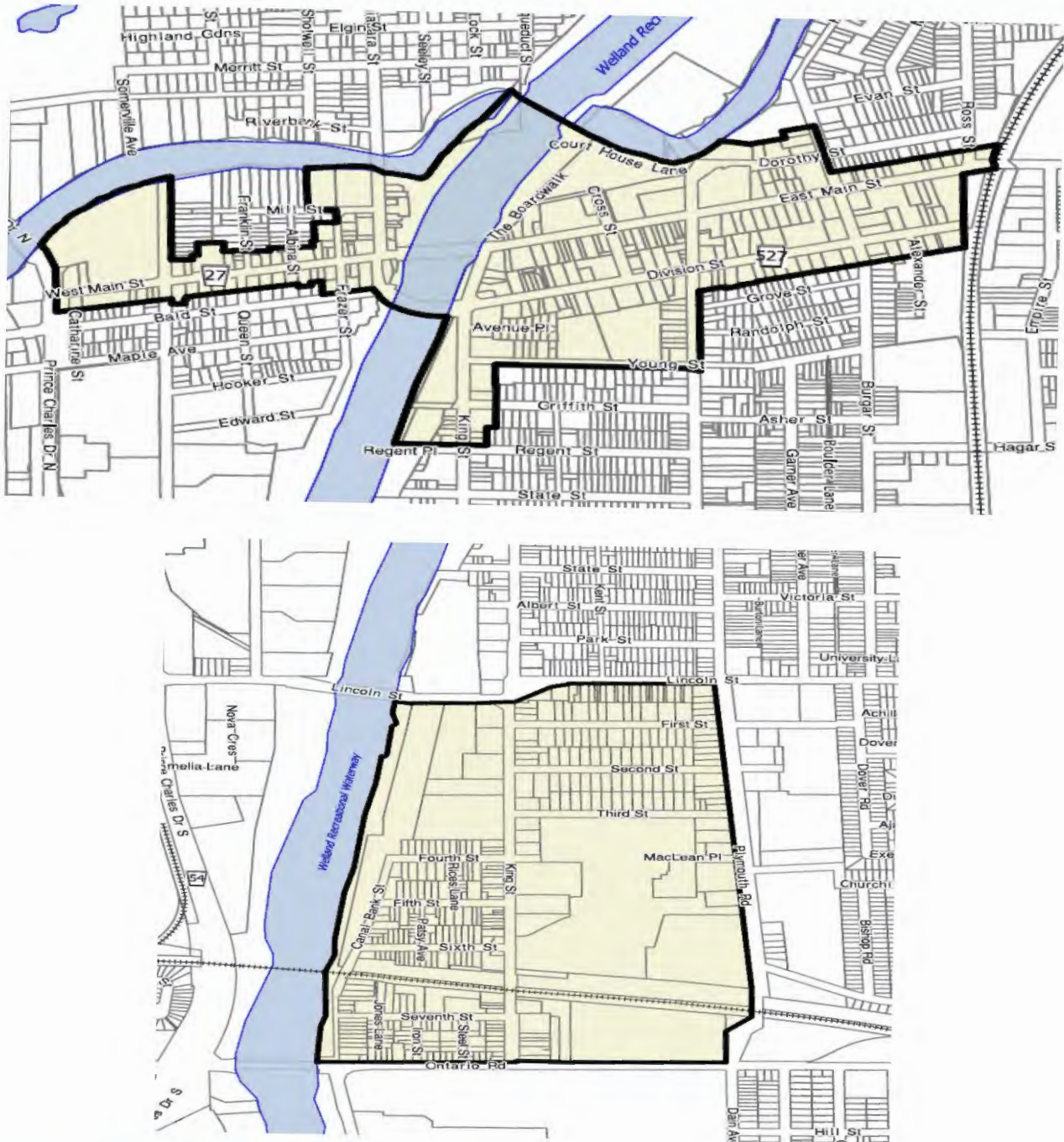
- a) Outline the legislative, policy and planning framework that supports the Welland Downtown and Health and Wellness Cluster CIP;
- b) Recommend a Community Improvement Project Area (Project Area) for the CIP;
- c) Present results of the analysis of the physical, economic, and other strengths, weaknesses, opportunities and threats (SWOT Analysis) in the Project Area;
- d) Articulate a Vision and Goals for the Project Area;
- e) Specify a Land Use Concept and Public Realm Improvement Plan containing recommended improvements to various elements and features in the Project Area that will improve the pedestrian environment and promote private sector investment activity; and
- f) Develop a toolbox of incentive programs that can be offered by the City in cooperation with Niagara Region to directly stimulate private sector investment in the revitalization and redevelopment of the Project Area.

1.2 Study Area

The terms of reference for the preparation of the CIP established the Study Area for the CIP (see **Figure 1.1**). The Study Area is comprised of three relatively distinct sub-areas in terms of character and form: the Downtown West Area, Downtown East Area, and the Health and Wellness Cluster. In terms of boundaries, it is noteworthy to distinguish between the initial “Study Area” and the recommended “Community Improvement Project Area”. While generally similar in geographic

coverage, the former (the Study Area) applies to the area that the City determined it wanted studied as part of the CIP process.

Figure 1.1: CIP Study Area



This Study Area (including properties both within the boundary and those near the boundary) was studied in order to determine those properties most in need of community improvement.

The latter (the recommended Community improvement Project Area) is the area that actually has been determined to be in need of community improvement and represents the area where public realm improvement efforts will be focused and where financial incentive programs will be offered. Based on the study of the Study Area, it was determined that the area along King Street between the Downtown East Area and the Health and Wellness Cluster (referred to as the King Street sub-area) merits inclusion in the Project Area. The rationale for the delineation of the recommended Community improvement Project Area is described in Section 7.0 of this report. The Community Improvement Project Area is designated by a by-law passed by Municipal Council and the CIP will apply to the designated Community Improvement Project Area.

1.3 Methodology

A number of tasks were completed in order to provide a comprehensive foundation for the preparation of the CIP. An Interim Report was prepared in December of 2013. This Interim Report includes:

- a) A review of relevant legislation, provincial, regional and local planning and policy documents;
- b) A review of best practices utilized by other local municipalities in Niagara Region and other Ontario municipalities to promote revitalization and redevelopment in their downtown/commercial areas;
- c) A comprehensive SWOT Analysis of the Downtown and King Street Areas and the Health and Wellness Cluster based on analysis conducted by consulting team members and input received from the Steering Committee and the first public meeting and workshop held on July 11, 2013;
- d) A recommended Community Improvement Project Area; and
- e) Formulation of a Vision and directions for public realm improvements and financial incentive programs based on input received from the Steering Committee and the first public meeting and workshop.

Based on the SWOT Analysis and Vision contained in the Interim Report, a Draft Land Use Concept, Draft Public Realm Improvement Plan, and Draft Financial Incentive Programs were prepared. These three deliverables were presented to the Steering Committee for comment and minor revisions were made. The Draft Land Use Concept, Public Realm Improvement Plan, and Financial Incentive Programs were then presented at a second public meeting/workshop held on January 16, 2014. Input from this public meeting/workshop was used to revise and finalize the Land Use Concept,

Public Realm Improvement Plan, and Financial Incentive Programs contained in this CIP. Additional details on the community consultation are provided in Section 4.0 of this report. Urban Design Guidelines have been produced as a separate document and are referenced in this CIP.

1.4 Report Content

This report is divided into several sections.

Section 2.0 provides a review of legislation that is or may be applicable to the CIP.

Section 3.0 reviews policy documents that pertain to land use planning and other policy matters within the Project Area.

Section 4.0 contains a summary of the stakeholder and community consultation undertaken with the project Steering Committee (SC) and the public.

Section 5.0 contains a SWOT Analysis summary of the physical, economic and other strengths, weaknesses, opportunities and threats in the Project Area.

Section 6.0 presents the Community Vision and Goals that provide a basis for the CIP.

Section 7.0 shows the recommended Community Improvement Project Area (“Project Area”) for the CIP and provides detail on the delineation of this area.

Section 8.0 contains the recommended Land Use Plan for the Project Area.

Section 9.0 presents the Public Realm Improvement Plan designed to help achieve the Vision and Goals for the CIP.

Section 10.0 briefly summarizes the Urban Design Guidelines.

Section 11.0 contains a tool kit of municipal Incentive programs specifically designed to help spur private sector building and property improvements, redevelopment and intensification in the Project Area.

Section 12.0 contains a Monitoring Program designed to assist the City in monitoring progress on implementation of the CIP and the economic and other impacts of the programs in the CIP.

Section 13.0 contains a basic Marketing Strategy for the CIP.

Section 14.0 contains an Implementation Strategy that outlines the priorities for implementation of the various actions in this CIP and the key stakeholders who will be involved in implementing these actions.

Finally, Section 15.0 provides a brief conclusion to the CIP.

2.0 LEGISLATION REVIEW

This section of the report reviews the legislative authority for preparation and adoption of community improvement plans by municipalities in Ontario. This includes the *Municipal Act, 2001* and the *Planning Act*. Other Acts that allow municipalities to offer financial incentives are also briefly summarized.

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 any property of the municipality, including money; 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.

This prohibition is generally known as the “bonusing rule”. Section 106 (3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under Subsection 28 (6), (7) or (7.2) of the *Planning Act* or under Section 365.1 of the *Municipal Act, 2001*. It is this exception under Section 28 of the *Planning Act* that allows municipalities with enabling provisions in their official plans to prepare and adopt Community Improvement Plans (CIPs). CIPs provide municipalities with a comprehensive framework for the planning and provision of economic development incentives in areas requiring community improvement.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved CIP in place that contains provisions specifying tax assistance for environmental remediation costs will be permitted to provide said tax assistance for municipal property taxes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province’s Brownfields Financial Tax Incentive Program (BFTIP).

Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan, subject to Section 106 of the *Municipal Act, 2001*. In addition to the power to make a grant or loan, these powers also include the power to sell or lease land for nominal consideration or to make a grant of land; provide for the use by any person of land owned or occupied by the municipality upon such terms as may be fixed by Council; sell, lease or otherwise dispose of at a nominal price, or make a grant of any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by Council.

In order to encourage good stewardship, maintenance and conservation of locally designated heritage properties, municipalities may, under Section 365.2 of the *Municipal Act, 2001*, pass a by-law to establish a local Heritage Property Tax Relief (HPTR) Program to provide tax relief (10 to 40 per cent) to owners of eligible heritage properties, subject to an agreement, to protect the heritage features of their property. This financial tool is designed to help owners of heritage properties maintain and restore their properties. An eligible heritage property for this Program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement. The Province shares in the cost of the Program by funding the education portion of the property tax. Municipalities that adopt the HPTR Program contribute to the Program by funding their portion of the tax.

2.2 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 CIP for the community improvement project area. Once the CIP 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), 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”. It is important to note that there are a variety of reasons that an area can be designated as an area in need of community improvement, including physical deterioration, faulty arrangement, unsuitability of buildings and any other social or community economic development reasons.

Section 28 (1) 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”. This represents a wide range of possible municipal actions.

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) specifies that the eligible costs of a CIP 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) 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.

Section 28(11) allows a municipality to register an agreement concerning a grant or loan made under subsection 28(7) or an agreement entered into under subsection 28(10) against the land to which it applies and the municipality shall be entitled to enforce the provisions thereof against any party to the agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land.

Section 69 allows municipalities to reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to waive all matter of planning application fees to promote community improvement without inclusion in a CIP. Alternatively, a municipality can collect fees and then provide a partial or total rebate of fees in the form of a grant, but this must be done within a CIP.

2.3 Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give municipalities and the provincial government powers to conserve, protect and preserve heritage buildings and archaeological sites in Ontario. While the heritage property tax relief program under Section 365.2 (1) of the *Municipal Act, 2001* is designed to assist property owners in maintaining and conserving heritage properties, Section 39 (1) of the *Ontario Heritage Act* allows the council of a municipality to make grants or loans (up-front or tax-increment basis) to owners of designated heritage properties to pay for all or part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe. In order to provide these grants and loans, the municipality must pass a by-law providing for the grant or loan.

Grants and loans for heritage restoration and improvement can also be provided under a CIP. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it requires only the passing of a by-law by the local council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees, e.g., tenants who may wish to undertake heritage improvements.

Another advantage of the *Ontario Heritage Act* is that the interpretation of Section 39 (1) of the *Heritage Act* suggests that this section does not restrict grants and loans only to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to “...paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe.” Consultations with provincial Staff and legal experts have confirmed that this section of the Act does not restrict grants and loans only to heritage features.

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered “part of the cost of alteration”. A design study is certainly an important precursor to, and key component of any major heritage feature alteration. Section 39 (2) of the *Ontario Heritage Act* allows the council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land.

2.4 Development Charges Act

Section 5 of the *Development Charges Act* allows a municipality to exempt a type(s) of development from a development charge, but any resulting shortfall cannot be made up through higher development charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal development charges in order to promote community improvement such as downtown redevelopment and/or brownfield redevelopment. Because this financial incentive is normally offered before construction, i.e., at the time of building permit issuance, it is a very powerful community improvement tool.

3.0 POLICY REVIEW

This section of the report references the key Provincial, Regional and City policies that are relevant to the CIP.

3.1 Provincial Policy Statement, 2014

The Provincial Policy Statement (the “PPS”) is issued under Section 3 of the *Planning Act* and provides direction on matters of provincial significance related to land use planning and development. Section 3 of the *Planning Act* requires that, “decisions affecting planning matters shall be consistent with policy statements issued under the Act”.

The Province of Ontario released the latest version of the PPS on February 24, 2014 and the policies took effect on April 30, 2014. The vision for land use planning in Ontario in the PPS states that “the long-term prosperity and social well-being of Ontarians depends on planning for strong sustainable communities for people of all ages, a clean and healthy environment, and a strong competitive economy”. To this end, the PPS promotes:

- Efficient development and land use patterns, appropriate mixes of different land use types, cost-effective development patterns and standards, environmentally sensitive development practices, accessible neighbourhoods, and available infrastructure and public facilities (Section 1.1.1);
- 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 need (Section 1.1.3.3);
- An appropriate range of housing types and densities that accommodate current and future users, that efficiently use the land, services and facilities, and that support alternative transportation modes to the automobile, such as public transit (Section 1.4.3);
- Healthy, active communities with streets, parks, public spaces and trails that are pedestrian and cyclist-friendly and contain a range of different recreation opportunities (Section 1.5.1);
- Long-term prosperity through the maintenance and enhancement of downtown and mainstreets (Section 1.7.1c);
- Encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1 d);
- Sustainable tourism development (Section 1.7.1 g); and

- Conservation of significant built heritage and cultural heritage resources (Section 2.6.1).

3.2 Growth Plan for the Greater Golden Horseshoe

The Growth Plan for the Greater Golden Horseshoe (“Growth Plan”), released in 2006, is the Province of Ontario’s growth strategy for the Greater Golden Horseshoe region, which was completed under the “Places to Grow” program. The Growth Plan is identified as *“a framework for implementing the Government of Ontario’s vision for building stronger, more prosperous communities by managing growth in the region to 2031”*. The Growth Plan provides an overall growth strategy for the Greater Golden Horseshoe region that complements the Provincial Policy Statement and is implemented primarily by municipal planning documents and other municipal tools.

Niagara Region is included within the Growth Plan area. In fact, the Growth Plan designates the Niagara Gateway Economic Zone and Centre as having unique economic importance to the Greater Golden Horseshoe region and Ontario. The Growth Plan graphically identifies the Gateway Economic Zone and Gateway Economic Centre on Schedules 2 (Places to Grow Concept), 5 (Moving People - Transit) and 6 (Moving Goods) in the Plan. The *Gateway* designation in Schedule 2 of the Growth Plan shows a *Gateway Economic Zone* stretching along the Niagara River and the Queen Elizabeth Way between the City of Niagara Falls and the Town of Fort Erie and a *Gateway Economic Centre* which is centered in southern Niagara Region near the City of Welland, including port facilities along the Welland Canal. Therefore, the urban area of Welland including the Project Area is included in the Gateway Economic Zone and Centre.

The urban area of Welland, including the Project Area, is predominantly designated “Built-up Area” in the Growth Plan which permits urban development. The Growth Plan in respect to land within the Built-up Area boundary generally promotes:

- Building “compact, vibrant and complete communities” (Section 1.2.2);
- Building complete communities with a diverse mix of land use types, a mix of housing and employment opportunities, and high quality open spaces (Section 2.2.2g);
- The development of a multi-modal transportation system that offers connectivity, efficiency, accessibility, and choice (Section 3.3.2.1);
- The planning of high density residential and employment uses to support public transit planning (Section 3.2.3a);
- The creation of pedestrian and cyclist-friendly environments in new communities, which are linked to other neighbourhoods and destinations (Section 3.2.4);
- The creation of a connected open space system (Section 4.2.1.4);

- The use of land use patterns and urban design standards that facilitate energy efficiency (Section 4.2.4.1b); and
- The conservation of built and cultural heritage resources as the built up area intensifies (Section 4.2.4.1e).

The Growth Plan requires that at least 40% of all new residential growth in Niagara Region by 2015, and annually thereafter, is to be through intensification within the Built-up Area boundary in the Region, which includes the Project Area.

3.3 Regional Niagara Policy Plan

The Regional Municipality of Niagara Official Plan (the “Regional Official Plan”) provides the strategic direction for all land use decisions in Niagara. The Regional Official Plan outlines the Niagara Region’s planning goals and priorities for a vibrant and sustainable community, and outlines specific strategies and policies to help achieve that vision.

The Project Area is identified as an “Urban Area” in the Regional Official Plan. Urban areas in the Region are intended to accommodate a broad range of urban uses that serve residents in the community, including commercial, residential, industrial, open space and institutional uses.

The policies of Section 3 of the Regional Official Plan, Regional Strategy for Development and Conservation, identify seven strategic objectives for the Niagara Region. These objectives and their supporting principles are designed to preserve and enhance Niagara’s unique characteristics and quality of life, while achieving a balance between accommodating growth and development and conserving resources and protecting the environment. Four of these objectives are relevant to the subject CIP’s preparation:

- To recognize the diversified opportunities and needs in Niagara by balancing both urban development and conservation of natural resources (development and efficient use of lands within urban boundaries first, and minimization of conflicts between incompatible uses);
- To facilitate and maintain a pattern of distinctive and identifiable urban communities (maintaining and developing integrated urban communities and the recognition of historical features);
- To improve regional self-reliance through long-range economic development planning and economic diversification (relating employment and residential areas to discourage commuting); and
- To undertake and support those activities which improve the quality of life for the Niagara community (recognize importance of quality of life in community development through housing, employment, services, agriculture, and natural features).

Niagara Region initiated its Growth Management Strategy (“Niagara 2031”) in 2006 to provide an updated higher level direction for Niagara regarding issues of regional concern in keeping with recent Provincial legislation for growth management (the Growth Plan). Niagara 2031 examined land use and supporting infrastructure to set the stage for where and how Niagara will grow until 2031.

