



Beamsville Commercial Core
and Ontario Street Corridor

Community Improvement Plan

October 2011



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1.0 Introduction

1.1 Purpose

The Town of Lincoln retained RCI Consulting in association with GSP Group Inc. to prepare a Community Improvement Plan (CIP) for the Beamsville Commercial Core (also referred to as the “Central Business District” or “CBD”) and the Ontario Street Commercial Corridor. Working closely with a Technical Advisory Committee (TAC) that included senior Town staff, senior Niagara Region staff, and representatives from the Beamsville BIA, the preparation of this CIP was informed and guided by a comprehensive program of stakeholder and community consultation.

The purpose of this CIP is to:

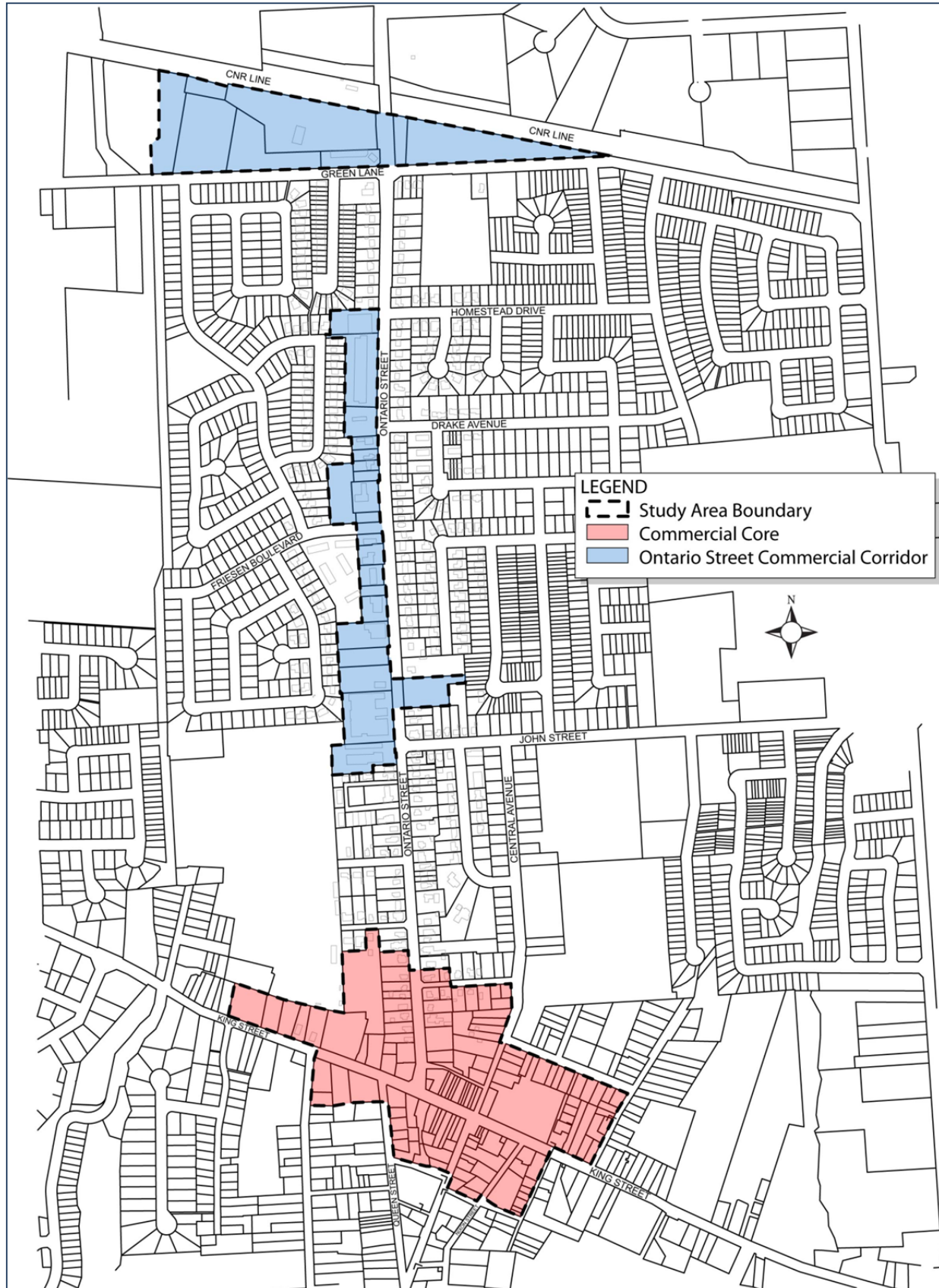
- a) Identify the physical, economic, and other strengths, weaknesses, opportunities and threats in relation to the revitalization of the Beamsville CBD and Ontario Street Commercial Corridor;
- b) Articulate a Vision for the Beamsville CBD and Ontario Street Commercial Corridor;
- c) Specify a Public Realm Improvement Plan that contains recommended improvements to various elements and features of the Beamsville CBD and Ontario Street Commercial Corridor in order to improve the pedestrian environment and promote private sector investment activity; and,
- d) Develop a toolbox of incentive programs that can be offered by the Town to directly stimulate private sector investment in the revitalization and redevelopment of the Beamsville CBD and Ontario Street Commercial Corridor.

1.2 Study Area

The terms of reference established the study area for the CBD and Ontario Street Corridor CIP (**see Figure 1**). The CIP study area is comprised of two relatively distinct sub-areas in terms of character and form: the CBD area generally centred on the King Street and Ontario Street intersection which reflects the traditional commercial core of Beamsville; and the “Ontario Street Corridor” area located along Ontario Street north of the Central Business District extending to the CNR rail way.

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 Town determined it wants studied as part of the CIP process. This geographic 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 community improvement project area) is the area that actually is 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. 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. The recommended Community Improvement Project Area for this CIP is shown in Section 6.0 of this report.

Figure 1: Study Area Boundary



1.3 General 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 2010. This Interim Report includes:

- a) a review of relevant legislation, and provincial, regional and local planning and policy documents;
- b) a comprehensive SWOT Analysis of the CBD and Ontario Street Commercial Corridor based on several walking tours of the area conducted by consulting team members and input received from the TAC and a public meeting and workshop held on September 22, 2010;
- c) Formulation of a Vision and directions for public realm improvements and financial incentive programs based on input received from the TAC and the public meeting and workshop held on September 22, 2010; and,
- d) A review of best practices utilized by other Niagara Region and other Ontario municipalities to promote revitalization and redevelopment in their downtown commercial areas.

Based on the SWOT Analysis and Vision contained in the Interim Report, a Draft Public Realm Improvement Concept, Draft Commercial Façade Design Guidelines and Preliminary Financial Incentive Programs were prepared. These three deliverables were presented to the TAC for comment and minor revisions were made. The Draft Public Realm Improvement Concept, Draft Commercial Façade Design Guidelines and Preliminary Financial Incentive Programs were then presented to the Town's Planning and Development Committee on March 14, 2011 and at a second public meeting/workshop held on May 3, 2011. Input from this public meeting/workshop and the TAC was used to revise and finalize the Public Realm Improvement Concept and Financial Incentive Programs contained in this CIP. The Commercial Façade Design Guidelines have been produced as a separate document and are referenced in this CIP.

1.4 CIP Content

This CIP is divided into the following thirteen sections:

- Section 2.0 provides a review of the legislative authority and policy framework used to guide the preparation of this CIP.
- Section 3.0 contains a description of the consultation process that was undertaken to provide input to the preparation of the CIP.
- Section 4.0 contains a SWOT Analysis summary of the physical, economic and other strengths, weaknesses, opportunities and threats in the CBD and Ontario Street Commercial Corridor.
- Section 5.0 contains a summary of the Vision for the CBD and Ontario Street Commercial Corridor.
- Section 6.0 describes the Community Improvement Project Area (Project Area) for the CIP.

- Section 7.0 briefly summarizes the Commercial Façade Design Guidelines that were prepared to complement the CIP. The Commercial Façade Design Guidelines are available under separate cover.
- Section 8.0 presents the Public Realm Improvement Plan designed to help achieve the Vision.
- Section 9.0 contains a comprehensive 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 10.0 contains a Monitoring Program designed to assist the Town in monitoring progress on implementation of the CIP and the economic and other impacts of the programs contained in the CIP.
- Section 11.0 contains a basic Marketing Strategy for the CIP.
- Section 12.0 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 13.0 provides a brief conclusion to the CIP.

The Appendices contain a number of supporting documents, including administrative guidelines for the incentive programs contained in Section 9.0 of the CIP.