In May of 2009, Regional Council adopted Amendment 2-2009 to the Regional Official Plan for the Niagara Region. This Amendment was appealed to the Ontario Municipal Board, and in accordance with the Ontario Municipal Board’s Order dated November 20, 2013, portions of the Regional Official Plan Amendment 2-2009 came into force and effect as of that date. The Amendment updates the Region's Policy Plan, including Section 5 where Urban Policies were replaced by Sustainable Community Policies, in order to implement the strategic directions of Niagara 2031, and align the Regional Official Plan with the Province's Growth Plan for the Greater Golden Horseshoe and the PPS. Amendment 2-2009 establishes a new urban vision for the long-term growth and development of Niagara and new policies to foster the development of sustainable complete urban communities.

Of particular interest to this CIP, Regional Official Plan Amendment 2-2009 amended Section 5 of the Regional Official Plan to include policies that encourage mixed and integrated land uses; support intensification; promote compact, transit supportive development that promotes active transportation; and, direct growth in a manner that promotes efficient use of existing land and infrastructure. For example, Policy 5.5.5 states that the Region promotes and will facilitate the revitalization of downtowns. Policy 5.5.7 states that the Region supports the “Main Street” form of commercial development, with building facades closer to the street, an efficient use of land, a mix of uses and support and access for active transportation. Policy 5.10.2 encourages support for conservation, restoration, enhancement and adaptive re-use of Niagara’s cultural heritage resources.

Regional Official Plan Amendment 2-2009 also contains policies related to urban design and the public realm, which read as follows:

1. The Region promotes urban design analysis, municipal beautification, streetscape improvements, public art campaigns and the establishment of public gardens to ensure our communities remain attractive places, enhance our quality of life, and encourage tourism.
2. The Region promotes adoption of its Model Urban Design Guidelines or similar community design guidelines by the local municipalities to support the development of a strong sense of place and an overall approach to development which considers design at a broader neighbourhood and/or community scale.

3. The Region encourages inclusion of urban design analysis in the preparation of local official plans, neighbourhood plans, secondary plans, community improvement plans, public works projects, and private development projects. In support of this initiative, the Region also encourages use of enhanced visualization techniques to foster collaboration in design review.
4. The Region encourages complementary private realm site design that addresses public safety, landscaping, and human scale in buildings facing public space.
5. The Region promotes the development of the public realm in a manner that supports vibrant social and cultural gathering spaces. This principle is particularly important in planning for Niagara's downtowns.

Policy 12.72 of the Regional Official Plan notes that the Region may establish programs for the provision of grants and loans to local municipalities for the purpose of achieving the goals of Community Improvement Plans.

3.4 Smarter Niagara Programs

The Region has defined a Vision for urban growth and community redevelopment and revitalization through its Smart Growth initiative, Smarter Niagara. This report was fully endorsed by Regional Council. The Region's Smart Growth initiative is defined through ten principles and an associated list of supporting criteria. These ten principles, all of which apply directly or indirectly to the Welland Downtown and Health and Wellness Cluster CIP, are:

- 1) Create a mix of land uses;
- 2) Promote a compact built form;
- 3) Offer a range of housing opportunities and choices;
- 4) Produce walkable neighbourhoods and communities;
- 5) Foster attractive communities and a sense of place;
- 6) Preserve farmland and natural resources;
- 7) Direct development to existing communities;
- 8) Provide a variety of transportation choices;
- 9) Make development predictable and cost effective; and
- 10) Encourage community stakeholder collaboration.

Building on the Smarter Niagara report, the Smarter Niagara Incentive Programs were endorsed by Regional Council in 2002. These programs underwent a major review and update in 2011 and revisions to the programs were approved by Council in November of 2011. The Smarter Niagara Incentive Programs are described below. The Region has established that it will provide a matching proportionate share of any financial incentive offered by an area municipality through a CIP, subject to a maximum share from the Region as specified in the Smarter Niagara Incentive Programs. Efforts have been ongoing to implement these programs since 2002 and the Region has budgeted considerable funds for the implementation of these programs. The Region and area municipalities in Niagara have established a Region/Area Municipality Incentive Coordinating Committee to coordinate the provision of these incentives through local community improvement plans.

3.4.1 Reduction of Regional Development Charges

In Central Areas, the Region offers a reduction of 50% of the Regional development charge for new residential, commercial or institutional development or conversion of existing buildings to those uses. An additional 50% Development Charge reduction is available to developments that include Smart Growth design criteria into the proposed development. If the project is on a brownfield site in a central urban area, the Region provides an automatic 75% Development Charge Reduction with an additional 25% Development Charge reduction available to developments that include Smart Growth design criteria into the proposed development. The Revised Smart Growth Design Criteria were adopted by Regional Council and are in the process of being implemented by Regional and/or Local Municipal Staff, as applicable.

While the Region encourages local municipalities to establish a reduction program for local development charges in central urban areas, the Reduction of Regional Development Charges is available even if the local municipality does not have a similar program. As per the current Regional Development Charges By-law, the Downtown Welland Area (East and West) is entirely within the Central Area where a reduction of Regional development charges is offered. However, the King Street Area and the Health and Wellness Cluster are partially covered by a temporary Regional Development Charge Exemption Area which will expire on September 1, 2015. Therefore, it is recommended that once this CIP is adopted, the City of Welland request the Region include the designated Downtown and Health and Wellness Cluster Community Improvement Project Area in Schedule D of Regional Development Charges By-law 62-2012 (Areas for Partial (Regional) Development Charge Waiver/Exemption).

3.4.2 Property Rehabilitation and Redevelopment Tax Increment Funding Program

The purpose of this grant is to stimulate building and property rehabilitation or redevelopment. This includes downtown sites and brownfield sites. The Region will match the percentage of the tax increment generated by a rehabilitation or redevelopment project that is paid by the municipality in the form of a

grant to the applicant. If the project is on a brownfield site, affordable housing or conforms to the Region's Smart Growth Design Criteria, the Region will provide a minimum 75% tax increment grant. Because the Regional tax share is larger than the local municipal tax share, this means that the Region will contribute more to the tax increment based grant than the local municipality.

3.4.3 Building and Facade Improvement Grant/Loan Program

The purpose of this program is to promote the structural improvement of buildings and/or the improvement of building facades. The Region will provide a matching grant or loan on a cost shared basis with the local municipality to a maximum grant/loan from the Region of \$10,000 for front façade improvement and/or building improvement and a matching grant/loan from the Region of \$10,000 for side and/or rear façade improvement. All façade improvements eligible for this program must conform to the Region's Model Urban Design Guidelines or local municipal design guidelines.

3.4.4 Residential Grant/Loan Program

The purpose of this program is to promote residential conversion, infill and intensification. The Region will provide a matching grant or loan on a cost shared basis with the local municipality to a maximum grant from the Region of \$7,500 per unit or a matching loan from the Region of \$10,000 per unit, with a maximum of 20 units per property.

3.4.5 Heritage Restoration and Improvement Grant/Loan Program

The purpose of this program is to promote the restoration and improvement of buildings designated under the Ontario Heritage Act. The Region will provide a matching grant or loan on a cost shared basis with the local municipality to a maximum grant or loan from the Region of \$5,000 per residential property and \$15,000 per commercial or industrial property.

3.4.6 Environmental Assessment Study Grant Program

The purpose of this program is to promote the undertaking of environmental site assessments so that better information is available with respect to the type of contamination and potential remediation costs on brownfield properties. The Region will provide a matching grant on a cost shared basis with the local municipality to a maximum grant from the Region of \$5,000 per property to promote the completion of Phase II Environmental Site Assessments, Remedial Action Plans and Risk Assessments.

3.4.7 Affordable Housing Grant/Loan Program

The purpose of this program is to promote the construction of new residential units or renovation of existing residential units for affordable housing. The Region will provide a matching grant or loan on a cost shared basis with the local municipality, to a maximum grant or loan from the Region of \$7,500 per

affordable unit, with a maximum of 20 affordable units per property. The Affordable Housing Grant/Loan Program is available in addition to the existing Residential Grant/Loan.

3.4.8 Public Domain Incentives Program

This program was introduced in 2007. The Region will provide a matching grant on a cost shared basis with the local municipality to a maximum grant from the Region of \$100,000 per project (subject to availability of funding from the Region) to support public realm improvements already identified in, or in compliance with, municipal planning documents including CIPs, Secondary Plans or Official Plans. This program is based on a competitive evaluation process whereby the project must meet the Region's eligibility criteria and applications are evaluated using the Region's Smart Growth Design Criteria. These criteria include a "green component" constituting a minimum of 6% of overall project cost and compliance with local or Regional Urban Design Guidelines. Preference will be given to projects that include heritage and/or public art components.

3.5 Niagara Region Model Urban Design Guidelines

The Model Urban Design Guidelines for the Regional Municipality of Niagara were finalized in April 2005. The document, in part, implements the Region's "smart growth" agenda by providing a series of smart growth principles and a comprehensive set of design guidelines. These "Model" Urban Design Guidelines are intended to be used by area municipalities either during the planning and development review and approval process or as a guide when preparing more specific design guidelines for particular areas within the Region.

While the Design Guidelines are principally oriented to new developments or neighbourhoods in greenfield areas, Section 4b does provide design guidance for main street environments, including guidelines for renovations and preservation for infill developments. Section 3c provides design guidance for sidewalks and streetscaping in the public realm, including commentary on sidewalks in commercial areas.

3.6 Economic Development Strategic Plan and Manufacturing Attraction Strategy

The City of Welland Economic Development Strategic Plan and Manufacturing Attraction Strategy was prepared in December 2013. This Strategy builds on previous economic development studies completed in 2004 and 2006 with a mandate to affirm historical target sectors, identify new opportunities and markets and make recommendations for an investment attraction action plan for the City.

The Strategy contains an economic base and industry sector analysis, a structural analysis and SWOT analysis and sector recommendations. The Strategy also identifies key market manufacturing sub-sector opportunities, site selection criteria and investment readiness, sector highlights and messaging, lead generation recommendations and implementation action plans.

The following strategies are included:

- Corporate calling - regular company visit, including board/elected officials;
- Upper level government relations - sector briefings, participation in trade missions;
- Industry associations - partner with Canadian manufacturers and exporters (CME and other key sector industry associations);
- Participation in sector specific industry events in key markets (exhibit or walk/network shows);
- Commission professional pre-show lead generation and meetings;
- Local market influencers activities (capture business leaders participating in recreational activities);
- Support improved energy infrastructure, pricing and security;
- Enhance business start-up programs to support workforce development in partnership with existing resources and expanded relationships with centres of excellence at both Niagara College and Brock University; and
- Commission accredited business retention and expansion (BR+E) Program.

3.7 Official Plan

An Official Plan (OP) provides the general land use framework and policies for a municipality by identifying generally how, where and when a municipality will develop over time. The City's Official Plan (OP) was adopted by City Council in May of 2010 and approved by Niagara Regional Council in September of 2011. Welland's Official Plan defines the community's vision and long terms goals, objectives and policies to guide

growth and development. The OP also aims to promote quality of life and the balancing environmental, economic, cultural and social factors. The Plan is a 20-year land use vision which has incorporated a range of local, Regional and Provincial policies, plans and strategies.

3.7.1 Land Use and Urban Design

The OP contains several land uses which are relevant to the CIP. These include:

- The Downtown;
- Residential;
- Commercial;
- Health and Wellness Cluster;
- Institutional; and
- Open Space and Recreational.

A summary of these land uses and their relevant policies are outlined below. Appendix A provides detailed maps showing the location of the land use designations within the CIP Sub-Areas.

The Downtown

The Downtown is intended to function as the City's primary mixed use area and allows for a range of complementary uses and activities that support living, working and recreational uses. The Downtown area is also intended to be a major location for intensification and infilling (Refer to Section 4.1 of the OP for details).

Permitted uses include:

- Minor and major retail;
- Personal services and professional services (excluding drive-throughs, auto body shops, and repair shops);
- Entertainment and hospitality uses (excluding motels);
- Major offices and small offices;
- General Institutional;
- Transit and transportation uses;
- Parks and Open Space; and
- Low, Medium and High Density Residential Uses.

The OP also contains a number of general urban design policies, which promote the following design elements/principles:

- Traditional mixed use built form;
- Streetscape improvement;
- Gateway design/programming;
- Improved pedestrian connectivity linkages;
- Private realm rehabilitation (e.g. façade improvements);
- Heritage preservation;
- Protection of important views/vistas; and
- Land use/design compatibility.

Residential

The Residential land use designation consists of three (3) residential land use categories which exist within the CIP areas. These include:

- Low Density Residential;
- Medium Density Residential; and
- High Density Residential.

Some of key urban design principles/elements for Residential uses include:

- Use of quality building material and context sensitive design;
- Active building facades;
- Attractive landscaping in and buffering (where appropriate); and
- Sustainable building design.

Commercial

Welland's commercial structure is comprised of a number of commercial nodes and corridors. Of the six distinctive commercial nodes and corridors in Welland, two are identified within the CIP areas, these include:

- The Downtown; and
- Community Commercial Corridor.

The Downtown is a specialized mixed use node featuring commercial retail and service uses. As a central feature of Welland, the Downtown functions as the cultural, community and administrative centre of the City and also serves as a residential and recreational area. Community Commercial Corridors within the CIP area are intended to serve as a focus of commercial activity.

Permitted uses within the Community Commercial Corridors include:

- A range of retail, office and service commercial uses (excluding supermarket anchor);
- Diversified mixture of specialty retail, specialty food,
- Business and professional services;
- Personal services;
- Places of worship;
- Automotive commercial uses (including service stations, auto dealerships, auto repair shops, but excluding auto wreckers);
- Hospitality uses (such as hotels and motels, banquet halls, and private clubs);
- Places of entertainment;
- Restaurants; and
- Private and commercial schools.

Some of the relevant design considerations related to the Community Commercial Corridors include:

- Use of landscaping for screening and enhancing overall site appeal;
- Safe, pedestrian-friendly and transit oriented; and
- Drive-throughs are to be located in such a way that they will not constitute any hazard or nuisance to neighbours.

Health and Wellness Cluster

The Health and Wellness Cluster is a node containing associated health and wellness uses on one campus. The Cluster contains one major use (the Welland Hospital Site) which is supported by multiple associated health and wellness uses. As a premier location for health and wellness related activities, the co-location of uses serves to benefit Welland and the wider community.

Permitted uses within the Health and Wellness Cluster include:

- Hospital and hospital related uses associated with care and treatment of patients, medical offices, clinics, medical and health related retail businesses;
- Fitness operations;
- Housing related to medical/health care use;
- Long-term care facilities;
- Extended care accommodations;
- Independent living accommodations;
- Social housing;

- Seniors housing;
- Civic facilities;
- Post-secondary educational institutions; and
- Recreational uses.

Institutional

The Institutional land use designation is intended to provide neighbourhoods, or the City on a larger scale, services of a social or cultural nature.

Permitted uses within the institutional land use include:

- Public and private secondary schools;
- Post-secondary educational institutions;
- Daycares;
- Health care facilities;
- Civic facilities;
- Cultural facilities;
- Social housing;
- Places of worship;
- Cemeteries;
- Assisted living;
- Care facilities and retirement homes for senior citizens; and
- Other public or community facilities.

Open Space and Recreation

Parks, Open Space and Recreation use areas are intended to provide the Welland community with land for active and passive leisure activities.

Permitted uses within Open Space and Recreation land includes the following uses:

- Parks;
- Golf courses;
- Arenas;
- Curling rinks;
- Sports fields; and
- Other similar uses including Open Space areas.

Other uses that may be permitted include:

- Public and/or private utilities;
- Environmental conservation;
- Community gardens; and,
- Small scale, ancillary commercial activities which are associated and complementary to the function of a park or recreational area, such as cafes, refreshment booths, sporting goods rentals/sales, taverns, restaurants, outdoor patios, assembly halls, and drugless practitioners may also be permitted, provided that they do not undermine the function of the park/recreational area.

3.7.2 Community Improvement

Sections 3.4.4.1.E and 4.2.3.16 of the Plan note that the City's strategy for achieving its intensification targets includes providing financial incentives for reinvestment in strategic locations through community improvement plans.

Community Improvement policies are contained in Section 7.10 of the Plan. Section 7.10.1 outlines the goals of the Downtown CIP which are to:

- a) reinforce the importance of the Downtown;
- b) aid in stimulating private sector development; and
- c) guide private sector development and redevelopment.

Section 7.10.1.2 outlines several types of incentive programs that may be offered in the Downtown CIP, but also notes that the programs offered in the Downtown CIP will not necessarily be limited to these programs. Finally, Section 7.10.1.2 notes that the Downtown CIP will describe the eligibility criteria for obtaining funding through any of the CIP's programs. The program funding will be established by Council, but shall not place a burden on municipal finances.

Section 7.10.3 sets out the criteria for the establishment of new community improvement project areas. These criteria include:

- i. Conditions of existing buildings;
- ii. Land use issues;
- iii. Aesthetic issues;
- iv. Transportation or infrastructure issues;
- v. Natural or human-made environmental issues;
- vi. Social or community issues;
- vii. Economic issues; and

- viii. Any other relevant issues which create barriers to the repair, rehabilitation or redevelopment of underutilized or dilapidated land/buildings.

Section 7.10.3.2 notes that new CIPs shall contain a statement of purpose, goals, a description of the Community Improvement Project area, a description of all programs and/or projects, an implementation plan, and a technical appendix justifying the delineation of the area and the need for the programs. The preparation and adoption of new Community Improvement Plans shall meet the minimum requirements of the Planning Act for public consultation.

3.8 Existing Community Improvement Plans

3.8.1 Downtown Community Improvement Plan

Between June 1985 and August 1992, the City prepared and adopted a four phase Downtown Community Improvement Plan in its Downtown Community Improvement Project Area. The original Downtown Community Improvement Project Area covered virtually the same area as the current Downtown Study Area (East and West), with only a few minor differences.

The Downtown CIP was focused on aesthetic, public area and servicing improvements. Funding for these improvements came from the City and now defunct Provincial programs such as the Commercial Area Improvement Program (CAIP) and the Program for Renewal, Improvement, Development and Economic Revitalization (PRIDE). The purpose of these Provincial programs was to assist Ontario municipalities to upgrade older commercial areas through improvements to municipal services, parking areas and the aesthetic environment of the area. The Downtown CIP resulted in a number of improvements in the Downtown, including redevelopment of the Market Square and Market Lane, the construction of a Transit Building, upgrading of various parking lots, street lighting, landscaping, upgrading and installation of new municipal services, and reconstruction of several roads.

While there had been a number of public projects completed in the Downtown Area as a result of the four phase Downtown CIP, these projects did not stimulate the escalated level of private sector redevelopment anticipated when the Phase 4 CIP was completed in 1992¹. As a result, Official Plan Amendment (OPA) No. 106 was passed in 2002 to introduce land use policies, urban design policies and incentive programs in the Downtown Area. The goals of OPA No. 106 were to reinforce the four phase Downtown CIP, aid in

¹ See “Anticipated Private Sector Development” on page 18 of the Amendment to the Downtown Community Improvement Plan for Phase 4, June 1992.

stimulating private sector redevelopment and guide private sector development and redevelopment in the Downtown. The following incentive programs are available in the Downtown Welland Area:

- a) Property Rehabilitation and Redevelopment Tax-Increment Grant Program (Grant equals 80% of tax increment in years 1 and 2, 70% in years 3 and 4, 60% in year 5, 50% in year 6, 40% in year 7, 30% in year 8, 20% in year 9, and 10% in year 10.);
- b) Development Charge Reduction Program (75% Development Charge reduction for all development, with an additional 25% reduction for development that includes Smart Growth Design Criteria) – a similar Development Charge Reduction is available in the Health and Wellness Cluster for commercial development only. The Development Charge Reduction Program is implemented through provisions in the City's Development Charges By-law 2009-93;
- c) Refund of Local Planning and Building Fees Program (100% for new residential projects and 50% for all other projects);
- d) Facade Restoration and Improvement Loan Program (50% matching to a maximum loan of \$15,000 per municipal address with up to an additional \$5,000 available for side facades on corner lots);
- e) Residential Conversion and Intensification Loan Program (Interest free loan equal \$10 per sq. ft. of habitable floor space with maximum 10 year repayment term); and
- f) Parking Requirements Reduction Program.

A review of statistics provided by the City indicates that there has been only very moderate uptake of these incentive programs since they were introduced some ten years ago. Over that period of time, the City has received:

- 6 Property Rehabilitation and Redevelopment Tax-Increment Grants;
- 5 Development Charge Waiver/Exemptions;
- 6 Refund of Local Planning and Building Fees;
- 5 Façade Restoration and Improvement Loans;
- 5 Residential Conversion and Intensification Loans; and
- 3 Parking Requirements Reductions.

Only two of the half dozen applications approved by the City have come in the last four years. Of the half dozen applications approved by Council, a number of these projects were not subsequently built by the applicants. With the large commercial area covered by the existing Downtown CIP containing well over 200 business addresses, these statistics suggest that there is little interest in the current incentive programs. The possible reasons for this will be explored at the end of Section 8.0 on Best Practices.

To help ensure that there is no confusion and there is a smooth transition between the current Downtown CIP and the new Downtown and Health and Wellness Cluster CIP, it is recommended that the by-law(s) that adopted the current Downtown CIP be repealed when the new Downtown and Health and Wellness Cluster CIP has received final approval.

3.8.2 Brownfield Community Improvement Plan

The Brownfield CIP was adopted in May of 2007. The Brownfield CIP contains a package of financial incentive programs and a municipal leadership strategy to promote the redevelopment of brownfield sites in the City. The Brownfield CIP Financial Incentive Programs are the:

- Environmental Site Assessment Grant Program;
- Brownfields Tax Assistance Program;
- Brownfields Rehabilitation Grant Program;
- Brownfields Planning and Building Permit Fees Refund Program;
- Brownfields Development Charge Exemption Program - 75% Development Charge reduction for all development on a brownfield site, with an additional 25% reduction for development that includes Smart Growth Design Criteria) - implemented through provisions in the City's Development Charges By-law 2009-93; and,
- Access to reduced tipping fee for contaminated soils.

The Brownfield Community Improvement Project Area is the entire urban area of the City of Welland, as amended from time to time, as well as those lands included in the Northwest Planning and Servicing Study. Therefore, the Downtown and Health and Wellness Cluster Community Improvement Project Area is entirely within the Brownfield Community Improvement Project Area. For those properties in the Downtown and Health and Wellness Cluster Community Improvement Project Area that would normally be eligible to apply for incentive programs contained in both CIPs, no double dipping will be permitted, i.e., no two incentive programs may be used to pay for the same eligible cost. In fact, the Brownfield CIP contains a statement in the Brownfields Rehabilitation Grant Program to prevent double dipping. Similarly, in order to avoid double dipping between the Brownfield CIP and the Downtown and Health and Wellness Cluster CIP, appropriate provision will be included in the General Program Requirements contained in the Downtown and Health and Wellness Cluster CIP.

3.8.3 Niagara Gateway Economic Zone and Centre Community Improvement Plan

The Niagara Gateway Economic Zone and Centre CIP (Gateway CIP) was endorsed by Regional Council in July of 2012. The Gateway Community Improvement Project Area is "all designated employment lands in

the settlement areas within Welland, Port Colborne, Niagara Falls, Fort Erie and Thorold”. Therefore, the Gateway Community Improvement Project Area includes the Welland Downtown and Health and Wellness Cluster Community Improvement Project Area. The Gateway CIP was subsequently adopted by a number of the five Gateway municipalities. The City of Welland adopted the Gateway CIP in March of 2014.

The Gateway CIP offers three incentive programs, a Tax Increment Based Grant Program, a Planning Application Fee Grant Program and a Development Charge Grant Program² (incorporated into the City’s Development Charges By-law). However, these programs are not available for residential and retail commercial uses.

3.9 Zoning By-law

The City of Welland is in the process of updating its Zoning By-Law. A detailed analysis of zoning was not undertaken for this assignment. Any future land use changes which are recommended as an outcome of this process would presumably be addressed through the City’s Zoning By-Law review exercise.

² Applies to City planning application fees only. Does not apply to Regional planning application fees.

4.0 CONSULTATION

4.1 CIP Steering Committee

A Steering Committee (SC) was formed to help guide preparation of the CIP. The Committee was comprised of senior City Staff, business representatives in the Study Area, and a resident representative. The SC met several times during the preparation of the CIP. These meetings allowed the consultant to:

- Provide the SC with progress updates;
- Discuss results of the SWOT Analysis, the public realm improvement concept, financial incentive programs and other key components of the CIP with the SC;
- Obtain comments and input from the SC on the Draft Interim Report and the Draft CIP prior to finalization of these reports; and
- Coordinate public meetings and other steps required to complete the CIP.

4.2 Public Meetings and Workshops

4.2.1 *Public Meeting/Workshop No. 1*

The first Public Meeting and Workshop was held on July 11, 2013 to:

- a) Provide basic information to the public on the purpose and rationale for preparing this CIP;
- b) Present and receive input on the SWOT Analysis and Community Improvement Project Area;
- c) Develop a Vision for the Downtown and Health and Wellness Cluster; and
- d) Explore ideas to promote renewal and revitalization of the Downtown and Health and Wellness Cluster.

Approximately 24 people attended the Public Meeting session where the results of the SWOT Analysis were presented. Attendees included business and property owners, residents and developers. Most of those in attendance stayed for the Workshop session where the attendees were divided into two working groups and asked to discuss and answer the following questions:

- 1) What do you think are the most significant strengths and weaknesses in the Study Area?
- 2) What is your Vision for the area? If you went away and came back in 10 years, what would you like to see?
- 3) If you could change just one thing in the area, what would it be?
- 4) What other types of improvements would you like to see in the Study Area?

A summary of the combined responses of the two working groups to these questions is provided in **Appendix B**. Attendees were also invited to provide written comments and a number of written submissions were received and reviewed by City Staff and forwarded on to the consultants for review. The input obtained at the Public Meeting and the written comments received after the Public Meeting were utilized to finalize the SWOT Analysis and develop a Vision for the Project Area.

4.2.2 Public Meeting/Workshop No. 2

A second Public Meeting and Workshop was held on January 16, 2014 to:

- a) Provide a project update and highlights of the Interim report;
- b) Present the Draft Vision for the CIP;
- c) Present the Draft Land Use Concept;
- d) Present the Draft Public Realm Improvements and Urban Design Guidelines; and
- e) Present the preliminary Incentive Programs being considered for inclusion in the CIP.

Approximately 35 people attended the second Public Meeting. Attendees included business and property owners, residents, developers and members of Council. Most of those in attendance stayed for the Workshop session where the attendees were divided into (2) two working groups and asked to discuss and answer the following questions:

- 1) Do you have any suggested modifications to the Draft Land Use Plan and/or the Draft Public Realm Improvement Plan?
- 2) What areas/projects should be highest priority for the public realm improvements?
- 3) Which Draft Incentive Programs are most needed?

A summary of the combined responses of the two working groups to these questions is provided in **Appendix B**. Attendees were also invited to provide written comments and two written submissions were received and reviewed by City Staff and forwarded on to the consultants for review. The input obtained at the Public Meeting and the written comments received after the Public Meeting were utilized to finalize the Land Use Plan, Public Realm Improvement Plan and Incentive Programs contained in this CIP.

5.0 SWOT ANALYSIS

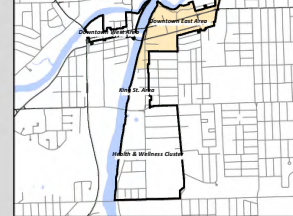
5.1 Downtown East Area

The Downtown East Area is the main commercial portion of the City's downtown and is generally bounded by the Welland Recreational Waterway to the west, Ross Street to the east, Regent Street to the south and Dorothy Street to the north. The Downtown East Area is the second largest of the four sub-areas covering 31.1 hectares which represents just over 26% of the total CIP Study Area. The Downtown East Area includes 258 individual land parcels.

5.1.1 *Land Use Conditions*

The Downtown East Area can be characterized as the City's most diverse area. It includes residential, commercial, institutional, recreational and entertainment uses. The Area also features a number of mixed-use blocks containing a variety of buildings with grade-related retail commercial businesses and upper storey residential units. The intensity of development in the Downtown East Area is relatively high, with high building ratio coverage. There are only a small number of vacant lots within the area, although there is ample opportunity for redevelopment and infilling of a few under-utilized areas. Commercial activities in the area are surrounded by stable residential neighbourhoods. Land use within the Downtown East Area is shown in **Figures 5.1** and **5.2**.





1:3,250
0 25 50 100 m



MAP DRAWING INFORMATION:
DATA PROVIDED BY MNR

MAP CREATED BY: GM
MAP CHECKED BY: PK
MAP PROJECTION: NAD 1983 UTM Zone 17N

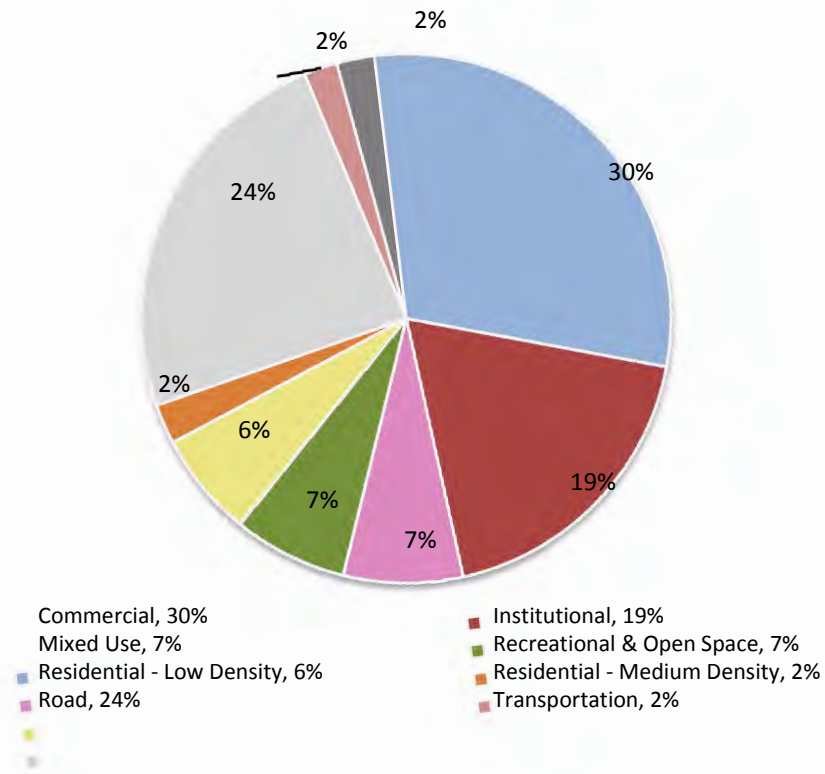
FILE LOCATION: I:\GIS\137336 - Welland Community Improvement Plan\Mapping



PROJECT: 13-7336

STATUS: DRAFT

DATE: 12/18/2013

Figure 5.2: Downtown East Existing Land Use

5.1.2 *Building Conditions*

This portion of the City's Downtown has a strong sense of place and is home to some of Welland's most identifiable and iconic buildings and structures, including the Welland Historical Museum, the Main Street Bridge, the Courthouse, Welland Civic Square and a number of designated heritage buildings. The majority of the buildings appear to be in relatively good condition, but there are a few individual buildings that are in fair to poor condition. There are also a number of opportunities for façade improvement and general building restoration and improvement.

The area demonstrates a diverse collection of architectural styles – ranging from recent modern and postmodern constructions to older more traditional Gothic Revival, Italianate and Queen Anne. The area includes the City's highest concentration of heritage buildings and structures, including:

- Ross Building: 3 East Main Street (1873);
- Dexter House: 69 East Main Street (1873) Italianate style, originally featuring glazed windows with low-sills on the main façade;
- Court House: 102 East Main Street (1854) Palladian style building using Queenston Limestone features monumental projecting portico surmounted by a classical pediment and four large Ionic columns;
- The Welland Aqueduct: North of 2 East Main Street (1831-1833);
- Lawrence-Phillips House: 204 East Main Street (1890s) Includes elements of several Victorian styles including Gothic, Tuscan Italianate and Queen Anne. The gable roof features verge board trimming and an elaborate porch. The interior contains original woodwork railings, mouldings and fireplace mantels;



- Glasgow-Fortner House: 24 Bugar Street (1859), Queen Anne style. The interior features original woodwork, solid wood doors, a fireplace, a curved glass window, mirror and a marble wash basin;
- Central United Church: 88 King Street (1882) Norman Style Church featuring long and narrow, semi-circular, stained glass windows and contrasting stone and orange brick;
- Brookfield-Cupido House: 271 Division Street (1875) Edwardian Classical/Queen Anne style. Decorative touches include fish scale shingles and stylized Gothic windows under the gables and a suspended bay on the west side with decorative wood trim and supporting brackets;
- McCollum-Harcourt House: 221 Division Street (late 1870s). The home features an open verandah by wooden columns and double eave brackets and lacy verge board under the central peak above a double semi-circular window;
- Lowe-Arthurs House: 179 Division Street (1878) Victorian Italianate style featuring a unique front porch with a Palladian arch spanning two columns over the entrance and paneled doors with china knobs;
- Holy Trinity Anglican Church: 77 Division Street (1877), Gothic Revival style featuring brick tower embellished with a four faced clock. The building also features classic revival details such as the ornaments above the semi-circular dormer windows;
- Market Square: south of 63 Division Street (1919) Combination of Spanish and Prairie styles;
- Welland Historical Museum: 140 King Street (1923), Beaux-arts Classicism style building typical of Carnegie libraries. The building features dark red Milton brick and Indiana limestone; and
- Old Welland Central Fire Hall: 30 Hellems Avenue (1919), Edwardian Classical style. The building's unique siting (45 degrees) combined with range of architectural detailing and overall height and massing make the building one of the Downtown's more interesting structures.



5.1.3 *Public Realm & Streetscape Conditions*

As noted previously, the Downtown East Area is bounded on the west by the Welland Recreational Waterway. The Waterway includes a trail network which is dotted with several parkettes, gardens and public art displays. This includes the Welland Canal Memorial Monument at the foot of Young Street.

The lands along the Waterway provide a strong sense of place and identity for the Area and the City as a whole, and the architecture and condition of the buildings on the east side of King Street facing the Waterway generally reflect this. A number of the public art displays reinforce the industrial heritage of the City. The Downtown East area also includes a rich collection of outdoor murals which depict historical vignettes from the City's past.

The core area around East Main Street and King Street was recently upgraded with streetscape improvements which help to enhance the urban character of the Downtown. These streetscape improvements include LED streetlights, texture concrete/pavers, street trees and banners.



However, streetscaping in other parts of the area is in poor condition. For example, the sidewalks along East Main Street between River Road and Ross Street are in poor condition, and the sidewalks along Division Street between Hellems Avenue and Bugar Street are narrow and in poor condition.

5.1.4 Economic Conditions

The Downtown East Area is the main central commercial area in Welland. It contains several civic anchor type uses including the City Hall and Library, the Court House and Post Office, as well as a wide range of business types. There are approximately 178 business addresses in the Downtown East Area with approximately 27 (15%) of these business addresses being vacant. While this does not present an excessive commercial vacancy level, it does present some cause for concern, especially since some of these business vacancies are prominently located on East Main Street.

The approximately 151 occupied businesses include:

- 27 professional offices, including 11 law offices;
- 22 institutional uses;
- 15 medical offices/clinics;
- 12 finance, insurance and real estate offices;
- 13 restaurants, cafes and bars; and
- 3 banks.

The Downtown East Area has a relatively high concentration of institutional uses and service commercial uses such as professional and medical offices. Conversely, for a commercial area this size, the Downtown East Area is relatively under-represented in retail shops that sell consumer goods and distinct specialty items.

	major transit hub, which is also one of the Region's main transit hubs.	There are few vacant lots in the Downtown East Area, meaning that further intensification would involve redevelopment of existing blocks.	the City's transit hub.	
<i>Building Conditions</i>	- Generally, most buildings in the Downtown appear to be in relatively good condition. - There are several recent examples of façade improvement and upgrades, especially along East Main Street. - The area includes a number	While some blocks are in good condition, e.g., King Street between East Main Street and Division Street, there are other buildings that are not in good condition, e.g., sections of East Main Street and sections of Hellems Avenue.	- There are opportunities to pair streetscape/public realm improvements in strategic locations which may help to promote reinvestment on individual properties. - There are also opportunities to provide incentives for façade and building	Some heritage properties may be at risk due to ownership issues.

*Streetscape & Public
Realm*

- | | | | |
|---|--|--|---|
| <ul style="list-style-type: none">• The recent streetscape improvements provide a good foundation for future improvement.• The area has a critical mass of existing urban design characteristics, such as public art displays, views/vistas of the Waterway and iconic buildings, which also provide a good foundation for future improvement.• The Area also includes the Merritt Park Amphitheatre, which is an important | <ul style="list-style-type: none">• The main gateways/entranceways into the area are not well defined.• There is an inconsistent approach to streetscaping throughout the area, with only a few streets exhibiting enhanced streetscaping.• A number of sidewalks in the area are in poor condition and some are too narrow. | <ul style="list-style-type: none">• There are opportunities to extend existing streetscape treatments further along East Main Street, King Street and Division Street.• There are opportunities to increase awareness and identity through strategic planning of gateways/entranceways into the Downtown.• There are opportunities to improve amenities such as benches and seating areas in existing parks and open | <ul style="list-style-type: none">• Future intensification and infilling will need to be carefully planned and balanced with the need for heritage preservation and the protection of important views/vistas. |
|---|--|--|---|

<i>Considerations</i>	number of businesses and a wide range and diversity of businesses. • The Waterway and institutional anchors in the area act to draw people, i.e., potential business customers, to the area.	retail goods and specialty goods to bring people downtown who would not normally go there. • Lack of a large supermarket.	could house specialty goods retailers.	growing cause for concern. • Vacant business units in high profile locations threaten the ability of the area to draw new businesses.
-----------------------	---	--	---	--

5.2 Downtown West Area

The Downtown West Area is located opposite to the (Downtown East core area) and is generally bounded by the Welland Recreational Waterway to the east, Catharine Street to the west, mid-block between West Main Street and Bald Street to the south and the Welland River to the north. It is the second smallest of the four sub-areas covering 10.1 hectares which represents 8.5% of the total CIP Study Area. The Downtown West Area includes 86 properties.