2.0 Legislative & Policy Framework

This section of the report reviews the legislative authority for preparation and adoption of community improvement plans by municipalities in Ontario. This section of the report also outlines the provincial, regional and town planning policy framework that guides land use planning in the Study Area.

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 the 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 community improvement plan 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 relief. Municipalities that adopt the HPTR program contribute to the program by funding their portion of the tax relief.

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 community improvement plan for the community improvement project area. Once the community improvement plan has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

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

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

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

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));

- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and
- iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan (Section 28 (7)).

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

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

Section 28(11) of the *Planning Act* 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 of the *Planning Act* 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 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 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.

2.5 Provincial Policy Statement, 2005

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 issued a new PPS in 2005. The stated vision of the PPS is maintaining strong communities, a clean and healthy environment and a strong economy. Therefore, the PPS is premised on sustainability principles and the wise management of growth. To this end, the 2005 PPS promotes:

- Efficient land use patterns, appropriate mixes of different land use types, cost-effective development 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 (Section 1.1.3.3);
- Long-term prosperity through the maintenance and enhancement of downtown and mainstreets (Section 1.1.7b);
- 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 and parks that are pedestrian and cyclist-friendly and contain a range of different recreation opportunities (Section 1.5.1);
- Land use patterns that minimize vehicular dependence and maximize opportunities for public transit use (Section 1.6.5.4).

2.6 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 Niagara Region is included within the Growth Plan’s area.

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 region that complements the Provincial Policy Statement and is implemented primarily by municipal planning documents and other municipal tools.

Within the Growth Plan the majority of the land within the Town of Lincoln is located within the broader “Greenbelt Area” designation (from the Province’s Greenbelt Plan), which precludes urban development. Underlying this broad designation, however, the urban area of Beamsville, including the study area, is 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);

- Promotes the use of land use patterns and urban design standards that facilitate energy efficiency (Section 4.2.4.1b);
- 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 study area.

2.7 Regional Niagara Policy Plan

The Regional Niagara Policy Plan (the “Regional Policy Plan”) provides the strategic direction for all land use decisions in Niagara. The Regional Policy 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 study area is identified as an “Urban Area” in the Regional Policy Plan as part of the Beamsville urban area. 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 Policy 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 preparation of the CIP:

- 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 Policy Plan for the Niagara Region (which has been subsequently appealed to the Ontario Municipal Board). 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 Policy 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 friendly to 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 cultural heritage resources.

Regional Policy 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 Niagara Policy Plan states that “The Region may establish programs for the provisions of grants and loans to local municipalities for the purpose of achieving goals of Community Improvement Plans within Urban Area Boundaries”. The Region in fact provides grants and loans through its Smarter Niagara Incentive Programs to local municipalities to assist in the implementation of local CIPs.

2.8 Smart Growth in Niagara

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 Beamsville 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. The Smarter Niagara Incentive Programs contains several incentive programs as 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 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. The Smarter Niagara Incentive Programs are currently being reviewed and updated.

2.8.1 Reduction of Regional Development Charges

In Central Areas and on brownfields within urban 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 principles into the proposed development. 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 Town of Lincoln’s King Street commercial core area is

entirely within the Town's Central Area where a reduction of Regional development charges is offered. However, the Ontario Street commercial corridor is not within this area, and is therefore not currently eligible for a reduction of Regional development charges.

2.8.2 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. 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.

2.8.3 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 from the Region of \$5,000 per property, or a matching loan from the Region of \$10,000 per property.

2.8.4 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 \$5,000 per unit and 20 units per property, or a matching loan from the Region of \$10,000 per unit.

2.8.5 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 \$2,500 per residential property and \$10,000 per commercial or industrial property.

2.8.6 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.

2.8.7 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 to support public realm improvements already identified in or in compliance with municipal planning documents including CIPs, Secondary Plans or Official Plans. This programs is based on a competitive

evaluation process whereby the project must meet the Region's eligibility 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 is given to projects that include heritage and/or public art components.

2.9 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 and for infill developments. Section 3c provides design guidance for sidewalks and streetscaping in the public realm, including commentary on commercial area sidewalks.

2.10 Town of Lincoln Future Focus Corporate Plan

On December 20, 2010, the Town of Lincoln Council ratified the Future Focus Corporate Plan 2010-2014. This Corporate Plan was based on five workshops held to examine issues of importance to residents and significant opportunities and challenges that will shape the Town in the future. The Corporate Plan identified the following five strategic directions along with action plans and work initiatives for each:

1. Sustainability for Lincoln - To manage Lincoln in a manner that recognizes environmental, social and economic demands, while building Lincoln within the framework of the Province of Ontario Greenbelt and Places to Grow legislation;
2. Facilities - To provide a mix of facilities that meets the evolving needs of the Town of Lincoln residents and families;
3. Performance Management and Service Delivery - To manage the Town in a business-like fashion that protects the quality of assets, delivers services in an efficient and effective manner, and encourages a working environment that creates opportunities for efficiencies in service delivery to ensure high value for property taxes for all residents;
4. Community Wellness - To continue the development of a "Community Wellness" focus in Lincoln coordinating activities to focus on common goals which together build a healthy community; and,
5. Community Engagement – To provide opportunities for the citizens of Lincoln to engage with Town Council and staff in meaningful two-way dialogue emphasizing the sharing of information and ideas in an atmosphere of mutual respect.

By promoting a vibrant and revitalized CBD and Ontario Street commercial corridor, the CIP will help to promote and achieve a number of these strategic directions. Intensification of vacant and

underutilized properties within the community improvement project area utilizes existing infrastructure and helps to reduce greenfield development (Strategic Direction 1). Focusing policies and programs in the CIP on the beautification of the CBD and Ontario Street commercial corridor and the incorporation of sustainable environment initiatives also furthers Strategic Direction 1. Reusing, maintaining and improving infrastructure in the community improvement project area will help the Town to achieve its performance management and service delivery goals (Strategic Direction 3). Finally, the public consultation that took place during the CIP helped to engage the community in the CIP process and achieve Strategic Direction 5.

2.11 Town of Lincoln Official Plan

An official plan 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 Town of Lincoln Official Plan (the “Official Plan” or “OP”) was adopted by Town Council in 1990 and approved by the Ministry of Municipal Affairs in 1992, with the stated purpose of providing a “comprehensive framework to guide and direct future growth, development and redevelopment of lands” within the Town. The Town’s Official Plan has been amended numerous times since its original adoption, including more recently the addition of substantial urban design policies affecting the study area and the updating of the Community Improvement Policies¹.

The Official Plan contains three primary policy themes that are relevant to the preparation of the subject CIP: land use, urban design, and community improvement. The relevant policies are discussed below.

2.11.1 Land Use

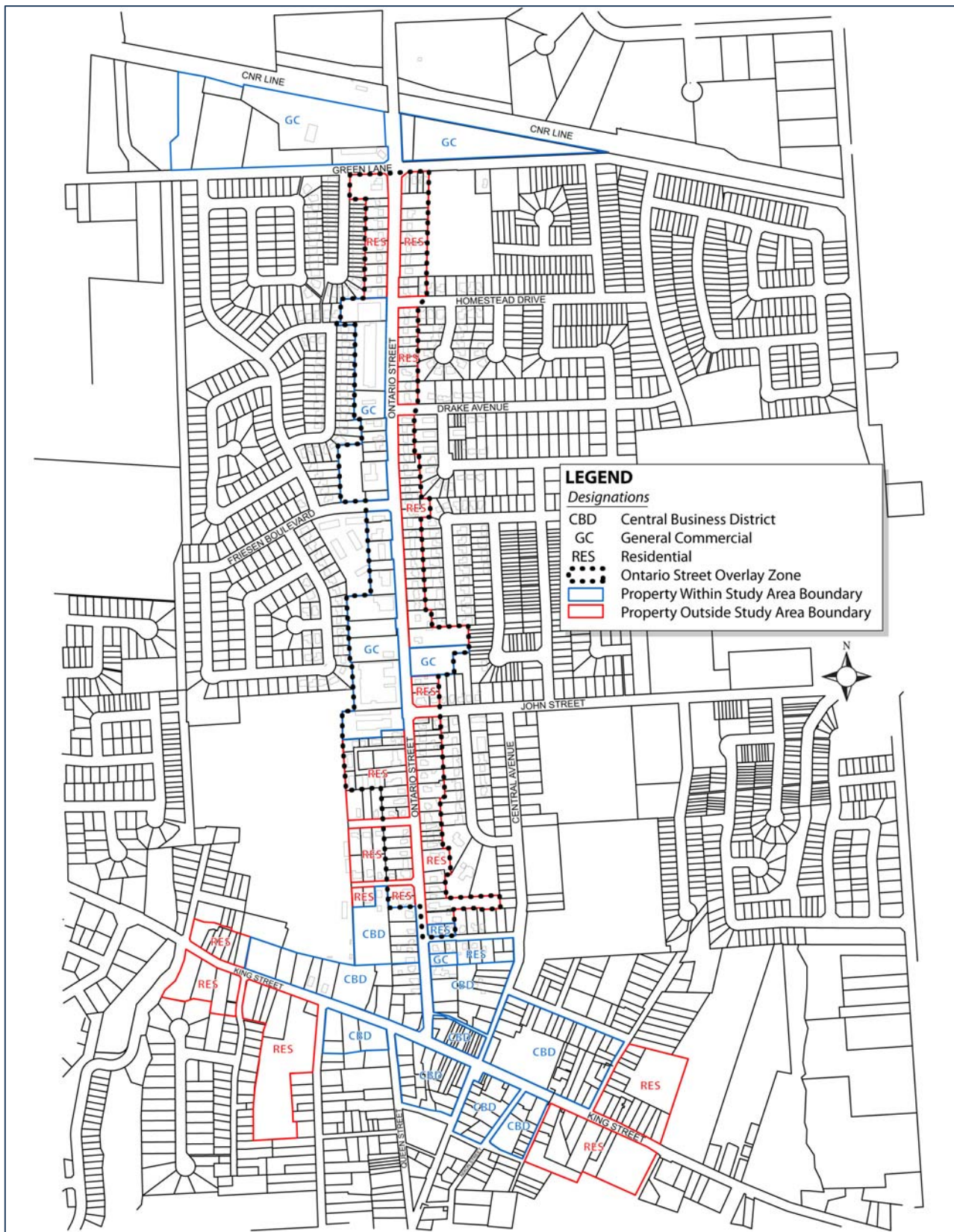
Two land use designations apply to the study area as per Schedule ‘A’, Map 1 of the Official Plan concerning the Beamsville Urban Area (**see Figure 2**). The “Central Business District” designation applies to the Beamsville commercial core area centred on the block between Ontario Street and Mountain Street; while the “General Commercial” designation applies to the Ontario Street Commercial Corridor north of the core area extending to the CNR rail line. A summary of the relevant policies of each designation is provided below.

2.11.1.1 Central Business District

The Beamsville Central Business District (CBD) is the largest of the three such areas within the Town of Lincoln, the others being the CBDs of Jordan and Vineland. The general objectives for the CBDs within the Town (Section 2.4.2 of the OP) is to ensure they are primary commercial areas within the respective communities that provide a range and variety of business and commercial functions to meet the needs of residents.

¹ Of note, the Town of Lincoln has commenced an Official Plan Review as per provincial requirements. As of the time of writing of this CIP, a “Background Report and Discussion Paper (May 2010)” had been prepared for the Official Plan Review process.

Figure 2: Official Plan Land Use Designations



Generally for the three CBDs, Section 2.4.3 of the Official Plan permits a broad range of business and commercial uses, including retail uses, offices, personal services, restaurants, entertainment, hotels, commercial recreation facilities, institutions and public and government uses. In terms of residential uses, apartments above commercial uses are specifically encouraged, provided that the commercial impacts on the residential uses are minimized, and that they have adequate exclusive amenity areas and parking spaces, as well as other multiple residential considerations expressed in the residential sections of the Official Plan. Development is required to be sensitive to the character and scale of existing development, with adequate off-street parking, and not “unduly disrupt” residential neighbourhoods. The Official Plan identifies that Council will:

- Encourage the preservation of existing heritage buildings while promoting “similar architectural treatment” on new buildings in the CBD;
- Encourage the coordination and linkage of existing private off-street facilities;
- Consider the development of public off-street parking areas where warranted; and
- Encourage improvement to the physical and aesthetic nature of the CBD, including working with the BIA, Chamber and senior levels of government.

Specifically for the Beamsville CBD, Section 2.4.4.3 of the Official Plan identifies the area as predominately a mixed-use area of commercial, institutional and higher density residential uses (not permitting drive-through uses), either mixed in the same building or mixed in a broader sense throughout the area in standalone buildings. Residential uses can either be stand-alone apartment buildings, street or block townhouses, or apartments above commercial uses, but may not be located “at grade directly adjacent to a public street, which has a predominately commercial character”. The maximum residential density in the Beamsville CBD is 100 units per hectare, with minimum and maximum heights established in the zoning by-law.

In terms of design, buildings are to be located tight to the public street edge, and the building presence on public street frontages is to be maximized with a majority of façades “composed of windows and doors to create pedestrian-friendly streets”. Specific urban design policies in the Official Plan (see Section 2.11.2 of this report below) direct all development in the Beamsville CBD.

2.11.1.2 General Commercial

The General Commercial designation (Section 2.5.4 of the OP) applies to the remainder of commercially-designated land within the Beamsville Urban Area. The General Commercial designation is intended to accommodate those commercial uses that principally rely on vehicular traffic as the basis for their operation. Permitted uses in the General Commercial designation includes a broad range of uses including retail uses, offices, personal services, restaurants, entertainment, commercial recreation facilities, automotive related retail uses, automobile service stations, automotive sales and service uses, institution and public and government uses. Apartments above commercial uses are permitted, subject to the same considerations for the Central Business District designation. Vehicular entrances and exits are to be minimized along the public street, to the greatest extent possible, and joint entrances between properties are encouraged.

Additionally, the Ontario Street Corridor has an “Overlay Designation” that applies to all properties designated General Commercial within the study area (Section 2.14.8 of the OP). The Official Plan seeks to establish Ontario Street as an attractive, safe and convenient pedestrian environment while recognizing the principal role of Ontario Street as a vehicular route. The Overlay Designation also contains specific urban design policies for the Ontario Street streetscape and development along the corridor, which is discussed in Section 2.11.2 below.

2.11.2 Urban Design

The Town of Lincoln adopted an Amendment to the Official Plan in June 2009 to add a comprehensive set of urban design policies, throughout various sections of the Official Plan, to guide design and development throughout the Town. This includes policies concerning both the Central Business District and the Ontario Street corridor. These relevant policies are summarized below.

2.11.2.1 Central Business District

The urban design guidance concerning the Central Business District (Section 2.4.6 of the OP) principally concerns the development and redevelopment of both sites and buildings.

Concerning the design of sites, the Official Plan promotes:

- Sharing of driveways between adjacent properties;
- Locating parking or drive aisles in locations other than between the building front and the street;
- Locating parking areas at the side or rear of the building;
- Breaking up parking areas into small sections through lighting, substantial landscaping, and special paving;
- Separating parking areas adjacent to the street with landscaped setbacks;
- Using plantings to visually enhance, screen parking and loading areas, and create a consistent landscape treatment along the street;
- Relating the landscape design to the architecture of the building with particular attention to entrances and windows, architectural massing, rhythm, detailing, and sightlines;
- Using a consistent and coordinated package of amenities, such as seating, waste receptacles, pedestrian-scale lighting, awnings, throughout the site and with the public street;
- Providing attractive, safe, direct, and barrier-free walkways should be from buildings to public sidewalks;
- Providing landscape lights to illuminate paths of travel and outdoor amenity areas;
- Separating access to loading and servicing areas from pedestrian areas and routes;
- Locating loading, service, and outside storage areas in areas that do not face the public street;
- Internalizing garbage storage areas within the building, as well as utility equipment where possible; and
- Provide a high level of clarity, visibility, and visual interest for signage, complementing the building architecture.

Concerning the design and development of buildings, the Official Plan promotes:

- Ensuring at least 50% of the main wall of buildings occupies the street frontage, and 50% of both facing walls for corner buildings;
- Siting building within 0 to 3 metres of the front, and exterior lot line for corners.
- Ensuring a similar height for the side and rear of buildings abutting low-rise residential uses, possibly with step downs to maintain the scale;
- Locating main entrances and primary elevations of buildings should front
- Design entrances flush with the public sidewalk;
- Designing buildings with attractive façades, i.e., the application of architectural elements such as display windows, articulated entrances, glazed areas, and/or variations in the wall plane;
- Ensuring the size, appearance and site of infill projects is compatible and form with the character of surrounding uses;
- Setting back any building portion 3 storeys or higher from any adjacent low density Residential property by a distance equal to its height;
- Designing roofs to provide visual interest;
- Screening roof top mechanical units and integrating with the architectural form of the building or designed to be compatible in form, material, and colour;
- Incorporating special architectural treatment along both street frontages for corner buildings;
- Considering the effect of the development upon surrounding uses through the assessment of shadowing and overlook;
- Locating loading and service doors should be located to the rear of buildings;
- Encouraging parking structures and below grade parking for high-density developments;
- Encouraging bicycle parking for high density developments; and
- Bicycle parking shall be encouraged for high-density developments.