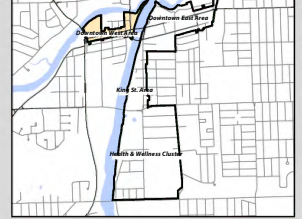
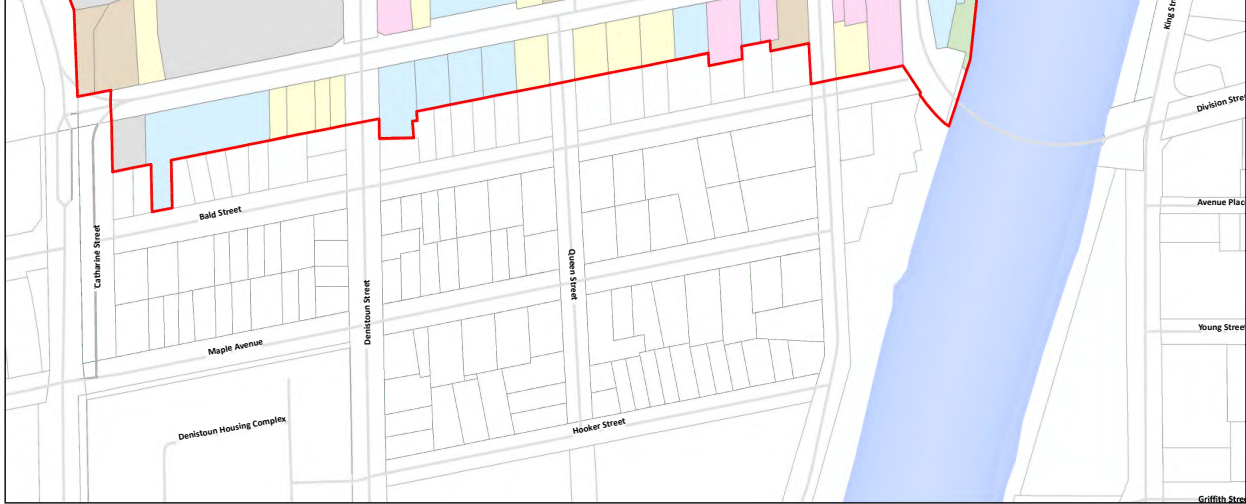
5.2.1 Land Use Conditions

The Downtown West Area is predominantly commercial land uses with some residential uses along West Main Street between Queen Street and Catharine Street. Both West Main Street and Niagara Street are characterized by a mixture of one and two storey commercial buildings with commercial at grade and residential, office or vacant space above. The periphery of the area includes low-density residential uses to the north and south. The Downtown West Area is bounded by the Welland Recreational Waterway and includes a trail system which extends both north and south along the edge of the area (recreational use).



The western part of the Downtown West Area contains a large vacant parcel which formerly housed Welland High School. This vacant parcel definitely represents a major gap in the streetscape and activity gap in the Downtown West Area. It also represents an opportunity to accommodate a large residential or mixed use infill project that could act as a catalyst for revitalization of the Downtown West Area, with

positive spillover effects on other parts of the Downtown and Health and Wellness Cluster. The existing land use conditions in the Downtown West Area are described in **Figures 5.3** and **5.4**.

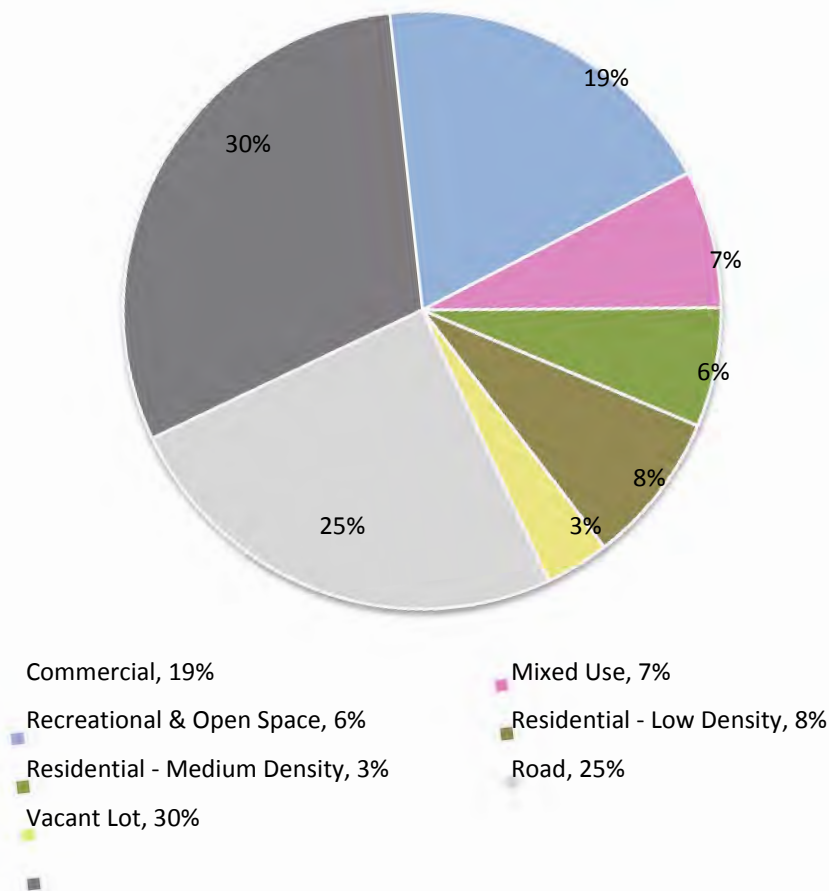


MAP DRAWING INFORMATION:
DATA PROVIDED BY SNR
MAP CREATED BY: GM
MAP CHECKED BY: PK
MAP PROJECTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\137336 - Weland Community Improvement Plan\Mapping



PROJECT: 13-7336
STATUS: DRAFT
DATE: 12/18/2013

Figure 5.4: Downtown West Existing Land Use

5.2.2 Building Conditions

The building conditions within this Downtown West Area vary widely within the area, but generally range from fair to poor. The buildings along West Main Street between Queen Street and Catharine Street are in relatively good condition, with a few exceptions. However, a number of buildings in the block between Queen Street and Albina Street are in poor physical condition and in need of both physical improvement and façade improvement. Similarly, several buildings along West Main Street between Albina Street and Frazer Street are in need of front façade improvement, including a number that also have high profile side facades with peeling paint that are in need of improvement. Several of the commercial building parking lots in this area that are accessed via West Main Street are unpaved and in poor condition. This also detracts from the aesthetics and facades of buildings in this area.

The key area of concern from a building conditions perspective is Niagara Street. While a few of the buildings on Niagara Street have been renovated and are in good condition, much of the building stock along Niagara Street is in very poor condition. It would appear that the considerable number and prolonged nature of business vacancies along the east side of Niagara Street has contributed to the rundown appearance and condition of buildings in this area.

Notwithstanding the poor condition of a number of buildings in the Downtown West Area, it does include a handful of significant heritage blocks and buildings such as:

- The Italianate-styled Rose Block which was constructed in 1876 (28 West Main Street);
- The Hobson Block (43-49 West Main Street) constructed in 1877 which also features similar Italianate- styled windows and detailing; and
- The Tuckey-Aceti building (73-77 West Main Street) constructed in 1856 is the City's oldest surviving commercial structure.

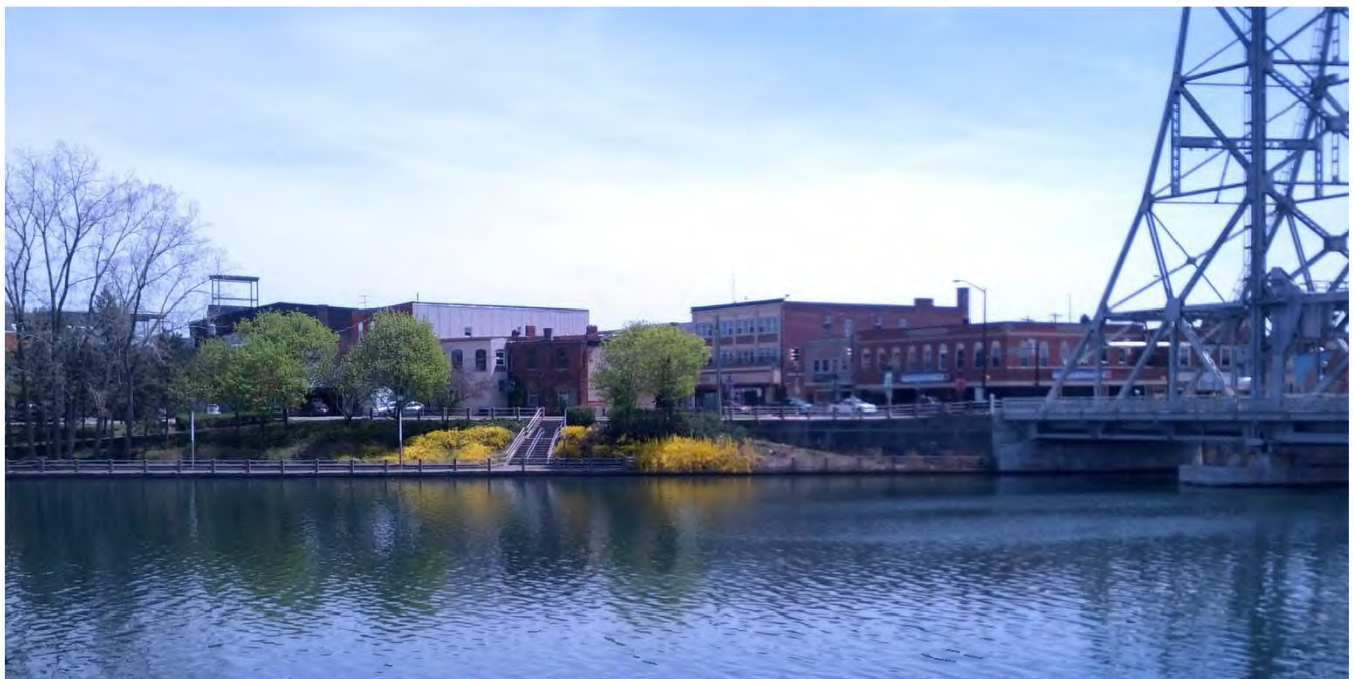
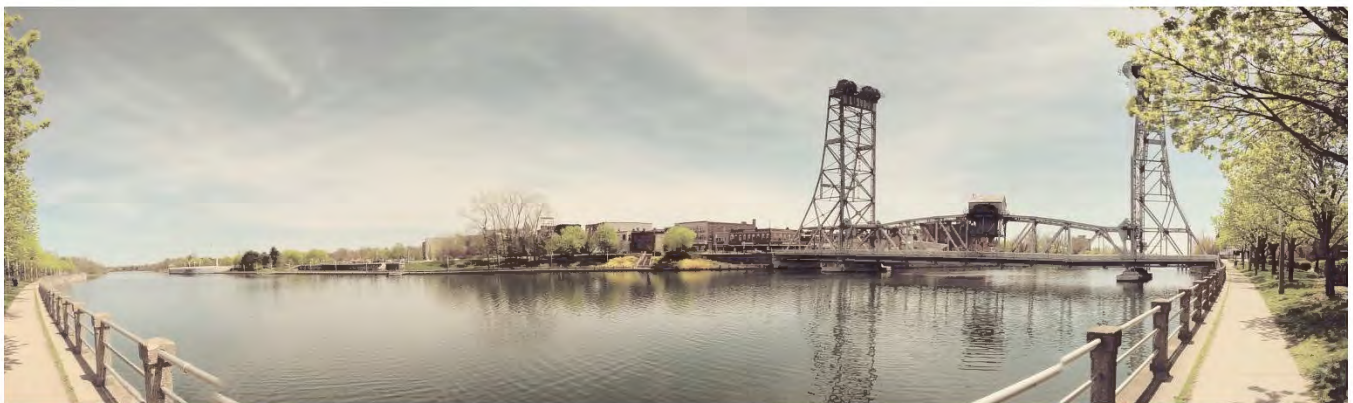




The condition of housing in the small neighbourhood to the north of West Main Street is generally fair to poor. The residential neighbourhood to the south along Bald Street between Frazer Street and Catharine Street is stable and generally in good condition.

5.2.3 *Public Realm and Streetscaping Conditions*

West Main Street includes sidewalks on both sides of the street and lighting, as does the intersecting Niagara Street, but in general, the overall area is absent of any significant streetscaping. The sidewalks and road along West Main Street and other sections of the Downtown West Area are in poor condition and in need of repair. Ironically, while the streetscape conditions in this area are generally poor, the Area boasts some of the best views and vistas in the City's downtown. The trail network that runs along the west side of the Waterway provides scenic views of the Main Street Bridge, City Hall and the Court House copula and appears to be an underutilized resource.



5.2.4 Economic Conditions

While the Downtown West Area is still considered part of Downtown Welland, from a business type perspective, the Downtown West Area is distinctly different from the Downtown East Area. The Downtown West Area contains several specialty/niche uses including an art gallery, jewelry store and sporting goods store. The area also has a concentration of medical/dental offices and beauty salons/hairstylists and spas.

There are approximately 45 business addresses in the Downtown West Area with approximately 7 (16%) of these business addresses being vacant. While this does not present an excessive commercial vacancy level, it does present cause for concern because many of those vacancies are concentrated along Niagara Street, which is an area of concern from both a building condition and economic activity perspective.

			Wenland River, the Recreational Waterway and the Downtown.	
<i>Building Conditions</i>	• Area features several prominent heritage buildings and blocks. • Most buildings along the western portion of area are in fair to good condition.	• The area includes several boarded up and abandoned buildings, especially along Niagara Street. • The condition of many buildings along Niagara Street is poor. • Some of the buildings with active businesses are not well maintained. • Some buildings fronting onto West Main Street have	• Abandoned buildings and blank facades present opportunities for public art and green walls. • Active businesses may benefit from façade improvement grants and signage upgrades. • There is potential to build upon some of the established historic Italianate-style detailing, which might help to	• Continued deterioration of buildings on Niagara Street and other buildings may threaten the viability of the building stock in the area. • The overall lack of recent investment into the private realm may continue to spread and vacancies could increase, risking further decline.

<i>Realm</i>	attractive views and vistas, including views of the Downtown, Main Street Bridge, Recreational Waterway and the Welland River. • The entranceway at Niagara Street and the Welland River provides a scenic entranceway into the area, featuring views of the natural vegetation along the Welland River.	sidewalks are in a state of disrepair. • There are no street trees or streetscaping. • The area generally lacks a strong positive sense of place.	might help to attract reinvestment into the area and create a stronger sense of place. • The Area's historical function offers a rich resource for public art and gateway themes.	may continue to decline without public reinvestment in streetscaping and the public realm.
--------------	---	---	--	---

				to draw new businesses to the area and is a major threat.
--	--	--	--	---

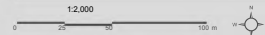
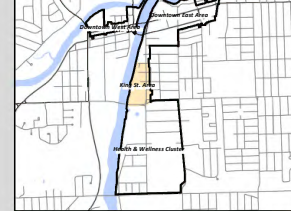
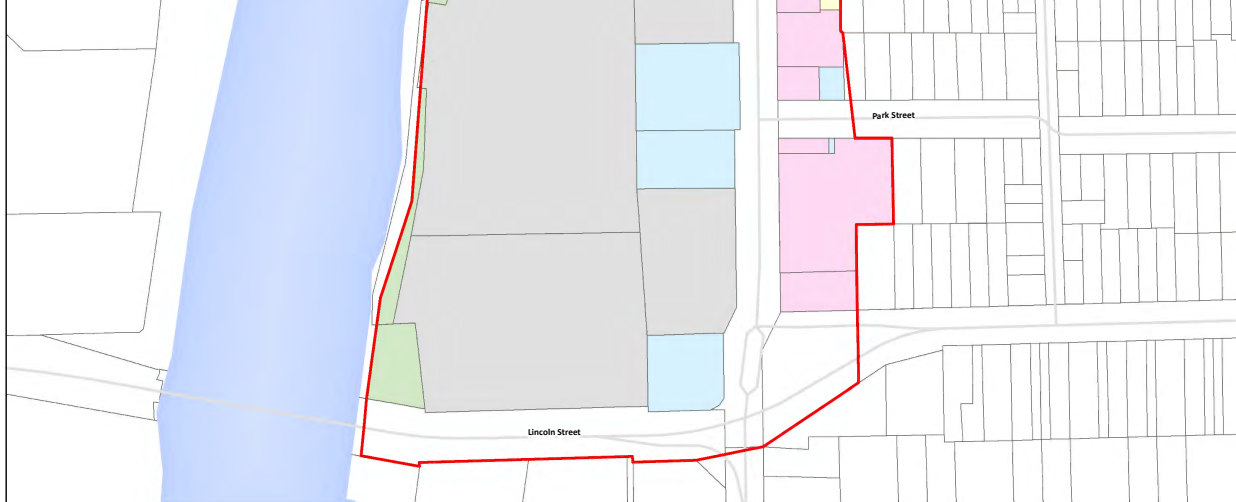
5.3 King Street Area

The King Street Area is a mixed-use corridor which connects the Downtown East Area to the Health and Wellness Cluster. The King Street Area extends from the Welland Recreational Waterway in the west over to the east side of King Street, from Lincoln Street in the south to Regent Street in the north. It is the smallest of the four sub-areas, but is similar in size to the Downtown West Area, covering 10.2 hectares (8.5% of the total CIP Study Area). The King Street Area includes 66 properties.

5.3.1 Land Use Conditions

The King Street area is characterized by a mix of commercial, mixed use and residential uses fronting onto King Street. The buildings here are mostly one and two storey with commercial at grade and residential apartments or vacant space above. There is a 10 storey residential apartment building at the southwest corner of King Street and Regent Street. There is also a large vacant site at the foot of Albert Street adjacent to the Welland Recreational Waterway. A linear recreational trail provides a pedestrian connection between the Downtown East Area and the Health and Wellness Cluster. The existing land use conditions in the King Street Area are described in **Figures 5.5 and 5.6**.





MAP DRAWING INFORMATION:
DATA PROVIDED BY MNR

MAP CREATED BY: GM
MAP CHECKED BY: PK
MAP PROJECTION: NAD 1983 UTM Zone 17N

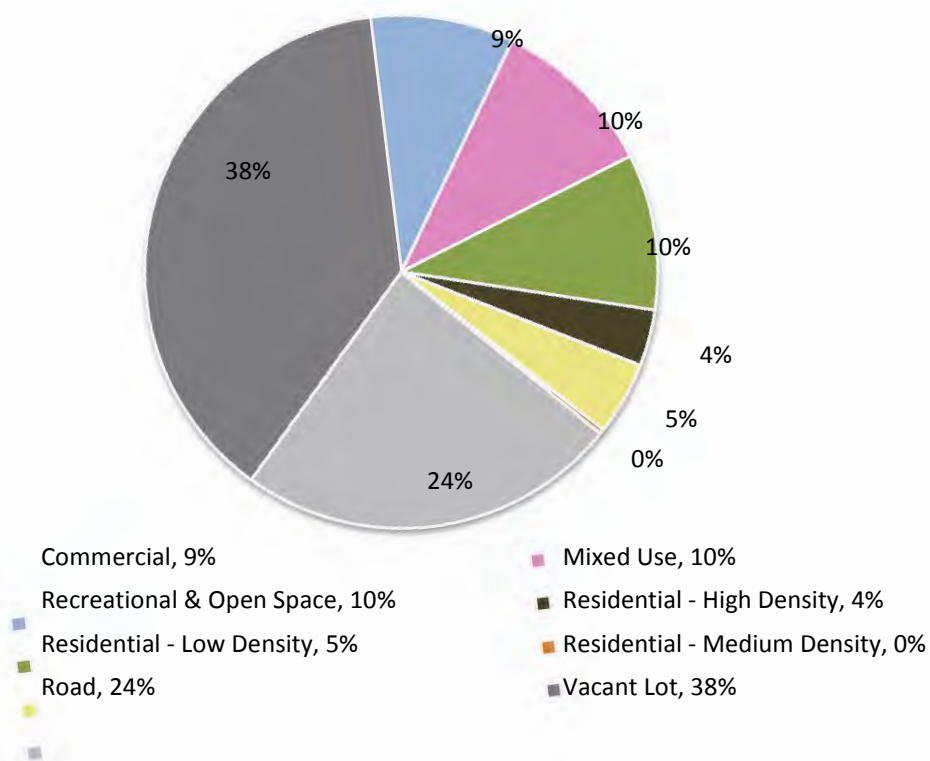
FILE LOCATION: I:\GIS\137336 - Weland Community Improvement Plan\Mapping



PROJECT: 13-7336

STATUS: DRAFT

DATE: 12/18/2013

Figure 5.6: King Street Existing Land Use

5.3.2 *Building Conditions*

The King Street Area Corridor is distinguished by several small clusters of development stretching along both sides of King Street. These small clusters are separated on the west side by several vacant lots which front immediately onto King Street. As a transitional area, it features a mixture of modern and historical buildings, including modern high-rise apartment buildings and smaller two-storey mixed-use and commercial buildings. The buildings range in condition from fair to very good, with some older buildings featuring restored facades. However, a number of the commercial at grade buildings have dated facades and signage in need of improvement. Generally speaking, building facades at the north end of the area are in better condition than at the south end.



While the area does not include any formal heritage buildings or structures, the older two-storey commercial brick buildings do provide a sense of place which is more prominent at the north end of King Street. The south end of King Street features more modern commercial developments on larger lots.

5.3.3 *Streetscape and Urban Design Conditions*

The streetscape conditions along King Street are minimal and could benefit from improvements and upgrading, yet there exists a strong foundation of pedestrian-friendly elements which could form the basis for future improvements. The existing streetscape conditions along the King Street Area corridor are highlighted below:



- There are sidewalks on both sides of the street, which provide a high level of pedestrian connectivity across the entire length of the corridor, linking the area to the Downtown and the Health and Wellness Cluster;
- Some portions of the sidewalk infrastructure feature a narrow landscaped strip providing a small buffer from the travelled portion of King Street;
- Some portions of the sidewalk are in a state of disrepair;
- The “street-wall” conditions are uneven throughout the length of the Area corridor, with more consistent frontages at the north end of the Area corridor (zero metre setbacks);
- The commercial portions of the Area corridor include on-street parking;
- Telephone and utility wires are above-ground along the entire length of the Area corridor;
- There is a lack of formal landscaping (although some private developments do include a minimal level of landscaping) throughout the King Street Area; and
- The area, as a whole, does not exhibit a strong sense of place or identity, as the patterns of development and form are generally inconsistent (mainly due to a lack of programmed streetscaping and inconsistent setbacks).



5.3.4 Economic Conditions

The King Street Area is a small mixed use business area that includes 5 restaurants/cafes, 3 used furniture/appliance stores and several interesting specialty shops. There are approximately 31 business addresses in the King Street Area with approximately 6 (19%) of these business addresses being vacant. This represents an elevated commercial vacancy level and commercial vacancies are concentrated toward the south end of the area. Also, a number of the stores in the area appear to be closed during normal businesses hours, suggesting that these businesses are only open part-time or are marginal in nature.

<i>Building Conditions</i>	• There are several older buildings with heritage characteristics.	• None of the older buildings with heritage characteristics have formal designation/ protection. • Some older buildings have used inconsistent materials for upgrades (corrugated steel) to cover the original facades, e.g. brick. • Some business signage is worn and dated.	• There is an opportunity to identify in more detail the heritage elements and characteristics of the existing buildings along King Street and develop a flexible framework for preservation and enhancement.	• The lack of a formal protection and preservation strategy may result in the loss of buildings with potential heritage value.
<i>Streetscape & Public Realm</i>	• The entire length of King Street has a high level of pedestrian connectivity with	• Some portions of the sidewalks are in a state of disrepair.	• There are opportunities to improve the streetscape environment along King	• Improving the overall streetscape environment would rely heavily on public

	the Area, providing a second pedestrian linkage with attractive views and vistas.			
<i>Economic Considerations</i>	• The area contains some interesting specialty and niche retail uses.	• Business vacancies are high, especially toward the southern end of the area. • Some businesses are not open during normal business hours. • The area lacks a business theme or identity.	• Some of the vacant business units present an opportunity to introduce new businesses and business types to the area. • Opportunity for new businesses to tap into surrounding residential.	• As a transitional linkage area, this area could be forgotten if too much focus placed on the Downtown Area and the Health and Wellness Cluster.

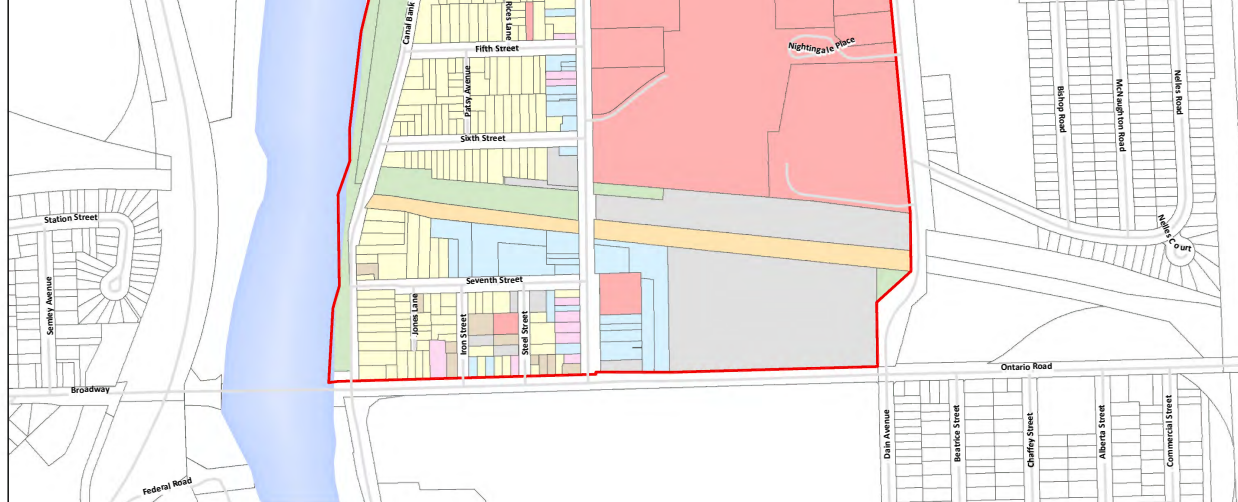
5.4 Health and Wellness Cluster

The Health and Wellness Cluster is located to the south of the Downtown and centered on the Welland Hospital (and includes the lands within the general vicinity of the hospital). The area extends from the Welland Recreational Waterway in the west over to Plymouth Road in the east and from Lincoln Street in the north to Ontario Road in the south. An industrial plant is located at the southern end of the Cluster. It is the largest of the four sub-areas covering 67.7 hectares which represents just under 57% of the total CIP Study Area and includes 414 parcels of land.

5.4.1 Land Use Conditions

The major land use within the Health and Wellness Cluster is the Welland Hospital, which is surrounded by a collection of residential neighbourhoods. The lands which front onto King Street feature a mix of mostly one and two storey commercial and mixed use buildings. The lands, which are adjacent to the Welland Recreational Waterway, run parallel to King Street and include a linear recreational space (trail), which provides a pedestrian connection between the Downtown East Area and the Health and Wellness Cluster, through the King Street Area. In addition to the hospital, the area contains a number of other uses such as the Welland Community Wellness Complex, two Arenas and the Curling Club. The area also has a large concentration of doctor's offices and medical clinics. There are a few vacant and underutilized lots along King Street. The existing land use conditions in the Health and Wellness Cluster are described in **Figures 5.7 and 5.8.**





1:5,000
0 25 50 100 m

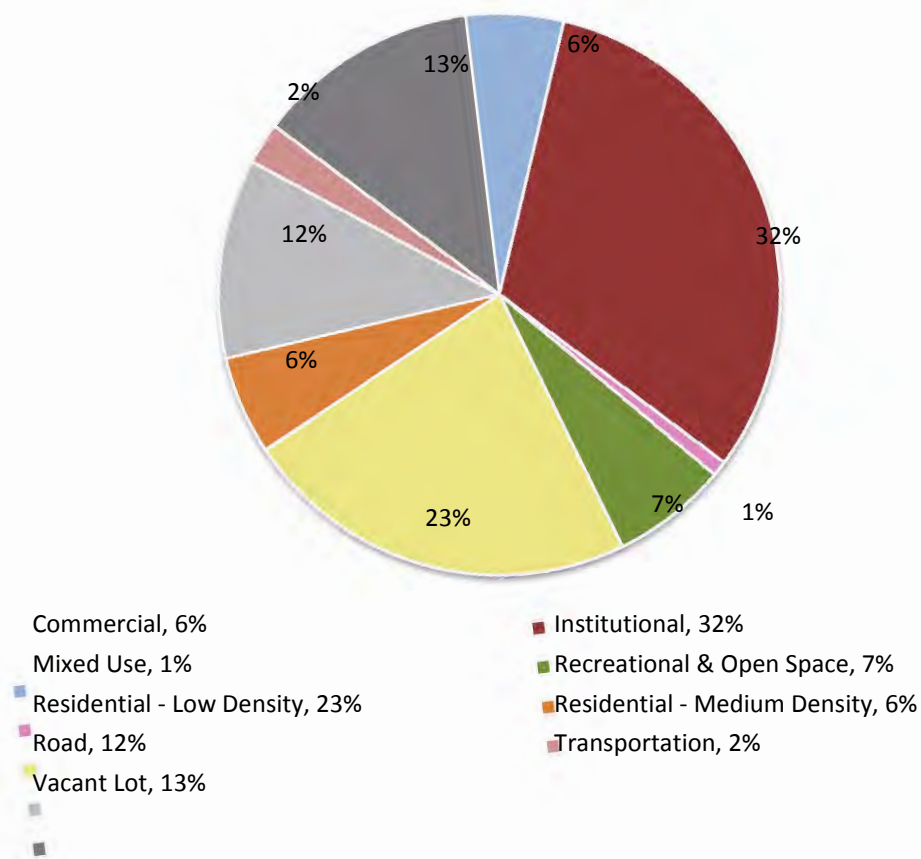


MAP DRAWING INFORMATION:
DATA PROVIDED BY SMR
MAP CREATED BY: GM
MAP CHECKED BY: PK
MAP PRODUCTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\137336 - Weland Community Improvement Plan\Mapping



PROJECT: 13-7336
STATUS: DRAFT
DATE: 6/26/2014

Figure 5.8 Health & Wellness Cluster Existing Land Use

5.4.2 *Building Conditions*

The building conditions vary considerably throughout the Area. The residential streets at the north end of the Area are established, stable low-density neighbourhoods (First Street, Second Street and Third Street). The housing stock in this area is generally in good condition and includes some older residences with heritage merit, including some dwellings which date back to Plymouth Cordage's establishment of worker housing near the turn of the century (although none are formally designated).



The second major residential cluster at the south end of the Area (Fourth Street through to Seventh Street, Canal Bank Road and Patsy Avenue) includes a number of older, post and pre-WWII era dwellings. There are no designated heritage buildings in this area. With the exception of the area north of Seventh Street primarily fronting onto Ontario Road, this residential cluster is generally in fair to good condition.

Apart from the Welland Hospital Site which dominates the south-east portion of the area, the remainder of the dwellings which front onto King Street include a mix of commercial and mixed-use buildings. There has been some reinvestment in the northern part of the Cluster with the Health and Wellness Complex, improvements to the Arena, and the Rexall Drug Store being built in the last few years. However, some of the residential fourplexes fronting on King Street (east side) are in fair to poor condition. As one moves south along King Street, the condition of buildings deteriorates and there are a number of commercial and mixed use buildings on both sides of King Street that are in a state of significant disrepair. These buildings could certainly benefit from both structural and façade improvements.



5.4.3 *Streetscape and Urban Design Conditions*

The streetscape and design conditions along King Street are consistent with those found along the King Street Area corridor. As with the King Street Area Corridor, the Health and Wellness Cluster has a number of commercial and mixed-use buildings which could benefit from façade improvements and upgrades. While the sidewalks along King Street in the Health and Wellness Cluster are wide, the condition of the sidewalks is fair to poor and in most places, the sidewalks are in need of repair/refinishing. There are no street trees and landscaping in the public right-of-way and no plantings at all beside the sidewalks. This lack of streetscaping becomes more evident at the pedestrian level because the sidewalks are very wide in places. The extensive landscaping and generous setbacks at the Welland Hospital Site do provide a softer contrast to much of the harder streetscape environment that dominates most of King Street.



The southern part of the area is home to a small park with a playground which is adjacent to the rail line that bisects the southern part of the area. The lands along the Recreational Waterway provide a more attractive and quiet setting, offering expansive views and vistas of the Waterway, western shoreline and bridges. The Area also contains several recreational uses which are connected to the trail system, including a skate park behind the Health and Wellness Complex and the Welland Arena. This portion of the trail network also features several examples of public art.

5.4.4 Economic Conditions

Business activity in the Health and Wellness Cluster is influenced by the hospital. The area contains 16 doctor's offices/medical clinics in standalone or professional arts buildings. The remainder of the businesses in the Cluster are a mix of largely service commercial type businesses such as restaurants, bars, auto repair facilities, etc. There also appears to be residential apartments above these commercial at grade uses.

There are approximately 60 business addresses in the area with approximately 20 (33%) of these addresses being vacant. This represents a very high number of commercial vacancies in the area and is a major concern in the area, especially as one moves southerly along King Street which is where most of the business vacancies are located.

	residential dwellings are in good condition, with the exception of some of the residential dwellings in the southern most block of residential (Seventh/King/Ontario/Canal Bank). • There are some very unique buildings within the residential areas, which may have heritage value (such as the Plymouth Cordage worker housing).	and two storey commercial and mixed use buildings along King Street within the Cluster are in very poor condition and would benefit from physical repairs and façade improvements or demolition and redevelopment. • A few buildings in the area appear to be abandoned. • Similar to the King Street area, none of the older buildings with heritage	area, there is an opportunity to identify, in more detail, the heritage elements and characteristics of the existing buildings along King Street within the Cluster and develop a flexible framework for preservation and enhancement.	area continue to deteriorate, long-term blight could set in and make revitalization of the area very difficult. • The lack of a formal protection and preservation strategy may result in the loss of buildings with potential heritage value.
--	--	---	---	---

	surrounding and adjacent neighbourhoods (sidewalks on both sides of the street). • The area does include transit stops and several transit shelters and seating. • The pedestrian environment along the Welland Recreational Waterway is attractive and has a defined sense of place featuring public art, shade trees, leisure areas and interesting views and vistas.	the sidewalk and publically maintained portions of King Street within the Cluster. • The transit shelters could benefit from improvements/ upgrades.	of streetscaping (street trees, landscaping, theming of gateways, lighting etc.). • There are opportunities to improve east-west linkages from the adjacent neighbourhoods towards the Recreational Waterway.	entire length of King Street within the Cluster.
--	---	---	--	---

6.0 VISION AND GOALS

A “Vision” for any commercial area is a long-term strategic statement that identifies how the community wants its commercial area(s) to look, feel and function. A Vision includes a broad range of elements such as the type and nature of uses and activities, features and amenities desired within the commercial area; opportunities for moving people around the commercial area; the feel or character of the buildings and spaces within the area; and the overall identity and image of the commercial area. The establishment of a Vision is a critical component of the CIP process because it provides the overarching long-term foundation that directs the public realm improvements and incentive programs that form the CIP.

Participants in the July 11, 2013 public meeting and workshop were asked to identify a Vision for the Downtown and Health and Wellness Cluster. Community input stressed that the four sub-areas be better connected and function as a whole, but each with its own identity. General themes emerged from participant responses and the discussions among the various participants in the two workshop groups. A summary of the participant responses to the vision question is contained in **Appendix B**.

The critical needs identified in the SWOT Analysis were synthesized with the general Vision themes as well as the comments received after the public meeting to establish a general overarching Vision for the Downtown and Health and Wellness Cluster that is outlined below in the form of goal statements for the Project Area. This Vision was used to guide preparation of the Public Realm Improvement Plan and the Incentive Programs in this CIP.

The Vision states that over time, the Welland Downtown and Health and Wellness Cluster will:

- 1) Be an active, vibrant and beautiful commercial area showcasing attractive building and business facades including a high level of design and attractive business signage;
- 2) Include new commercial uses such as a grocery store and specialty retail uses that attract both residents and visitors to the area;
- 3) Have a greater variety of dining and shopping experiences;
- 4) Be attractively streetscaped to include more gateway features, street lighting, landscaping, plantings, and public amenities, all designed around a common theme(s);
- 5) Have improved public infrastructure including sidewalks, roads, public parks, and the lift bridge;
- 6) Proudly display preserved and restored heritage/historical buildings that celebrate the City’s history;
- 7) Have more people living and working in the area with upper floors of commercial buildings converted to apartments and residential infill housing on vacant lots;

- 8) Have improved pedestrian and cycling connections including improved pedestrian friendly sidewalks, and more wayfinding signage within the area, but also between the areas and surrounding neighbourhoods and the rest of the City;
- 9) Showcase the City's Recreational Waterway with more amenities on the Waterway and opportunities for users of the Waterway to stop and connect to the Downtown and Health and Wellness Cluster;
- 10) Have a college satellite campus and/or major educational institution located in the Downtown;
- 11) Have a business incubator/"mentorshop" located in the area;
- 12) Have a thriving artist/theatre/musical community that utilizes and brings life to space in the area;
- 13) Have the continued presence of Welland Hospital to contribute to the employment and health services in Welland; and
- 14) Have enhanced sporting facilities, sporting events and community events.