2.11.2.2 Ontario Street Corridor

The urban design guidance concerning the Ontario Street corridor (Section 2.14.8 of the OP) has the principal goal of improving and enhancing the character of the corridor through development. This includes providing an attractive and safe walking environment; accommodating potential future public transit along the corridor; establishing a high quality streetscape in keeping with Beamsville's heritage and character; and ensuring appropriate transition to abutting residential properties.

Specifically concerning new commercial development along the Ontario Street streetscape, the Official Plan requires:

- Off-street parking in areas other than between building fronts and the street;
- Buildings located close to the street with established setbacks, minimum and maximum, in the zoning by-law;
- Continuous and unified landscaping (street trees and shrubs) along the street;
- Screening of parking areas adjacent to the street with a combination of landscaping features (planting beds, decorative walls);

- Principal façades and main entrances facing the street or a front space;
- Visual and physical accessibility to main floors with finished floor grade levels that allow for convenient connections to the public sidewalks with minimal slope.
- Architecturally interesting façades with features such as varied roof lines, projecting or recessed bays, windows and varied materials;
- Transparency on building façades through the use of windows and doors, with regulations concerning sill and head heights as well as glazing percentages in the zoning by-law and site plan guidelines.
- Loading and delivery areas located to the rear or sides of buildings, and screened where publicly visible.
- Façade materials in keeping with the existing character of the Central Business District and heritage architecture of Beamsville such as, stone, brick and decorative wood trim.
- Signage and lighting scaled to the pedestrian and designed in keeping with the street's character of the street and key views along the street;
- Drive-through lanes and stacking areas in areas other than between the building and the street, with drive-through windows not facing the street.

2.11.3 Community Improvement

On June 20, 2011, the Town of Lincoln adopted Amendment No. 50 to its Official Plan. Amendment No. 50 replaced the existing section on Community Improvement Plans (Section 7.6) of the Official Plan with a new section on Community Improvement Plans. This new section on Community Improvement Plans provides more detail than the previous section and ensures that the Town can implement a range of incentive programs, policies and municipal actions as part of any CIP. The new section on Community Improvement Plans also aligns with Regional and Provincial policies. Regional Council approved Amendment No. 50 to the Town of Lincoln Official Plan on June 20, 2011. A summary description of the key aspects of Amendment No. 50 to the Town of Lincoln Official Plan is provided below and a copy of Section 7.6 of the Town of Lincoln Official Plan is contained in **Appendix A**.

Section 7.6.1 (Preamble) clearly specifies that the Town may designate community improvement project areas and prepare community improvement plans (CIPs) for those areas.

Section 7.6.2 (Objectives) sets out a number of objectives for which the Town may prepare and adopt CIPs. Several of these objectives apply to the CBD and the Ontario Street Commercial Corridor including the promotion of public sector revitalization and redevelopment, encouraging infill and intensification, repairing and improving municipal services, improving the streetscape, improving the supply of affordable housing and range of housing opportunities, and promoting community economic development.

Section 7.6.3 sets out the criteria that must be present for designation of a community improvement project area with the requirement that at least one of the specified criteria must be satisfied. The CBD and the Ontario Street Commercial Corridor in fact satisfy many of the criteria for designation of a community improvement project area.

Section 7.6.3 also sets out the priorities for phasing of CIPs and the range of actions that the Town can take to implement a CIP. This includes the full range of actions permitted under Section 28 of the *Planning Act*.

Finally, Section 7.6.4 specifies the general contents of a CIP and that the preparation of a CIP shall meet the minimum requirement of the *Planning Act* for public consultation. This CIP meets the general requirements specified in Section 7.6.4 of the Official Plan and the requirements of the *Planning Act* for public consultation.

2.12 Town of Lincoln Zoning By-law

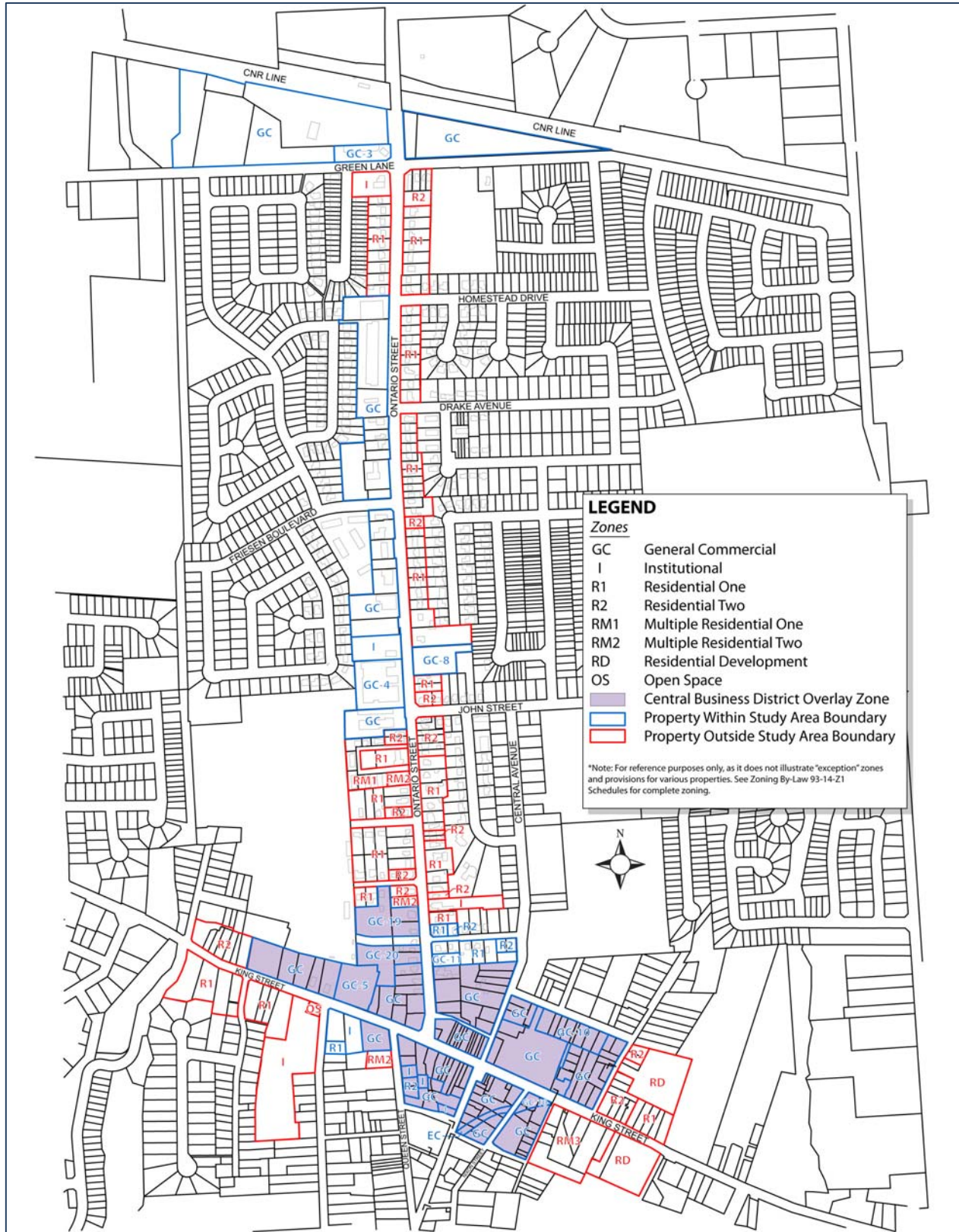
The Town of Lincoln Zoning By-law No. 93-14-Z1 (the “Lincoln Zoning By-law”) was adopted by Town Council on February 15, 1993 and was approved by the Ontario Municipal Board on October 30, 1995. The Lincoln Zoning By-law implements the policies of the Town’s Official Plan by regulating the use of land within the Town, including regulating permitted land uses, building location and form, and parking requirements, among other considerations.

Generally the large majority of the properties within the study area boundary are zoned General Commercial (GC) in the Zoning By-law, whereas properties surrounding the study area boundary are principally residentially zoned, mostly Residential (R1) and Residential (R2) (see **Figure 3**). Furthermore, a “Central Business District” overlay zone applies to those properties zoned General Commercial in the core area (see shading in Figure 3). Given its predominance in the study area, the summary below focuses on the General Commercial zone regulations and provisions.