7.0 RECOMMENDED COMMUNITY IMPROVEMENT PROJECT AREA

In order to delineate a recommended Community Improvement Project Area for the Downtown and Health and Wellness Cluster CIP, each of the three sub-areas in the CIP Study Area shown in **Figure 1.1** along with the King Street sub-area were assessed to determine those properties within the Study Area most in need of community improvement and where community realm improvement efforts would have the most impact. Lands surrounding the Study Area were also examined in this regard. As directed in Section 7.10.3 of the Official Plan, the criteria used to delineate the community improvement project area focused on:

- i. Conditions of existing buildings;
- ii. Land use issues;
- iii. Aesthetic issues;
- iv. Transportation or infrastructure issues;
- v. Natural or human-made environmental issues;
- vi. Social or community issues; and
- vii. Economic issues.

The selection of properties and lands for inclusion in the recommended Community Improvement Project Area focused on including commercial, institutional, and mixed use properties and areas that;

- a) Require community improvement as a result of one or more of the issues identified above, and especially those properties that: are in poor condition, with aesthetic issues and/or economic issues; and/or
- b) Contain existing vacant and underutilized buildings and vacant infill opportunities.

The recommended Community Improvement Project Area ("Project Area") for the Downtown and Health and Wellness Cluster CIP is shown in **Figure 7.1**.

8.0 LAND USE PLAN AND PLANNING RECOMMENDATIONS

8.1 Land Use Plan

The existing policy framework within the Welland Official Plan provides the basis for long range planning, identifying the intended function, general permitted land uses and design principles for the lands within the Project Area. The Official Plan provides opportunities for a range of activities and encourages strategic infilling, intensification and redevelopment throughout the Downtown along King Street and within the Health and Wellness Cluster.

Figure 8.1 illustrates the general Land Use Strategy for the entire Project Area. **Figure 8.2** illustrates the recommended Land Use Plan.

8.2 Planning Recommendations

The following changes to the existing Official Plan policies should be considered by the City in order to implement the Land Use Strategy and Plan articulated within this CIP:

- Lands along King Street which are designated as “Community Commercial Corridor” in the OP should be re-designated to permit mixed commercial uses. The redesignation should allow upper storey residential where ground floor uses are commercial, i.e., in a mixed use format;
- The general complement of commercial activities should be maintained in the Mixed Use Commercial designation, however the City may wish to consider the exclusion of certain types of auto-related activities along this stretch of King Street (such as auto-repair shops, drive-throughs, service stations, etc.); and
- The larger area designated as the Health and Wellness Cluster should be maintained at this time. Opportunities to rationalize some of the more stable residential areas should re-visited during the next 5-year review of the City’s Official Plan.

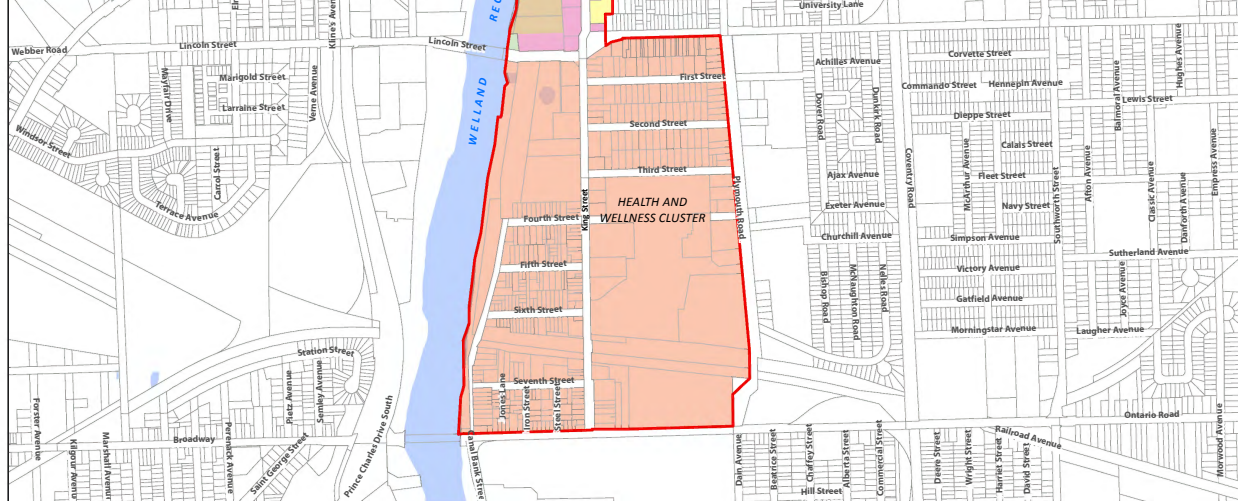


MAP CREATED BY: MK
MAP CHECKED BY: PK

FILE LOCATION: V:\PROJECTS\BARTON\19137356 Welland CIP and Urban Design
Guidelines\CPLand Use Strategy\Welland



PROJECT: 19-7356
STATUS: FINAL
DATE: 4/17/2014



Open Space & Recreation
Welland Recreational Waterway

1:10,000
0 50 100 200 300 m

MAP CREATED BY: GM
MAP CHECKED BY: PK
MAP PROJECTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\17336 - Welland Community Improvement Plan\Mapping

DILLON
CONSULTING

PROJECT: 13-7336
STATUS: DRAFT
DATE: 4/21/2014

9.0 PUBLIC REALM IMPROVEMENT PLAN

9.1 Purpose and Objectives

The Public Realm Improvement Plan is intended to provide strategic guidance for capital projects into the future. By implementing the Public Realm Improvement Plan, the City will be able ensure that financial incentives in this CIP will be supported by public sector investments in physical improvements in the Project Area. This is particularly important as properly designed public realm improvements help define the overall perception and sense of place within a community improvement project area. They also send a clear signal to the development and business community that the municipality is serious and committed to community revitalization and improvement in the Project Area. The Public Realm Improvement Plan provides distinct measures for each of the four (4) sub-areas in the Project Area. However, these recommended improvements are also tied together to provide a comprehensive list of projects that the City can focus design and funding on over time.

9.2 Key Design Principles

Key design principles of the Public Realm Improvement Plan are focused on providing a strong and vibrant “sense of place” to the Downtown, King Street and the Health & Wellness Cluster. The design principles are overarching objectives which are aligned with the community values expressed by the public. As such, the design principles were utilized to help determine specific recommended improvements to the public realm. Each of the design principles should also be considered when planning, designing and implementing public realm improvement projects. These principles include the:

- Enhancement of highly visible spaces;
- Creation of a strong sense of place;
- Promotion of pedestrian movement and active transportation;
- Provision of a safe and interesting environment; and
- Provision of links/connections to the waterway and other important civic destinations.

9.3 Recommended Improvements

9.3.1 Strategy

The recommended Public Realm Improvement Plan is depicted in **Figure 9.1**, illustrating:

- Gateway Improvement Areas;
- Streetscapes Improvements;
- Green Connections; and,
- Public & Open Space Upgrades.



MAP CREATED BY: MK
MAP CHECKED BY: PK

FILE LOCATION: V:\PROJECTS\BARTON\137356 Welland CIP and Urban Design
Guidelines\CIP\Public Realm Improvements\Welland



PROJECT: 13-7356
STATUS: FINAL
DATE: 7/30/2014

9.3.2 Gateway Improvement Areas

Gateways are important design features which announce the arrival into a particular geographic setting. They are designed spaces in the urban environment made up of architectural and landscape architectural treatments which are commonly themed with cultural or natural heritage, business/institutional references, or public art commissions. Welland has a wealth of theming options to draw upon, from its history, events, and emerging cultural significance.

The Public Realm Improvement Plan has initially identified four (4) locations to incorporate gateway features, essentially at the north-south and east-west limits of the Study Area. These gateway features should be designed with similar attributes to help tie together a graphic and overall aesthetic which is memorable and identifiable.

9.3.3 Streetscapes Improvements

The Public Realm Improvement Plan creates a hierarchy of streets that require improvement and prioritizes investments in rebuilding these streets over time. As shown in **Figure 9.1**, primary streetscape improvements are centred upon the East and West Main Streets, Niagara to Division Streets and King Street. It is expected that streetscape improvements will promote active transportation, improved pedestrian facilities, civic importance and a heightened sense of place through street furnishings, street tree planting, lighting, and paving. These measures will help in establishing attractive streets as the setting for private sector investments, and ultimately strengthening economic activity in the Project Area.

Secondary streetscape improvements identify streets that can support similar improvements in the long-term after successful completion of the primary improvements. Improved streetscaping along the secondary streets will help to support increased at grade commercial/retail activity along these streets.

Figures 9.2 and 9.3 provide conceptual illustrations of primary streetscape improvements.



Figure 9.2: Niagara Street, Conceptual Streetscape Improvement

Streetscape Improvements illustrated in the Niagara Street concept include:

- ✓ Active transportation improvements (bike lanes, cross-walks, sidewalk improvements)
- ✓ Green space improvements (street trees, native grass plantings, plaza/square with water feature)
- ✓ Private realm improvement (façade restoration and upgrades, selective infilling and intensification, mural and public art installations)
- ✓ Other improvements (lighting, road re-surfacing, on-street parking)



Figure 9.3: King Street, Conceptual Streetscape Improvement

Streetscape Improvements illustrated in the King Street concept include:

- ✓ Active transportation improvements (bike lanes, cross-walks, sidewalk improvements)
- ✓ Green space improvements (street trees, permeable pavers, native grass plantings)
- ✓ Private realm improvement (façade restoration and upgrades, selective infilling and intensification)
- ✓ Other improvements (lighting, road re-surfacing, underground hydro)



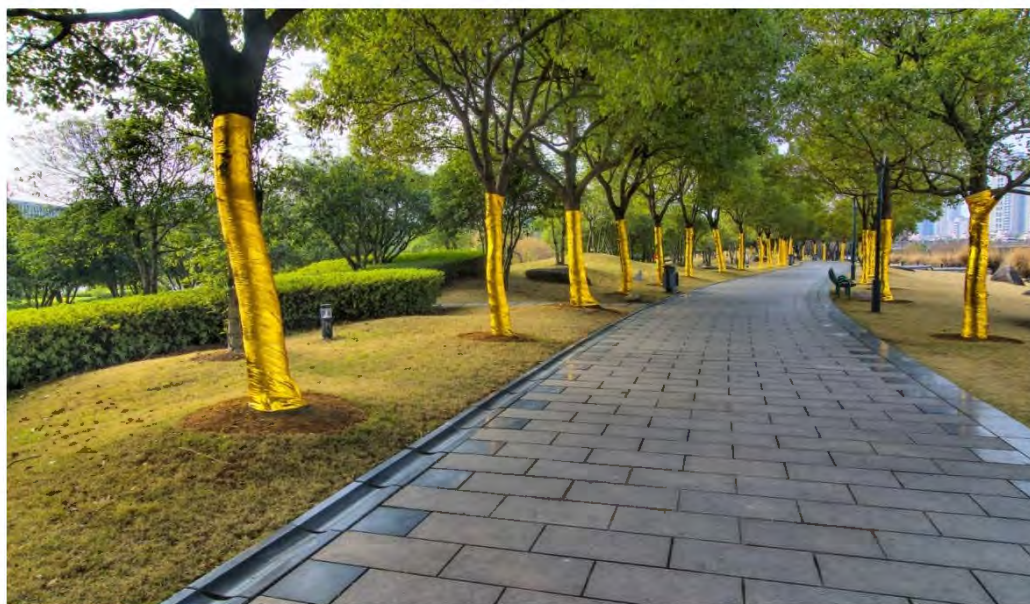
9.3.4 *Green Connections*

Green connections are important pedestrian and cycling linkages that work with road networks, parks, trails and other accessible corridors to give heightened connectivity in the City. In Welland, many green connections already exist but are either severed or in need of renewal. One of the most valuable opportunities within the Project Area is to build green connections from the surrounding neighbourhoods into the Downtown and to the Recreational Waterway. The Waterway presently represents the most significant open space opportunity in the City, yet operates distinctly independent from adjacent neighbourhoods.

Green connections should include a selection of the following elements (depending on context):

- ✓ Trail extensions or upgrades
- ✓ Sidewalks extensions or resurfacing
- ✓ Bike lanes
- ✓ Safe street crossings
- ✓ Lighting & street furniture
- ✓ Landscaping improvements
- ✓ Tree plantings
- ✓ Signage & way-finding

As shown in **Figure 9.1**, efforts must be made to create inviting connections between the community and major open space amenities, such as the Waterway. As part of the Public Realm Improvement Plan, these connections must be accessible, safe and continuous to ensure their true potential in providing active transportation and connectivity to the wider City. Also, the City must begin planning for long-term improvements to the areas adjacent to the Recreational Waterway including enhanced amenities and leisure/recreational opportunities, including improved walkways and seating areas. It is recommended that the City develop a land acquisition strategy/policy to acquire lands to create linear green connections such as those shown in Figure 9.1.



9.3.5 Public Space Upgrades

The Project Area features a wide range of different public spaces, including neighbourhood parks, civic plazas and squares and institutional campuses. The public spaces within the Project Area also includes a number of key anchor public facilities such as the Farmer's Market, the Recreational Waterway, City Hall and the Welland Public Library, Welland Historical Museum, Old Welland Central Fire Hall and several other institutions. This robust inventory of public space offers the community a diverse range of amenities. However, it is important to maintain and update these public spaces as they represent a core part of community values and pride. As important destinations, public spaces can provide a powerful sense of belonging and place in the community, particularly during times of events and gatherings. It is also important to note that adjacency to good public spaces can be an instrumental aspect to investment by the business community and improve real estate values in the long-term.

The CIP does not recommend specific locations for public space upgrades. However, it is expected that as part of the implementation of the CIP, the City will identify short, medium and long-term priorities for specific public space improvements within the Project Area.

Public space upgrades include a selection of the following elements (depending on context):

- ✓ Mural restoration and renewal
- ✓ Establishment of new public art installations
- ✓ Restoration or improvement of existing public spaces (parks, plazas, squares, etc.)
- ✓ Establishment of new public spaces



9.4 Other Initiatives

In addition to the public realm improvement items, there are several other important items which should be addressed as part of the Community Improvement Plan's implementation. A number of these items were raised during the public engagement exercises and will require additional study. The following items have the potential to improve public realm (functionally, economically, aesthetically, etc) and include³:

- **Parking study and pilot project:** The city should undertake a detailed study of the parking needs for the downtown and devise a pilot program which tests alternative approaches to parking standards for the downtown – including but not limited to, reduced parking standards for new development, free parking in strategic locations and a monitoring/tracking program.
- **Mural preservation program:** The city should consider developing a program for restoring and expanding the existing murals in the CIP area. The program can be undertaken as part of the public realm improvement program (as articulated in the previous section) or as a discrete program under the broader banner of the CIP.
- **Attraction study for a post-secondary institution:** The City should work with post-secondary institutions in the Region (Brock University, Niagara College) and other post-secondary institutions outside of the Region to explore the feasibility of locating a major facility in the CIP project area. There are several sites in the CIP area which would be capable of accommodating a small to medium-sized downtown campus facility.
- **Preserve and enhance the Central Fire Hall:** The City should explore opportunities to convert the old fire hall into a Firefighters Museum or some other passive institutional facility. The primary objective would be to establish a strategy for preserving and maintaining the architectural heritage of the Central Fire Hall on 30 Hellems Avenue.
- **Business incubator facility:** The City, in conjunction with other partners, such as the BIA, Niagara Economic Development Corporation or Brock University should further explore opportunities to establish a business incubator in the Downtown. The incubator facility would provide a platform for small business start-ups, providing business advisory support, market analysis and support, management expertise, education, mentoring and access to networks, physical office space, and shared resources.
- **Arts incubation program:** The City should build upon a number of its successful cultural events by exploring opportunities to provide a permanent space for practitioners of cultural and artistic activities (e.g. live-work spaces, artist lofts, theatres, galleries, etc).

³ Note that Niagara Region has already committed to the refurbishment of the Lift Bridge on East Main Street.

10.0 URBAN DESIGN GUIDELINES

10.1 Urban Design Context

Urban design plays a particularly important part of any CIP because it's a central feature in improving the physical environment within a downtown/commercial area. Through the CIP process and analysis of the wider urban context, the appearance and design of commercial and mixed use buildings was consistently mentioned as a key issue. As part of the CIP, the City has also approved the development of city-wide Urban Design Guidelines to provide direction for improvements to the physical environment. The Urban Design Guidelines are a separate stand-alone document and are available under separate cover.

The Urban Design Guidelines provide guidance on a wide range of design elements that impact both the public and private realm in the City. These guidelines are intended to be used by various participants in the site and building design process, including City Staff when reviewing and providing direction on site plan, development, and incentive program applications, as well as developers, landowners, business owners, and design consultants when designing and undertaking site and building improvements. The Urban Design Guidelines are aimed at promoting general urban design expectations for development while offering flexibility in order to directly respond to contextual opportunities and constraints. The Urban Design Guidelines recommend approaches to the following major topics:

- Site Planning and Site Access - including building siting, parking configurations, and loading areas;
- Built Form and Landscape - including building massing and design and landscape expectations and treatments;
- Streetscape Design - including improved urban design solutions to street typologies; and
- Healthy Communities and Sustainable Design Measures - including development form, active transportation, energy efficiency, urban heat island and microclimate, and stormwater management.

10.2 Design Guidelines within the Project Area

The following sections of the Urban Design Guidelines apply within the Project Area:

- Urban Design Principles;
- All applicable general design guidelines for site planning, site access, built form and landscape, streetscape design and healthy communities; and
- Specific design guidance related to the Downtown, Mixed Use Commercial Areas, Residential, Institutional, Parks and Open Space.

Refer to the Urban Design Guidelines document for more details.

11.0 FINANCIAL INCENTIVE PROGRAMS

11.1 Approach

The financial incentive programs contained in this CIP represent a comprehensive “tool kit” of programs specifically designed to help address a number of the key weaknesses and threats identified during the SWOT Analysis and achieve the Vision and goals for the Project Area. The financial incentive programs are specifically designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the Project Area that will complement the recommended Public Realm Improvement Plan and implement the principles of this CIP.