In terms of land use permissions, the General Commercial zone permits a broad range of retail, service and office commercial uses, as well as accessory residential uses. Permitted commercial uses include retail uses, personal service uses, office uses, clinics, eating establishments, public and community uses, and parking lots, among others. Noteworthy is the permission for “automotive uses” in the General Commercial designation, which includes vehicle sales, service, repair and fueling uses. Generally, the range of permitted uses is appropriate for a downtown commercial setting, although automotive use permission may warrant further consideration.

In terms of land use regulations, the General Commercial zone contains a range of provisions regarding the use of land. Additionally, the Central Business District overlay contains further regulations that supersede those of the General Commercial zone for affected properties. The table in **Appendix B** provides a summary of the key regulations for the General Commercial zone (including specific regulations for “automotive uses” and Central Business District overlay).

Figure 3: Zoning Schedule



2.13 Town of Lincoln Sign By-law

The Town's Private Property Sign By-law (By-law No. 05-60) was adopted by Council in 2005 and regulates the design and placement of signs throughout the municipality. It is principally concerned with regulating the type, location, size and permitting of signs on private properties within the Town.

The Sign By-law permits a broad range of sign types, which are typically found in most commercial areas, throughout the study area. This includes wall signs, billboard signs, ground signs, projecting signs, and pole signs, as well as other types. Animated or flashing signs are specifically prohibited by the Sign By-law. The Sign By-law specifies provisions for the various sign types throughout the Town, including sign face area, location, height, and illumination. Specifically for wall signs, the most common sign through traditional commercial areas, the Sign By-law limits the area of wall signs to no more than the lesser of 10 square metres or 25% of the face of the building, and projecting no more than 0.3 metres from the respective building wall.

3.0 Community Consultation

3.1 Technical Advisory Committee

A Technical Advisory Committee (TAC) was formed to help guide preparation of the CIP. The committee is comprised of senior Town staff, senior Regional staff, and representatives of the Downtown BIA. Several meetings of the TAC were held throughout preparation of the CIP. These meetings allowed the consultant to:

- provide the TAC 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 TAC;
- obtain comments and input from the TAC 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.

The Draft Public Realm Improvement Concept, Draft Commercial Façade Design Guidelines and the Preliminary Incentive Programs were presented to the Town's Planning and Development Committee on March 14, 2011 for information.

The Town also produced a series of Newsletters that were posted to the Town's website. These newsletters provided project updates and invited members of the public to the public meetings and workshops that were held during the preparation of the CIP.

3.2 Public Meetings and Workshops

3.2.1 Public Meeting/Workshop No. 1

A Public Meeting and Workshop was held on September 22, 2010 to:

- a) Present and receive input on the SWOT Analysis and Preliminary Community Improvement Project Area;
- b) Develop a Vision for the Commercial Core; and,
- c) Explore ideas to promote renewal and revitalization of the Commercial Core and Ontario Street Commercial Corridor.

Approximately 37 people attended the Public Meeting session where the consultants presented the results of the SWOT Analysis. Attendees included business and property owners, residents and members of Town Council. Approximately 27 attendees stayed for the Workshop session where the attendees were divided into three working groups and asked to discuss and answer the following questions:

- 1) What do you think are the most significant weaknesses/ threats in the Commercial Core and the Ontario Street Commercial Corridor?
- 2) What do you think are the most significant strengths/ opportunities in the Commercial Core and the Ontario Street Commercial Corridor?

- 3) What is your Vision for the Commercial Core and the Ontario Street Commercial Corridor?
If you went away and came back in 10 years, what would you like to see?
- 4) What types of public improvements would you like to see in the Commercial Core and the Ontario Street Commercial Corridor?

Attendees were also invited to provide written comments and several written comments were received. A summary of the responses from each of the three working groups is provided in **Appendix C**. These responses were utilized by the consultant to finalize the SWOT Analysis and develop a Vision for the CBD and the Ontario Street Commercial Corridor.

3.2.2 Public Meeting/Workshop No. 2

The Draft Public Realm Improvement Concept, Draft Commercial Façade Design Guidelines and the Preliminary Incentive Programs were presented at a Public Meeting/Workshop #2 held on May 3, 2011.

Approximately 19 people attended the Public Meeting session. Attendees included business and property owners, residents and members of Town Council. Approximately 10 attendees stayed for the Workshop session where the attendees were divided into two working groups and asked to discuss and answer the following questions:

- 1) Which of the recommendations in the Draft Public Realm Improvement Concept do you think are most important?
- 2) What changes or additions to the Draft Public Realm Improvement Concept would you like to see?
- 3) Do you have any views on the proposed Commercial Façade Design Guidelines?
- 4) Which of the proposed Preliminary Incentive Programs do you think are most important?
- 5) What changes or additions to the proposed Preliminary Incentive Programs would you like to see?

Attendees were also invited to provide written comments and one written comment was received. A summary of the responses from each of the two working groups is provided in **Appendix D**. These responses were utilized by the consultant to finalize the Public Realm Improvement Concept and the Incentive Programs contained in this CIP.

4.0 SWOT Analysis

4.1 Purpose

A comprehensive analysis of current conditions and strengths, weaknesses, opportunities and threats in the Study Area was undertaken to gain an understanding of the key issues and needs for the CIP. This SWOT Analysis provides a key foundation for the preparation of the CIP.

The SWOT Analysis included a review of aerial photographs and several walking tours of the Study Area. During these walking tours, consulting team members took photographs, made observations and took notes with respect to the built form, physical characteristics and conditions, land uses and economic activity in the Study Area. In addition, the consulting team members also made observations regarding the strengths, weaknesses, opportunities and threats in the Study Area. The SWOT Analysis focused on land use, built form, the public realm, transportation and parking, and economic activity. Results of the SWOT Analysis were presented at the first Public Meeting and Workshop. Comments received during and after the Workshop were utilized to finalize the SWOT Analysis. The results of the SWOT Analysis are presented below.

4.2 Results

4.2.1 Commercial Core (CBD)

4.2.1.1 Land Use

The commercial core (CBD) has a mixed range of land uses and business activities that one would expect to see in a community's downtown area. Principally, it contains a range of retail and commercial uses that provide the day-to-day goods and services needed by residents, such as grocery stores, financial institutions, and personal service businesses. The Beamsville Town Centre Plaza on King Street contains a grocery store and acts as a key anchor to the commercial core, and draws people to the area. Commercial activities in the core are surrounded by stable residential neighbourhoods and a number of institutional uses, including churches and a school.

The commercial core is almost exclusively commercially-oriented at the ground floor, including a range of small scale retail commercial uses, restaurant and food establishments, and service commercial uses. A number of buildings have second floors which appear to contain additional commercial or residential spaces. The tenancies are principally smaller scale uses that generally have narrower unit frontages, as expected with a traditional main street area.

Although relatively complete in terms of land use activities, particularly given its small size, the CBD does have a relatively higher percentage of service commercial uses and relatively lower percentage of retail shops and stores selling goods. Such a phenomenon is not uncommon in small town downtowns in light of current retailing trends. Retail, particularly specialty retail businesses, is itself a destination that draws people, both residents and visitors to the community, and creates a more

vibrant area throughout the day. Additionally, there are a number of key vacancies at prominent locations along King Street that limit the potential offerings in the CBD.

4.2.1.2 Built Form

Buildings in the commercial core are generally a mixture of one and two storey buildings that have a traditional main street commercial form. This is expected in a small town downtown. Most buildings along King Street are generally located tight to the street right-of-ways, with zero front yard setbacks, and provide a comfortable, pedestrian-scaled sense of enclosure. For the most part, buildings within the commercial core present the desired compact and walkable form that is traditionally desired for downtown areas.

Generally, buildings appear to be in good condition and well maintained. A number of buildings present traditional commercial heritage attributes and characteristics that are in relatively good condition. Interspersed throughout the commercial core are a number of residential building forms converted to commercial uses, which present a distinct character to the core. While physically in good condition, the façades of most buildings in the commercial core are worn and dated, presenting an overall “tired” look and feel to the area. Other weaknesses include the use of non-traditional materials for façade details as well as some instances where the size and scale of a façade does not fit with the overall “fine-grained” character along King Street.

4.2.1.3 Public Realm

The principal streets within the commercial core, King Street and Ontario Street, form the public realm within the area. The King Street streetscape is in very good condition from a physical perspective. The Town has recently made improvements to the pedestrian realm along King Street with wide poured concrete sidewalks, street trees with protective grates and guards, light standards with decorative materials, and a package of streetscape amenities including benches and garbage receptacles. The pedestrian zone within the King Street right-of-way, and Ontario Street to a certain degree, are wide enough to accommodate the addition of complementary streetscape elements and amenities.

Although King Street is the principal main thoroughfare east to west through Beamsville, traffic speeds are relatively calm throughout the commercial core, both conducive to a safe environment for pedestrians. This type of environment owes largely to the tight built form presence along the street edge as well as on-street parking spaces along both sides of King Street that tend to slow vehicles.

4.2.1.4 Parking and Traffic

The commercial core contains a range of different parking options, both public and private. There are three forms of public parking in the area. First, there are on-street parking spaces generally along both sides of King Street throughout the commercial core; however, on-street parking spaces do not extend along Ontario Street north of the King Street intersection. Second, the Rannie Square parking lot, north of King Street, provides approximately thirty off-street public parking spaces. The Rannie Square parking lot is accessed from North Lane and is linked to King Street through a narrow

pedestrian walkway between two King Street building frontages. However, there is no directional signage. Third, the “Hixon Street” parking lot provides approximately thirty off-street public parking spaces on the west side of Hixon Street, south of King Street. Access for the lot is solely from Hixon Street.

Private parking consists of off-street parking spaces for some King Street businesses behind the buildings, or to the side or front of some buildings west of the Ontario Street intersection. Many businesses appear to rely on on-street parking spaces along King Street and the lack of additional on-street parking on King Street was cited as an issue. The Beamsville Town Centre has a large parking supply on the eastern end of the commercial core that significantly supports the parking supply throughout the area, particularly given the compact nature of the commercial core.

Heavy truck traffic along King Street and particularly at the intersection of Ontario and King Streets was cited as a detriment to the pedestrian environment.

4.2.1.5 Economic Activity

The statistics on business activity below are based on observations made in early September of 2010.

The King Street Commercial Core contains a wide range and mix of businesses. There are approximately 99 business addresses in the Commercial Core with 13 (13%) of these business addresses vacant. While this does not represent an excessive number of commercial vacancies, it does present some cause for concern, especially since a number of these business vacancies are prominently located near the main King Street and Ontario Street intersection.

The approximately 86 occupied businesses include:

- 70% service commercial uses;
- 23% retail commercial uses; and,
- 6% institutional uses.

This represents a large number of businesses for a commercial core area of this size. The Beamsville Town Centre, including the supermarket, acts as an anchor that draws people into the core.

The Commercial Core contains a relatively large number of service commercial uses such as hairstylists, beauty salons, and spas (10), medical and dental offices and clinics (8), and financial services, insurance and real estate offices (6). These commercial services draw people to the Commercial Core.

Retail shops selling consumer goods are relatively under-represented in the Commercial Core. There is also limited distinct or specialty retailing such as electronics, antiques, furniture and home décor stores. Such types of specialty retail uses would act as an additional draw to the core area.

4.2.2 Ontario Street Commercial Corridor

4.2.2.1 Land Use

The Ontario Street commercial corridor also has a range of different land use and business activities, although in a noticeably different form than the Commercial Core. In terms of commercial activities, the commercial corridor contains various retail and service commercial uses that are principally oriented to vehicular traffic and passing motorists. This includes a number of shops and stores, restaurants, offices, and personal services. Generally, these uses occupy buildings and properties with larger footprints than those in the Commercial Core, with larger parking areas to supply the automobile-oriented nature of the corridor.

Similar to the Commercial Core, the Ontario Street commercial corridor does have a relatively higher percentage of service commercial uses and relatively lower percentage of retail shops and stores selling retail goods. Additionally, there are a high number of business vacancies along Ontario Street that contribute the poor perceived image of the area.

4.2.2.2 Built Form

The commercial corridor reflects a more contemporary “commercial strip” form of development with large footprint buildings setback significantly from the street right-of-way and with off-street parking areas generally to the front of the buildings adjacent to the Ontario Street right-of-way. Buildings in the area are principally one storey buildings with minimal building street presence along Ontario Street. Generally, the buildings along Ontario Street are in good condition, although there are some that are noticeably worn and warrant improvement.

Similar to the commercial core, the façades of most buildings in the commercial corridor are worn and dated, again presenting a “tired” look. Most buildings are contemporary and utilitarian in form and nature and do not present the traditional building façade details and proportions generally seen in the commercial core. Façade conditions and the lack of building street presence are both significant contributors to the current image of the commercial corridor. Some of the business signage is dated and worn and there are also mobile signs in some locations along Ontario Street.

4.2.2.3 Public Realm

The principal street within the commercial corridor, Ontario Street, forms the public realm within the area. Ontario Street, although in good physical condition, does not have the same streetscape treatment as does King Street. Sidewalks are narrower and the streetscape amenities and elements found on King Street do not continue along Ontario Street from the intersection. The feel of the area is clearly that of an automobile-oriented commercial corridor.

There is little in the way of street trees and plantings along Ontario Street north of the commercial core. There is no gateway from the QEW to Ontario Street. There are no streetscape amenities similar to those found along King Street, including decorative light standards, benches and planting material. Hydro infrastructure and poles are visually prominent on the east side of Ontario Street. Coupled with the heavier traffic volume on Ontario Street (including trucks), the Ontario Street

streetscape presents an automobile-oriented corridor that is not particularly welcoming to pedestrians and does not encouraging walking from Ontario Street into the commercial core.

4.2.2.4 *Parking and Traffic*

The Ontario Street commercial corridor is supplied exclusively by private off-street parking areas associated with businesses along Ontario Street. These parking areas are principally located in front of the buildings, situated between the building front and the street edge, ultimately impacting the visual quality of the commercial corridor. There is no on-street parking along Ontario Street through the commercial corridor.

A considerable amount of traffic, including heavy truck traffic moves along Ontario Street and contributes to the poor pedestrian and cycling environment.

4.2.2.5 *Economic Activity*

There are approximately 45 business addresses in the Ontario Street Commercial Corridor with 9 (20%) of these business addresses vacant. This represents a significant number of commercial vacancies.

The approximately 36 occupied businesses include:

- 61% service commercial uses;
- 33% retail commercial uses; and,
- 6% institutional uses.

While the Ontario Street Commercial Corridor still contains a high proportion of service commercial uses, it actually contains a relatively higher proportion of retail commercial uses than the Commercial Core. Service commercial uses include a number of medical, professional, finance, insurance and real estate offices. Retail commercial uses include three home furnishing and decor stores and two pharmacies.

5.0 Vision

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, including 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 for the Beamsville CIP is a critical component of the CIP process because it provides the overarching, long-term foundation that directs the public realm improvements and programs that form the CIP.

The Town of Lincoln Official Plan generally establishes the intent for the land use and design vision for the two commercial areas within the Study Area. For the CBD, it seeks to establish an attractive, intimate, dense and mixed-use environment with a preserved character reflective of a traditional “main street” area. For the Ontario Street Commercial Corridor, it seeks to establish an attractive, safe and convenient pedestrian environment while recognizing the principal role of Ontario Street as a vehicular route.

Participants in the September 12, 2010 Workshop were asked to identify a vision for the King Street commercial core and the Ontario Street commercial corridor. A summary of the participant responses to the Vision question are contained in **Appendix C**. General themes emerged from responses and the comprehensive discussions among the various participants in the three workshop groups in response to this question. These themes were used to develop a Vision for the Beamsville business area, including both the CBD as well as the Ontario Street Commercial Corridor. This Vision is outlined below and was used to guide preparation of the public realm improvement concept and the contained in this CIP.

1. Authentic Identity

A business area with a clear and definable identity that residents and visitors associate with. This identity distinguishes Beamsville from the other villages in Lincoln, the Niagara Region, and the surrounding area. Shops should express the area’s traditional roots and pedestrian-oriented nature. The area’s identity should be authentic and should focus on key historical strengths in the area including viniculture, agriculture and heritage. Examples of branding for such an identity could include the “Heart of the Fruitbelt”, “Beamsville Bench”, and “Twenty Valley”.

2. Strong Presence and First Impression

A business area with a stronger presence at its entrances, particularly at the QEW/Ontario Street interface. A business area that welcomes visitors, directs them to Beamsville’s key commercial destinations including its commercial core, and provides a strong, enticing and lasting positive first impression to visitors. A business area where a concerted effort has been made by the Town and property owners to improve both the public and private aspects of the streetscape.

3. Complete and Self Sufficient

A business area that offers a complete range of goods and services, with a diversified array of business and shops, particularly including specialized retail shops that draw residents and visitors to shopping opportunities in the area. An area with a central public gathering space for community events and festivals.

4. Welcoming and Friendly

A business area with a smooth transition between the Ontario Street corridor and the traditional commercial area that welcomes visitors and encourages them to travel further into the business area and explore what Beamsville has to offer. A business area that provides a friendly shopping environment with interesting and comfortable streetscapes including good lighting, benches, planters, bike lanes, bike trails and racks. A business area with a strong visual image expressed through the revitalized facades and storefronts of its businesses.