The incentive programs contained in the CIP are referred to as a “toolkit” because once the CIP is adopted and approved, the CIP enables Council to activate and implement the incentive programs, one or more at a time, subject to the availability of funding. The CIP is an enabling document, however, Council is under no obligation to activate and implement any of the incentive programs. The programs are also referred to as a “toolkit” because once activated, these programs can be used individually or together by an applicant.

General requirements that apply to all the programs contained in this CIP and program specific requirements have been included in this CIP to help ensure that the Vision for the Project Area will be achieved while protecting the financial interests of the municipality. **Table 11.1** below summarizes basic program details for each of the incentive programs. The balance of this Section provides the general program requirements and basic details for each incentive program including the program purpose, description, and requirements.

Through its Smarter Niagara Incentive Programs, Niagara Region has established that it will contribute a matching proportionate share to most financial incentive programs offered by a local municipality through a local municipal CIP. The Region’s matching proportionate share is subject to a maximum as specified in the Smarter Niagara Incentive Programs.

The maximum grant/loan under the Description for each program in Table 11.1 includes both the City and Region’s funding contribution. The maximum grant/loan amount specified for each incentive program is the maximum that can be offered by the City. When City Council actually implements an incentive program after the CIP is adopted and approved, Council can set the maximum grant/loan available for this program at, or below, the maximum specified for that program in Table 11.1, depending on budget considerations at the time.

	eligible side and/or rear facade improvement/ restoration works to commercial, institutional and mixed use buildings up to a maximum grant of \$7,500 per property/project may be provided where side and/or rear facades are highly visible from a public road, public parking area and/or public open space. At discretion of Council, maximum total Façade Improvement Grant can be increased by up to \$7,500 (on a matching 50/50 basis) per property/project for properties/projects that are designated under the <i>Ontario Heritage Act</i>.	Region will help fund the maximum total grant of \$7,500 by matching the City's contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$3,750.	
--	---	---	--

⁴ The maximum grant/loan amount includes the City and the Region's funding contribution. When implementing any of these programs, the City can offer the program at the maximum grant/loan amount shown or at a lesser maximum grant/loan amount.

⁵ Council may reduce or extend the program duration of any or all of the programs in this table beyond what is shown without amendment to the CIP.

		contribution from the Region of \$10,000.	
4. Residential Grant / Loan Program	Grant equal to \$15 per sq. ft. of residential space rehabilitated or created to a maximum grant of \$15,000 per unit and a maximum of 4 units per property/project (maximum grant per property/project is \$60,000); OR Loan equal to \$20 per sq. ft. of residential space rehabilitated or created to a maximum loan of \$20,000 per unit and a maximum of 4 units per property/project (maximum loan per property/project is \$80,000)	Region will help fund the maximum total grant of \$15,000 per unit by matching the City contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$5,000 per unit. Region will help fund the maximum total loan of \$20,000 per unit by matching the City contribution to the loan dollar for dollar up to a maximum contribution from the Region of \$10,000 per unit.	Approximately ten (10) years subject to availability of funding as approved by Council.

Charge Reduction Program	development and redevelopment projects in the Community Improvement Project Area. This 75% reduction to City development charges is applied at the time City development charges are normally paid. Furthermore, development in the Project Area that receives a 75% reduction in City development charges will be provided an additional 25% reduction of City development charges if the development satisfies the requisite Regional Smart Growth Design Criteria.	Development Charge Reduction Program.	
---------------------------------	---	---------------------------------------	--

11.2 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 designated Community Improvement Project Area;
- b) With the exception of the Planning and Building Fees Grant, 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, rental rates, sale prices, 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) The City may require that an applicant submit professional urban design studies and/or professional architectural/ design drawings that are in conformity with Urban Design Guidelines put in place by the City;
- f) 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;
- g) Each incentive program in this CIP is considered active if Council has approved implementation of the incentive program, and Council has approved a budget allocation for the incentive program (as applicable);
- h) As a condition of application approval, the applicant may be required to enter into a grant or loan 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;

- i) 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 grant/loan may be reduced on a pro-rated basis;
- j) 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;
- k) 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;
- l) 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;
- m) 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;
- n) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land must conform to the City's Urban Design Guidelines, and all other City guidelines, by-laws, policies, procedures, and standards;
- o) 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;
- p) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals at both the local and regional level;
- q) 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;
- 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, and incentive programs contained in other applicable CIPs, e.g., the Brownfield CIP. However, no two incentive programs may be used to pay for the same eligible cost;
- v) In order to avoid double dipping between the Tax Increment Grant Program contained in this CIP and the Brownfield Rehabilitation Grant (Tax Increment) Grant Program available under the Brownfield CIP, application can be made for only one of these grant programs, per property, site or project; and
- w) The total of all grants, loans and tax assistance provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other applicable CIPs shall not exceed the eligible cost of the improvements to that property under all applicable CIPs.

11.3 Urban Design Study Grant Program

11.3.1 Purpose

To help ensure that professional urban design studies and architectural/ design drawings meet the City's Urban Design Guidelines and to help offset the costs of preparing professional urban design studies and architectural/ design drawings.

11.3.2 Description

This program will provide a matching grant of 50% of the cost of preparing professional urban design studies and architectural/design drawings required by the City to a maximum grant per property/project of \$2,500. Only one Urban Design Study Grant application per property/project will be allowed.

11.3.3 Program Requirements

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

- a) All studies/drawings must be submitted to the City in electronic and hard copy format for the City's review and retention; and
- b) All studies/drawings must be to the satisfaction of the City and must meet the City's Urban Design Guidelines and any other City guidelines, by-laws, policies, procedures, and standards.

11.4 Façade Improvement Grant Program

11.4.1 Purpose

To promote the rehabilitation, restoration and improvement of the front, rear and side facades of commercial, institutional and mixed use buildings, including retail storefront display areas and business signage.

11.4.2 Description

This program will provide a grant equal to 50% of the cost of eligible front facade and storefront improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$12,500.

At the discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$7,500 may be provided where said rear and/or side facades are highly visible from a public road, public parking area or public open space.

At the discretion of Council, the maximum total Façade Improvement Grant can be increased by up to \$7,500 (on a matching 50/50 basis) per property/project for properties/projects that are also designated under the *Ontario Heritage Act*.

11.4.3 Program Requirements

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

- a) The following types of building façade restoration and improvement works on commercial, institutional and mixed use buildings are considered eligible for a grant under this program:
 - i) Repair or replacement of storefront/office front/institutional front, including repair or replacement of front doors and windows;
 - ii) Repair or repointing of facade masonry and brickwork;
 - iii) Repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
 - iv) Repair or replacement of awnings or canopies;
 - v) Facade painting, cleaning, treatments, and refinishing as acceptable to the City;
 - vi) Addition of new lighting/upgrading of existing fixtures on exterior facade and in 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 of 15% of the approved grant amount);
 - ix) Architectural/design fees required for eligible works (to a maximum of 10% of the 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 building façade restoration and improvement works on commercial, institutional 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 elements specified in the Reasons for Designation accompanying the designating by-law under the Ontario Heritage Act;
 - ii) 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.);
 - iii) Removal of modern materials and replacement with documented original materials;
 - iv) Reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
 - v) Cleaning of masonry buildings if it is necessary for the building's preservation;
 - vi) All final finishes, such as paint and masonry are eligible for funding subject to approval; and
 - vii) Works required to maintain or preserve significant architectural features.
- c) For commercial, institutional and mixed use 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.

11.5 Building Improvement Grant/Loan Program

11.5.1 Purpose

To promote the maintenance and physical improvement of existing commercial, institutional and mixed use buildings and properties, in order to improve the attractiveness of the Project Area and provide safe and usable commercial, residential and mixed use space.

11.5.2 Description

This program may be offered in the form of a grant or a loan as described below.

11.5.2.1 Grant Program

The Building Improvement Grant Program will provide a grant equal to 50% of the cost of eligible interior and exterior building and maintenance improvement works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$12,500.

11.5.2.2 Loan Program

The Building Improvement Loan 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, institutional and mixed use buildings up to a maximum loan per property/project of \$30,000. The minimum loan will be \$5,000.

The loan will be repayable in equal monthly payments over 5 years and a lump sum payment of outstanding funds at the end of the 5-year term. The City will require that security for the loan be registered against title of the property.

11.5.3 Program Requirements

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

- a) The following types of building maintenance and improvement works on commercial, institutional 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) As a condition of loan approval, the City may require the applicant to:
 - i) Post such security as may be required to secure a commercial loan, including registration of such security against title of the property; and
 - ii) Meet specific insurance terms to protect the municipality's interests.
- c) If during the loan period, a building receiving a loan is demolished, all loan advances from the City shall cease, and all loan advances already made by the City will be repayable to the City ; and
- d) If during the loan period, a building designated under the *Ontario Heritage Act* receiving a loan is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all loan advances from the City shall cease, and all loan advances already made by the City will be repayable to the City.

11.6 Residential Grant/Loan Program

11.6.1 Purpose

To promote the renovation of existing residential units and the construction of new residential units through;

- a) Renovations to existing residential units in mixed use buildings to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
- b) Conversion of excess commercial and/or vacant space in commercial and mixed use buildings (where permitted by By-law) to one or more net residential units; and
- c) The infilling of vacant lots with two or more net residential units.

11.6.2 Description

This program may be offered in the form of a grant or a loan as described below.

11.6.2.1 Grant Program

The Residential Grant Program will provide a grant equal to the cost of rehabilitating existing residential units and/or constructing new residential units on the basis of \$15 per square foot of habitable floor space rehabilitated or constructed, to a maximum grant of \$15,000 per unit, and a maximum of 4 units per property/project (total maximum grant of \$60,000 per property/project).

The Residential Grant Program can be used for rental or ownership units. If used for ownership units, the grant may apply to buildings that fall under the *Condominium Act*.

11.6.2.2 Loan Program

The Residential Loan Program will provide a no interest loan on the basis of \$20 per square foot of habitable floor space rehabilitated or constructed, to a maximum loan of \$20,000 per unit, and a maximum of 4 units per property/project (total maximum loan of \$80,000 per property/project). The loan will be repayable in equal monthly payments over 5 years and a lump sum payment of outstanding funds at the end of the 5-year term. The City will require that security for the loan be registered against title of the property.

The Residential Loan Program can be used for rental or ownership units. If used for ownership units, the loan may apply to buildings that fall under the *Condominium Act*. If the loan is used for ownership units, upon closing of the sale of any unit, the loan for that unit will be due in full. If the unit is a rental unit, the full loan term will apply, but the loan may be repaid early without penalty.

11.6.3 Program Requirements

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

- a) The following types of projects are considered eligible for a grant/loan under this program:
 - i) Renovations to existing residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - ii) Conversion of excess commercial and/or vacant space on upper stories of commercial and mixed use building to one or more net residential units; and
 - iii) Vacant lots (including parking lots) converting to mixed use or residential use where two or more net residential units are created.
- b) The City may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- c) As a condition of loan approval, the City may require the applicant to:
 - i) Post such security as may be required to secure a commercial loan, including registration of such security against title of the property; and
 - ii) Meet specific insurance terms to protect the municipality's interests.
- d) If during the loan period, a building receiving a loan is demolished, all loan advances from the City shall cease, and all loan advances already made by the City will be repayable to the City ; and

- e) If during the loan period, a building designated under the *Ontario Heritage Act* receiving a loan is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all loan advances from the City shall cease, and all loan advances already made by the City will be repayable to the City.

11.7 Tax Increment Grant Program

11.7.1 Purpose

To encourage and support rehabilitation, redevelopment, infill and intensification projects in the Project Area by providing a financial incentive that reduces the property tax increase that can result from these various types of development. This incentive is also designed to assist in securing project financing.

11.7.2 Description

This program will provide a tax increment based grant equivalent to 80% of the municipal (City and Region) property tax increase for up to 10 years following completion of an eligible project where that project creates an increase in assessment, and therefore an increase in property taxes.

The grant will be paid annually once:

- a) The eligible project is complete;
- b) Final building inspections have taken place;
- c) An occupancy permit has been issued (as applicable);
- d) All deficiencies have been addressed;
- e) The property has been reassessed by the Municipal Property Assessment Corporation (MPAC); and
- f) The new property taxes have been paid in full for the year.

Pre-project Municipal taxes will be determined before commencement of the project at the time the application is approved. For purposes of the grant calculation, the increase in municipal taxes will be calculated as the difference between pre-project municipal taxes and post-project municipal taxes that are levied as a result of re-valuation of the property by the MPAC following project completion. 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.

11.7.3 Program Requirements

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

Applicants are eligible to apply for funding under this program subject to meeting the general program requirements and the following program requirements:

- a) The following types of projects are considered eligible for this 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 property⁶;
- b) The City may require the applicant to submit a Business Plan, with said plan to the municipality's satisfaction;
- c) The City may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- d) If during the grant period, a building receiving a Tax Increment Grant is demolished, all grant payments shall cease and the City reserves the right to require repayment of the grant payments;
- e) If during the grant period, a building/property designated under the Ontario Heritage Act receiving a Tax Increment Grant is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all grant payments shall cease and the City reserves the right to require repayment of the grant payments; and
- f) For projects on brownfield sites:
 - i) The application must be accompanied by a Phase II ESA, Remedial Work Plan or Risk Assessment Plan prepared by a qualified person that contains a work plan and an estimate of the cost of actions that will be required to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) to be filed in the Environmental Site Registry under Section 168.4 of the Environmental Protection Act; and
 - ii) The owner shall file in the Environmental Site Registry a Record of Site Condition (RSC) for the property signed by a qualified person, and the owner shall submit to the City proof that the RSC has been acknowledged by the Ministry of Environment (MOE).

⁶ This program does not apply to any residential construction project that creates less than two net residential units.

11.8 Planning and Building Fees Grant Program

11.8.1 Purpose

To facilitate and spur adaptive re-use, infill, intensification, and redevelopment through the provision of an additional financial incentive that will complement and augment the other incentive programs within the CIP.

11.8.2 Description

This program will provide a grant equal to 100% of the fees paid on planning and development applications, building permits and sign permits to a maximum total grant of \$5,000 per property/project. The Planning and Building Fees Grant will be paid after all construction is complete and the City has conducted all final building inspections.

11.8.3 Program Requirements

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

- a) The following types of planning and development applications and building permits are considered eligible for this program:
 - 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 City that are not listed above, but which advance the purpose of this program, may be considered. This program does not apply to security deposits or cash-in-lieu payments.

11.9 Development Charge Reduction Program

11.9.1 Purpose

To encourage and support rehabilitation, redevelopment, infill and intensification projects in the Project Area by providing a financial incentive that reduces or completely removes the City development charge payable on such development projects. This incentive is also designed to assist in securing project financing.

11.9.2 Description

This program will complement and operate on a similar basis to the Regional Development Charge Reduction Program in designated central urban areas. The reduction of local municipal development charges is not required by the Region as a condition of the Regional program, but it is encouraged by the Region. Combined with the Regional development charge reduction, a reduction of the City's development charges will likely prove to be a significant upfront financial incentive to promote redevelopment in the Project Area.

The City's Development Charge Reduction Program will automatically reduce City development charges on residential, commercial, mixed use and non-exempt institutional development and redevelopment projects in the Community Improvement Project Area. This 75% reduction will be applied at the time City development charges are normally paid. Furthermore, development in the Project Area that receives a 75% reduction in City development charges will be provided an additional 25% reduction of City development charges if the development satisfies the requisite Regional Smart Growth Design Criteria.

As the amendments to the City's Development Charges By-law required to implement the Development Charge Reduction Program are outside the scope of the *Planning Act*, the Development Charge Reduction Program has only been referenced in this Plan, and does not form part of this Plan. The Development Charge Reduction Program has been incorporated into the City's recently passed Development Charges By-law.

11.9.3 Program Requirements

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

- a) The following types of projects are considered eligible for the program:
 - i) All development that is not exempt from payment of development charges.

12.0 MONITORING PROGRAM

12.1 Purpose

The Monitoring Program set out in this section has several purposes. It is designed to monitor:

- a) Funds dispersed through the CIP incentive programs so as to determine which programs are being most utilized, and use this information to adjust the programs as required;
- b) Feedback from applicants to the incentive programs so that adjustments can be made to the incentive programs as required; and
- c) The economic impact associated with projects taking advantage of the CIP incentives programs.

This CIP is not intended to be a static planning document. It is intended to be a proactive plan for economic and community revitalization in the Project Area. Therefore, information obtained through the Monitoring Program should be used by the City to periodically adjust the incentive programs to make them even more relevant and user friendly. Information collected through the Monitoring Program should 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.

12.2 Description

Monitoring of the uptake and performance of the incentive programs should be done on a regular basis and these monitoring results reported to Council annually. As well, feedback from users of the incentive programs should be considered and utilized to adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs are effective for a range of project types and sizes in the community improvement project area. Similarly, monitoring of progress on implementation of the public realm improvements should be done regularly and reported to Council on an annual basis.

Table 12.1 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. In addition to these quantitative economic measures, the City should also attempt to monitor the qualitative results of the CIP in terms of its social and community benefits. This could include the impact of public realm improvement projects on existing businesses and community pride. Regular qualitative observations should be conducted by City Staff of the individual and cumulative impact of both public and private CIP projects on the Project Area. This could include comments received by staff from business owners, property owners and residents. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 12.1.

TABLE 12.1: INCENTIVE PROGRAM MONITORING VARIABLES

Program	Monitoring Variable
1. Urban Design Study Grant	• Number of applications; • \$ amount of grant; • Total cost of urban design study/ architectural/design drawings; • Number of Urban Design Study Grants leading to facade/construction projects; • Number and \$ amount of program defaults.
2. Development Charge Exemption/Grant	• Number of applications by type (conversion, intensification, infill) • \$ amount of development charge exempted by project; • \$ amount of grants awarded by type (LEED or Smart Growth) • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (City and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
3. Tax Increment Grant	• Number of applications by type (conversion, intensification, infill) • \$ amount of grant; • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (City and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
4. Facade Improvement Grant	• Number of applications by type of facade improvement (front/side); • \$ amount of grant; • Type and cost (\$) of total facade improvements; • Total value (\$) of other building improvements/construction; • Increase in assessed value of participating property; • Increase in municipal (City and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.

TABLE 12.1: INCENTIVE PROGRAM MONITORING VARIABLES

Program	Monitoring Variable
5. Building Improvement Grant/Loan	• Number of applications by type (interior and/or exterior building improvement) • \$ amount of loan; • Type and cost (\$) of total interior and exterior building improvements; • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated and/or added; • Number of new businesses successfully occupying the space (1 year post project completion); • Increase in assessed value of participating properties; • Increase in municipal (City and Region) and education property taxes of participating properties; • Number and net \$ amount of loan defaults.
6. Residential Grant/ Loan	• Number of applications by type (conversion, intensification, infill) • \$ amount of grant or loan; • Total \$ value of construction; • Number of residential units created by type (rental/ownership, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space rehabilitated, converted or added; • Increase in assessed value of participating property; • Increase in municipal (City and Region) and education property taxes of participating property; • Number and net \$ amount of loan defaults.
7. Planning and Building Fees Grant	• 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; • Square footage of habitable floor space created; • Square footage of commercial space rehabilitated or constructed; • Total \$ value of construction; • \$ value of fees paid; and • \$ value of building permits issued.