5. Green and Natural

A business area featuring an Ontario Street commercial corridor with a softer, greener appearance with more trees and landscaping.

6. Connected

A business area that is interconnected, both visually and physically, among its various sub-areas as well as connected with the other villages of Lincoln ensuring Lincoln's villages work together with their own distinct roles and identities.

6.0 Community Improvement Project Area

In order to delineate a recommended Community Improvement Project Area for the Beamsville CIP, the study area defined by the Town of Lincoln in Figure 1 was assessed to determine properties and lands within and surrounding the study area most in need of community improvement. This assessment was based on the SWOT Analysis. The selection of properties and lands for inclusion in the Community Improvement Project Area was guided by the following principles:

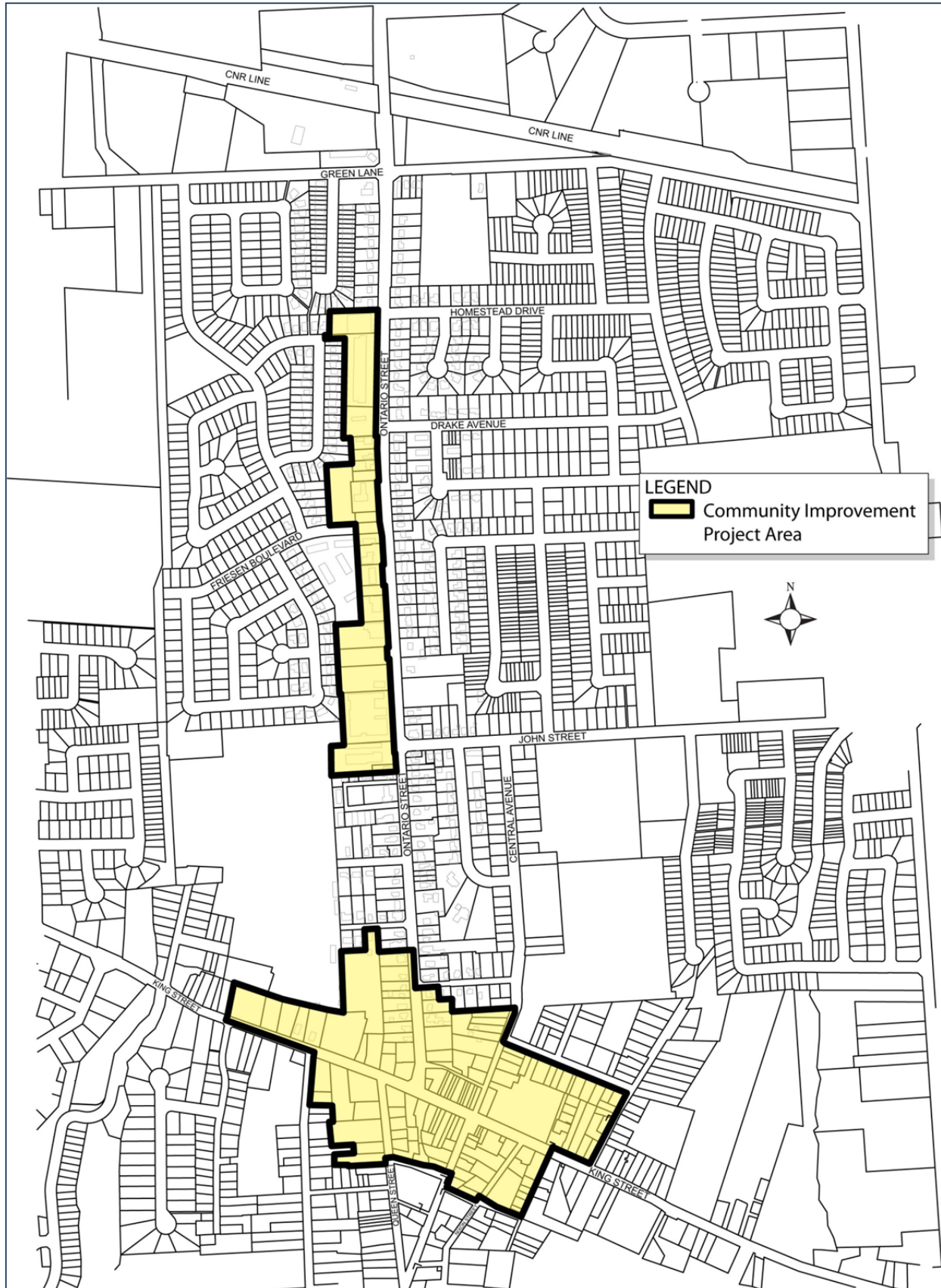
- i) Lands that require community improvement and are designated commercial, institutional or mixed use in the Official Plan;
- ii) Lands that require community improvement that while not designated commercial in the Official Plan are currently used for commercial or mixed use; and,
- iii) Focus on existing buildings and vacant infill lands.

The recommended Community Improvement Project Area (also referred to herein as the “Project Area”) for the Beamsville CIP is shown in **Figure 4**. The Ontario Street Commercial Corridor within the recommended Community Improvement Project Area excludes the vacant lands and Sobeys Plaza between Green Lane and the CNR right-of-way that was included in the Study Area. This is because it was felt that based on their location near the QEW and South Service Road, the vacant lands would develop without the need for inclusion in the CIP. As for the Sobeys Plaza, the small strip mall at the northwest corner of Ontario Street and Green Lane could benefit from the application of urban design policies, but it also does not merit inclusion in the CIP.

The CBD within the recommended Community Improvement Project Area differs slightly from the Study Area boundary. Several properties in the Study Area along the north and south side of May Street are designated in the Official Plan and used for single detached residential purposes and demonstrate no long term potential for conversion to commercial usage. Therefore, these properties were excluded from the Community Improvement Project Area.

Conversely, a number of properties on the west side of Queen Street are not designated for commercial use in the Official Plan but are currently being used for commercial use and are in need of improvement. Therefore, these properties outside the Study Area were included in the recommended Community Improvement Project Area.

Figure 4: Community Improvement Project Area



7.0 Commercial Façade Design Guidelines

The worn, aged and dated look of building façades and business signage was cited throughout the consultation sessions as a major weakness within the Project Area. The CIP includes a Façade Improvement Grant Program that provides a financial incentive to property and business owners who rehabilitate, restore and improve building facades. To complement and assist this program, a comprehensive Commercial Façade Design Guidelines (“Design Guidelines”) have been produced. These Guidelines provide guidance to property and business owners when designing improvements and making applications under the Façade Improvement Grant Program. The Design Guidelines are a separate, stand-alone document and are available under separate cover.

As noted in Section 2.11 of this CIP, the Official Plan provides the urban design direction for the development and redevelopment of properties and buildings within the core and corridor areas, although focusing principally on the layout and form of properties and buildings. Working from the general urban design policies in the Official Plan, the Design Guidelines provide specific guidance concerning the design and improvement of commercial façades and complement the built form design direction in the Official Plan.

The Design Guidelines are intended as a tool that will assist in creating a vibrant and visually interesting environment in the CBD and Ontario Street Commercial Corridor. The Design Guidelines provide comprehensive guidance on a wide range of façade elements, including colour, materials, doors, windows, signage, awnings, and lighting, among other elements. With the overall goal of enhancing the visual image and character of the Project Area, the Design Guidelines strive to:

- Ensure an overall high quality façade design for all commercial buildings with the area;
- Ensure a consistent set of façade principles are achieved;
- Unify the area with a consistent and complementary design approach;
- Facilitate a strong visual image for buildings;
- Enhance the character and identity of the area as a “place”;
- Be easy to administer by the Town and easy to use by proponents;
- Be flexible enough to adapt to different situations; and,
- Facilitate creativity on a site-by-site basis.

The Design Guidelines apply to commercial developments and buildings in the CBD and the Ontario Street corridor. However, they can be used, and should be strongly encouraged, as part of any commercial façade design or improvement within Beamsville. They are intended to be used by various participants in the design process, including the Town when evaluating development applications and when reviewing incentive program applications, as well as developers, landowners, business owners, and design consultants when designing and undertaking building improvements.

The Design Guidelines are meant to provide guidance with the understanding that they are to be applied on a case-by-case basis. They are not meant to be a “mandatory checklist” so that every guideline applies, but rather, the specific situation of the particular building will determine how they are applied. Furthermore, they are not meant to be used as “policies” or “regulations”, but rather as guidance principally during the application of a potential façade improvement program.