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. 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*. 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 or discontinuation of programs will be provided to the Minister of Municipal Affairs and Housing for information purposes only.

13.0 MARKETING STRATEGY

13.1 Purpose and Key Messages

As noted in the Interim Report, one of the potential reasons for the modest uptake of incentive programs in the Downtown over the last twelve years is the lack of a dedicated strategy to educate business and property owners about available incentive programs and provide direct assistance to applicants to prepare incentive program applications. It is very important to the successful implementation of a CIP that the incentive programs and the leadership role being taken by the City through implementation of the public realm improvements and other initiatives be effectively communicated to property owners, business owners, developers, potential end users, and residents within the Project Area, within the rest of the City, within the Region of Niagara, and beyond. Therefore, the adoption of this CIP represents an ideal opportunity for the City to significantly improve its education and marketing efforts with regard to the Downtown and Health and Wellness Cluster, including the incentives and development opportunities available within this area.

Furthermore, experience in other municipalities with successful downtown and commercial area CIPs suggests that a strong and active BIA that covers the Community Improvement Project Area can assist in education and marketing of the incentive programs and other initiatives contained in a CIP to property and business owners. Therefore, it is recommended that due consideration be given to either expanding the current Downtown BIA to cover the other areas included in the recommended Community Improvement Project Area, or creating one or more BIAs in the other areas covered by the recommended Community Improvement Project Area.

During the consultation sessions, businesses and residents alike noted that Downtown Welland has developed a negative image. Overcoming this image should certainly be part of the marketing message for the CIP. But, the primary purpose of the Marketing Strategy outlined in this section is to proactively and regularly advertise and market the City's incentive programs and the planned improvements and actions being taken by the City to actively support revitalization within the Project Area. This will help to demonstrate that the City is committed to revitalization and improvement of the Project Area, and over time this will address any negative image in relation to the Downtown. As such, it is recommended that the City budget for and implement a Marketing Strategy that:

- a) Provides direction on how to obtain information on available incentive programs, including program guides and application forms, as well as direct assistance from City Staff on preparing an application for the incentive programs;

- b) Informs property and business owners and developers on a regular basis with regard to actions planned by the City to improve the investment environment within the Project Area, i.e., demonstrate a long-term commitment on the part of the City to the renewal, revitalization and redevelopment of the Downtown and the Health and Wellness Cluster; and
- c) Publicizes recent development and business activity and success stories within the Project Area in order to improve the image of the area as both a place to invest and a place to live.

13.2 Reaching the Target Audience

Because the long-term success of the CIP will depend on investment from both within (existing property and business owners) and outside the Project Area, it is important to market to both these target audiences. However, the best ambassadors (marketers) for a downtown area are the businesses, property owners and residents in the area. The impact of what existing business and property owners and residents in the downtown tell potential investors and residents cannot be underestimated. Therefore, because some business owners, property owners and residents in the downtown expressed serious concerns about the current condition and image of the downtown, it will be very important for the City to regularly reach out to these groups using the marketing tools and inform them about available incentive programs, revitalization and development projects, and public realm improvements.

The Marketing Strategy should be targeted to:

- a) Existing property owners and business owners in the Project Area;
- b) Business associations within the Project Area, concentrating on working with the Downtown Welland BIA, business representatives in the Health and Wellness Cluster, and the Welland Chamber of Commerce;
- c) Business owners, associations and chambers of commerce outside the Project Area, both within the City of Welland and within the Region;
- d) Support professionals, including real estate professionals, lending institutions such as banks and trust companies, planning consultants, architects, and others; and
- e) Residents within and outside the Project Area, as well as the general public.

13.3 Marketing Tools

The marketing of the CIP programs and public realm improvements to the targeted audiences should be a comprehensive multi-media campaign containing information, education and advertising components. The following key marketing tools are recommended to implement the Marketing Strategy:

- a) An online and hardcopy Brochure outlining the CIP initiative and financial incentive programs available from the City, including information on program requirements and how to apply;
- b) Inclusion of the brochure in the City's annual property tax billing;
- c) A regular newsletter (e.g. semi-annually) containing highlights of the incentive programs, public realm improvements (planned, underway and constructed) and updates and profiles of projects and new/expanded businesses that have taken advantage of the CIP incentive programs;
- d) Enhanced Program Guides and Applications Forms;
- e) Enhancement of the City's web page via addition of direct (one-click) access to information on the available incentive programs and the aforementioned newsletter;
- f) Periodic presentations/sessions with property and business owners and support professionals wishing to apply for the incentive programs to outline the available incentives and how to apply;
- g) A dedicated City Staff member who provides direct assistance to applicants preparing incentive program applications and coordinates the processing of those applications;
- h) Profiling of the incentive programs and revitalization/redevelopment project success stories in planning and economic development publications, newsletters and other publications published by the City and the Region;
- i) Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories in the Project Area;
- j) Media Releases and profiles of successful projects and initiatives should be sent to local and outside media; and,
- k) Requiring recipients of CIP grants and loans to post a sign (supplied by the City) that indicates that the project is taking advantage of the City CIP incentive programs.

14.0 IMPLEMENTATION STRATEGY

14.1 Basis

Sections 28(3), 28(6) and 28(7) of the *Planning Act* identify that once a Community Improvement Project Area has been designated and a CIP is approved, a municipality may undertake a number of different actions, including:

- 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;
- c) Sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan; and
- d) Making grants or loans to registered owners, assessed owners and tenants of lands and buildings within the community improvement project area.

Once this CIP is adopted and approved, the City may engage in any of these activities and use its powers under the *Municipal Act, 2001* to undertake all of the recommendations in this CIP, including the public realm improvements and the financial incentive programs.

14.2 Purpose

The purpose of the Implementation Strategy is to provide a summary “action plan” for implementing the recommendations within the CIP. The Implementation Strategy specifies key implementation details, key stakeholders who will be involved in implementation, and the priority for each recommendation contained in the CIP. The Implementation Strategy shown is divided into three sections corresponding to the three types of recommendations contained in the CIP:

1. Public Realm Improvements (**Table 14.1**);
2. Incentive Programs (**Table 14.2**); and
3. Other Initiatives (**Table 14.3**).

14.3 Priorities

The priorities identified by the public during the second open house will have the most positive impact and are therefore ranked as highest priority. The priorities are based on the premise of capital investment in the Project Area over the longer term, and allow the City to budget those higher priority items in the earlier stages. The priority framework for the public realm improvements is intended only as a general guide for the preparation of a long-term capital program that will necessarily provide more detail in terms of specific costs, phasing and priorities.

The timing item indicates approximately when work should begin. It is understood that some items will take multiple years to complete (for example, the streetscaping program could begin in the short term and extend into the medium and long term as different sections are completed).

	➤ Niagara Region ➤ BIA ➤ Health and Wellness Reps ➤ General public				
3. Design and install secondary streetscaping improvements	➤ City of Welland ➤ BIA ➤ Health and Wellness Reps ➤ Property owners ➤ General public	High			x

6. Upgrade existing public spaces	➤ City of Welland ➤ Community art groups ➤ BIA ➤ Health and Wellness Reps ➤ General public	High		x	
7. Add new public spaces	➤ City of Welland ➤ Community art groups ➤ BIA ➤ Health and Wellness Reps ➤ General public	Very High		x	x

	➤ Property/business owners				
4. Implement the Residential Grant/Loan Program	➤ City of Welland ➤ Niagara Region ➤ Property owners	High	X		
5. Implement the Tax Increment Grant Program	➤ City of Welland ➤ Niagara Region ➤ Property owners	Very High	X		
6. Implement the Planning and Building Fees Grant Program	➤ City of Welland ➤ Property/business owners	Medium	X		

a. Prepare an Incentive Program Brochure		Very High	X		
b. Enhance the Programs Guides and Applications Forms		High	X		
c. Prepare a Newsletter		Medium	X		
d. Enhance the City's webpage to provide direct link to incentive program information		High	X		

⁷ This program does not form part of the CIP and is to be implemented through the Development Charges By-law.

monitor impact on business activity	➤ Property Owners				
3. Enhance efforts to attract a post-secondary educational institution to locate in the Project Area, e.g., college satellite campus	➤ City of Welland ➤ BIA ➤ Health and Wellness Reps ➤ Local Colleges and Universities	High	X	X	
4. Implement the recommendations of the study of the old fire hall/explore opportunities to convert the old fire hall into a Firefighters Museum	➤ City of Welland	High	X	X	
5. Proceed with refurbishment of the lift bridge	➤ City of Welland	High	X		

8. Consider expansion of the current Downtown BIA to cover the other areas included in the recommended Community Improvement Project Area, or creation of one or more new BIAs in the other areas covered by the recommended Community Improvement Project Area.	➤ City of Welland ➤ BIA	High	X		

15.0 CONCLUSION

This CIP is based on a community developed Vision for the Downtown and Health and Wellness Cluster Project Area. The recommended public realm improvements, incentive programs, and other actions contained in this CIP have been developed specifically to address the key weaknesses and threats and take advantage of the strengths and opportunities identified during the SWOT Analysis. The preparation of this CIP has benefitted greatly from a comprehensive program of community consultation through input provided by the Steering Committee made up of key stakeholder representatives as well as input from property and business owners, residents and other stakeholders through the two public meeting/workshop sessions.

The adoption and approval of this CIP will provide the legislative basis and comprehensive policy framework to guide the public realm improvements and incentive programs needed to achieve the Vision for the Project Area. Successful implementation of this CIP will require a commitment by Council to capital funding for implementation of the Public Realm Improvement Plan. A financial and staffing resource commitment will also be required to implement, administer and monitor the incentive programs.

Experience in other municipalities has shown that early and effective implementation of the Marketing Strategy will help to make property and business owners in the Project Area aware of the City's plans and the available incentive program opportunities. This will result in a more successful CIP. Ongoing monitoring of the performance of the incentive programs and adjustment of the programs as required will also help to ensure the effectiveness of this CIP.

The investment made by the City in this CIP will be augmented and supported by the Region's Smarter Niagara Incentive Programs which are designed to support local community improvement plan initiatives. In summary, the revitalization and redevelopment of the Project Area will benefit not only business and property owners in the Project Area, but also residents, business and property owners in Welland and the wider regional community as a whole.

APPENDIX A

ADDITIONAL MAPS

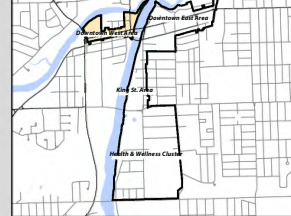


MAP CREATED BY: GM
 MAP CHECKED BY: PK
 MAP PROJECTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\137336 - Welland Community Improvement Plan\Mapping



PROJECT: 13-7336
 STATUS: DRAFT
 DATE: 12/18/2013



MAP CREATED BY: GM
 MAP CHECKED BY: PK
 MAP PROJECTION: NAD 1983 UTM Zone 17N

FILE LOCATION: I:\GIS\137336 - Weland Community Improvement Plan\Mapping



PROJECT: 13-7336

STATUS: DRAFT

DATE: 12/18/2013

APPENDIX B

SUMMARY OF WORKSHOP SESSIONS

SUMMARY OF WORKSHOP SESSIONS**DOWNTOWN AND HEALTH & WELLNESS CLUSTER CIP PUBLIC MEETING/WORKSHOP #1****JULY 11, 2013**

24 members of the public were in attendance at the public meeting held on July 11, 2013 in Council Chambers at Welland City Hall. After a presentation by the consultants, those in attendance were divided into two working groups. The consultants facilitated discussion by both working groups of the following questions:

What are the most significant strengths and weaknesses in the project area?

What is your Vision for the area, i.e., if you went away and came back in 10 years, what would you like to see?

If you could change just one thing in the area, what would it be?

What other improvements would you like to see in the area?

A summary of the workshop group responses to these four questions is provided below:

1) What are the most significant strengths and weaknesses in the project area?**Most Significant Strengths**

Streetscaping in Downtown area is attractive.

Skating rink in front of City Hall.

Walkway along the Canal.

Merritt Island and Merritt Park.

Ability to bike and walk in and to the Downtown – connectivity.

Niagara Cycle Route.

Infrastructure is already in place.

There is room for redevelopment, including vacant land and buildings.

Nice/unique heritage buildings and heritage in the community.

The Welland Community Wellness Centre (WCWC) is a positive asset.

The Farmer's market.

Museum with bookstore.

The Library.

There is a developing arts and culture/recreation.

The Waterway.

The heart of this city.

The citizens of Welland and their resilience.

The level of entrepreneurship in Welland.

Sports facilities (major attractions for sport)/waterway/baseball diamond.

Old post office – landmark, architecture.

Old Fire hall.

Bilingual nature of the community.

Most Significant Weaknesses

Sidewalks not always cleaned in winter.

Parking problem – no free parking and lack of properly designed parking lots that are located near restaurants – parking is also a problem for the elderly.

Accessibility.

Public won't visit restaurants.

No theatres left.

Lack of retail shops.

Lack of meeting places.

Lack of spaces for arts, culture and entertainment.

Lack of affordable rental housing, especially for youth.

Lack of out-of-town investments.

Not enough incentives to promote development in the area.

Existing assets are not well promoted.

Lack of community consultation.

Negativity of some people in the community.

Youth not encouraged to stay in Welland.

2) What is your Vision for the area, i.e., if you went away and came back in 10 years, what would you like to see?

- The Downtown is a beautiful and vibrant place with more people living and working in the Downtown.
- A variety of housing types, including housing that is conveniently located and affordable.
- The streets are highly walkable and pedestrian friendly.
- A new grocery store in the Downtown.
- The Recreational Canal/Waterway has become a major focus of the area with new housing along the Waterway, lots of sports for the waterway that do not exist now, meandering walkways, and fishing spots.
- Use of motor boats on the Waterway at its south end.
- Improved connectivity between the Downtown, King Street and the Health and Wellness Cluster and between these areas and the rest of the City, especially for cyclists.
- The Downtown, King Street and the Health and Wellness Cluster incorporate a common theme around streetscaping.
- More outdoor sitting areas such as cafés and patios.
- More vegetation and trees.
- More wayfinding signage.
- Plenty of accessible and well-designed parking.
- More development along and at the end of King Street.
- 2-way traffic downtown.
- Firefighter's Museum in the Old Fire Hall.
- More retail, specialty and mixed use shops.
- More restaurants with a greater variety of food offerings.
- Better business signage and store fronts.

- Availability of support for local business ideas and proposals, e.g., funding for a business mentorship program.
- Niagara College has a Downtown campus, e.g., business college downtown with college students helping local businesses.
- More incubator type businesses in the Downtown.
- Sports/recreation (fitness) places along King Street.
- City offers free/affordable space to artists.
- New theatre/venue to encourage the considerable musical talent in the area.
- Hospital to stay.
- Housing for medical students and interns who are then encouraged to stay in the community.
- A beach has been put in across from the WCWC.
- The lift bridge has been painted.
- Sports events to be networked with other businesses.
- Terraced housing/rentals and also hotel and resort type units.
- No condos directly adjacent to the Waterway – the Waterways should remain open and accessible to the public.
- More people working together in the community.

3) If you could change just one thing in the area, what would it be?

- Improve the streetscaping including planting more trees and flowers at light standards, more walking areas, more bike lanes and more sitting areas.
- Improve the sense of community and connectivity by creating more physical links.
- Improve Open space and public areas by creating spaces with amenities and for relaxation.
- Decrease the impact of social services downtown.
- Encourage residential infill and intensification in the Downtown and improve the existing residential stock in the area.
- Illuminaqua – move it behind the Courthouse and City Hall.
- Implement a uniform approach with regard to signage.
- Celebrate heritage buildings, e.g., have destinations such as the old fire hall, old post office
- Maintain the murals and add new murals with attractive colours.
- Improve pride of ownership and community attitude.
- Provide a welcoming environment for developers/developments.
- Improve connectivity between the four areas, but ensure that each develops with its own distinct character.

4) What other improvements would you like to see in the area?

- Transportation improvements – Regional and beyond. Make it easier for people to get to Welland and the Downtown area.
- Redevelop brownfield areas.
- Bring industry back to Welland.
- Reduce the size of the project area.

**SUMMARY OF WORKSHOP SESSIONS
DOWNTOWN AND HEALTH & WELLNESS CLUSTER CIP PUBLIC MEETING/WORKSHOP #2
JANUARY 16, 2014**

Workshop Summary

1) Do you have any suggested modifications to the Land Use Plan and/or the Public Realm Improvement Plan?

Land Use Plan

- Include lands along East Main Street out to Highway 406 in Community Improvement Project Area.
- Need for two-way traffic, e.g., on East Main Street and Division Street, should be investigated as one-way configuration can be confusing for visitors. Therefore, Transportation Study (ongoing) with City and Region is important.
- Need residential intensification in the Downtown, i.e., need higher residential densities in the Downtown.

Public Realm Improvement Plan

- Museum is a key focus and should be identified.
- Add public realm improvements at rear of properties on east side of Niagara Street along Recreational Waterway such as a walkway and sitting areas (WRCC lands) – could also utilize as entrances to these businesses.
- Provide art space for general public.
- Ensure that sidewalk bump-outs do not pose hazards and do not put streetlights too close to roadway so that car doors can open.
- Streetscaping improvements should tie in with current streetscaping and there should also be the possibility to provide different styles of streetscaping in the different sub-areas.
- Connect the areas along the Canal and consider the future Pan Am Games as incentive to make improvements before the Games.

2) What areas/projects should be highest priority for the public realm improvements?

- By-law enforcement in the project area, especially regarding delivery vehicles, is important.
- Park benches and seating in underutilized public spaces.
- Ongoing bridge improvements are very important.
- The Central Fire Hall Study should be implemented in phases over time – could become a key destination in the project area and act as a catalyst for revitalization of the surrounding area – this would be a key public realm improvement.
- Enhance existing pockets of green space, e.g., transit terminal, and add new pockets of green space.
- Improvements to West Main Street as sidewalks in very poor condition.
- Streetscaping is important.

- Signage.
- Health and Wellness Cluster should be lowest priority for public realm improvements as hospital may close.

3) Which incentive programs are most needed?

- Façade Improvement Program is key and very important.
- Building Improvement Grant/Loan Program is very important due to age/condition of buildings and because this program does not currently exist.
- Tax Increment Grant Program is very important.
- Residential Grant could prove useful but not as important as three programs above.
- Development Charge Reduction Program is generally seen as less important than the programs mentioned above because theme should be to revitalize the existing building stock.
- City must sell and market the incentive programs. Very important.
- Incentive programs must be easy to understand for the public. But, also need qualified and sound technical advice, including advice from City Staff.
- Monitor and provide reporting on number of applicants, projects, and benefits so that benefit of having the programs is demonstrated.