8.0 Public Realm Improvement Concept

8.1 Purpose & Objectives

The “public realm” of a downtown is the assortment of streets, open spaces, parks and plazas which creates the setting. The public realm in vibrant and active downtowns is often the most immediate, and potentially most lasting, impression visitors have of a municipality. The public realm plays a significant role in creating a high quality “sense of place” and it sets the environment in which shops and businesses operate and it can encourage a broad range of functions and activities. Therefore, improvements to the public realm are a key component of any successful CIP.

This section of the CIP establishes the framework for public realm improvement in the Project Area by recommending key improvements to a broad range of public elements and features. The primary objective of the Public Realm Improvement Concept is to make the Project Area a comfortable and safe walking environment that is visually interesting and engaging for residents and visitors. The recommended improvements to the public realm are designed as strategic public investments that will spur and mutually reinforce private sector investment in buildings and properties to generate further activity in the Project Area. The Town of Lincoln has principal responsibility for these improvements, although Niagara Region will need to be involved given Ontario Street and King Street are both Regional Roads. The Town will need to consult and work collaboratively with Niagara Region throughout the design process of these improvements to ensure safety, operational, and maintenance considerations are taken into consideration.

8.2 Key Principles

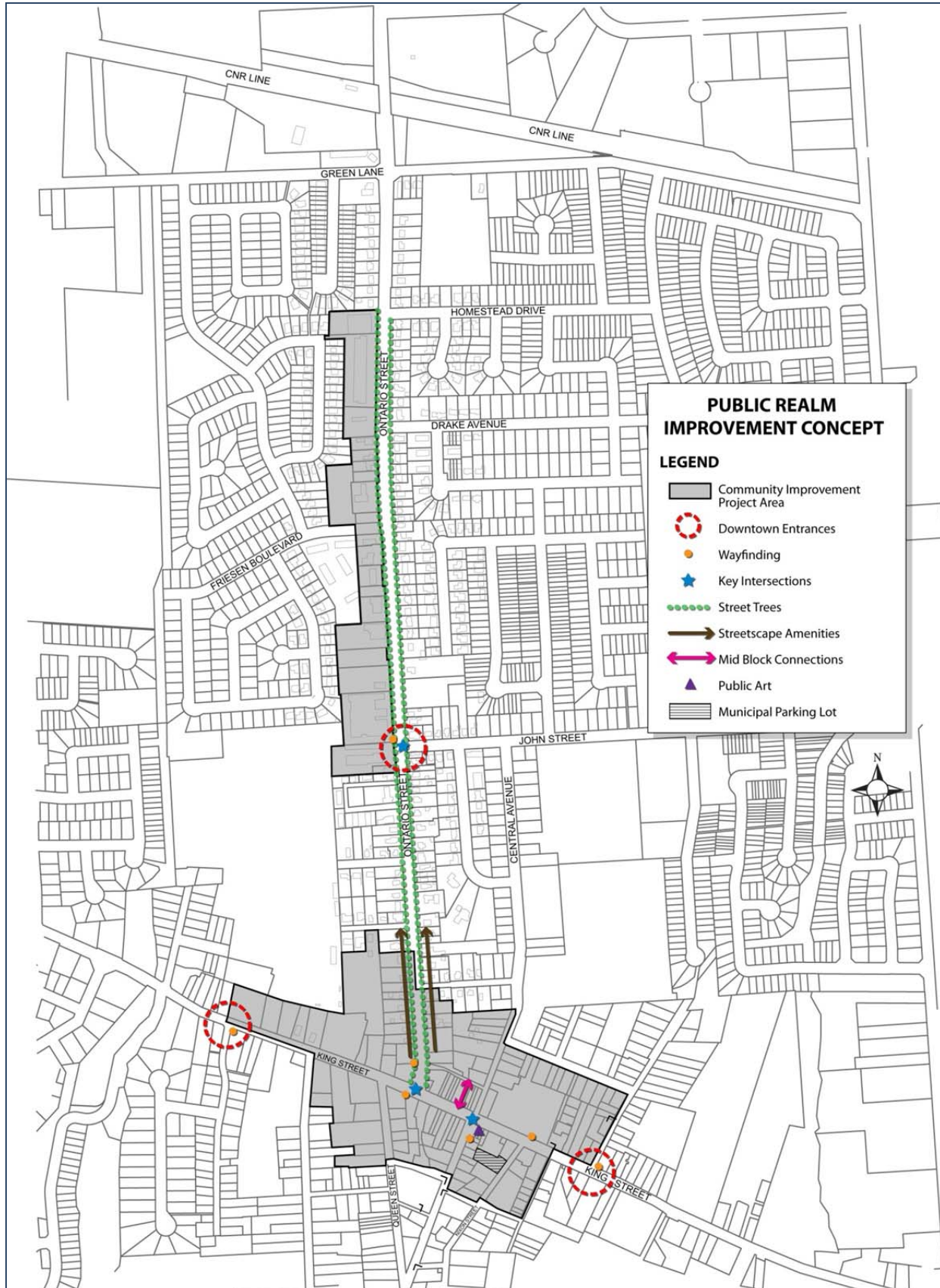
The following key principles form the foundation for the public realm improvements that are recommended in the CIP:

1. **Augment:** build on the existing streetscape infrastructure and amenities given they are in very good condition, although some specific areas warrant enhancement.
2. **Identity:** emphasize and reinforce the existing small town identity of Beamsville, playing on its heritage characteristics, pedestrian friendliness, small scale shops, and friendliness.
3. **Pedestrian experience:** enhance the pedestrian environment in the project area, making it comfortable, inviting and interesting for residents and visitors walking in the area.
4. **Phased:** utilize a series of small, short-term improvements in addition to larger, long-term improvements to achieve an attractive, healthy and visually interesting project area.
5. **Central space:** consider incorporating a space that could host a range of community functions, including community events as well as gathering and resting opportunities.
6. **Transition:** develop a seamless transition between the Ontario Street commercial corridor and the core commercial area that welcomes visitors and encourages them to explore.
7. **Simple:** use attractive materials and elements that are durable, easily maintained, and cost-effective in order to enhance the overall visual experience and quality.
8. **Soft edges:** incorporate an Ontario Street commercial corridor with a softer, greener appearance with concerted efforts at improving the streetscape quality.

8.3 Key Improvements

The Public Realm Improvement Concept (**Figure 5**) illustrates the general location of the recommended improvements, with a description of each improvement discussed on the following pages. These are the key improvements that will set the foundation for the overall enhancement of the project area, working together with private sector investments that will be encouraged by incentive programs offered through the CIP. Over time, there may be other minor improvements that could complement these key public realm improvements.

Figure 5: Public Realm Improvement Concept



8.3.1 Downtown Entrances

Action: Design and install entrance features at the key entrances to the Project Area along King Street and Ontario Street.

Description: A downtown's entrances, or "gateways", are located at key arrival points and play a significant role in welcoming visitors to the area and help to create a good first impression. Well designed, visually attractive, and locally-driven gateway entrance features can help provide a positive first impression of the Project Area by introducing visual interest along the streetscape. Three downtown gateway entrance locations are identified for the Project Area: a western gateway entrance near the King Street and Crescent Avenue intersection; an eastern gateway entrance near the King Street and East Avenue intersection; and a southern gateway entrance near the Ontario Street and John Street intersection (in addition to a Town-wide entrance feature at the QEW recommended in Section 12.0). These locations are conceptual in nature, as the exact location of the entrance features would have to be confirmed through consultation with the community during the design process. The actual location of each of the features may be further north or south along Ontario Street or further east or west along King Street.

A detailed design process should be undertaken to determine the location, character and style of the specific gateway features. Considerations for this design process should include: incorporating a coordinated theme, design and materials for all three entrances; using an agricultural and rural theme, style and imagery; utilizing local materials that are present in the local setting, such as bricks and stones with other accent materials; locating such features in the outer boulevard next to the street edge with a vertical orientation; and potentially coordinating and collocating the design with wayfinding signage in the same location. Additionally, the Town may consider utilizing a similar base structure and materials for all three urban area cores (Beamsville, Jordan, Vineland) in order to maintain a consistent approach, with unique elements for each urban area to accentuate individuality.

Participants:

- Town of Lincoln
- Niagara Region
- Beamsville BIA
- General public

Precedent Examples:



8.3.2 Wayfinding

Action: Design and install a comprehensive program of directional signage that connects the key destinations within Beamsville as well as within other Lincoln communities.

Description: Successful downtowns enable people to easily, safely and comfortably move around streets and spaces, whether arriving by foot, bicycle, or automobile. The Project Area and its surrounding area have a number of significant destination features that help establish and sustain a vibrant and active commercial area. However, there is no comprehensive system to direct visitors to and link such features. The objective of such a system would be to establish a comprehensive method to direct visitors to key destinations and tourism routes within the Project Area, surrounding area, and other Lincoln urban areas.

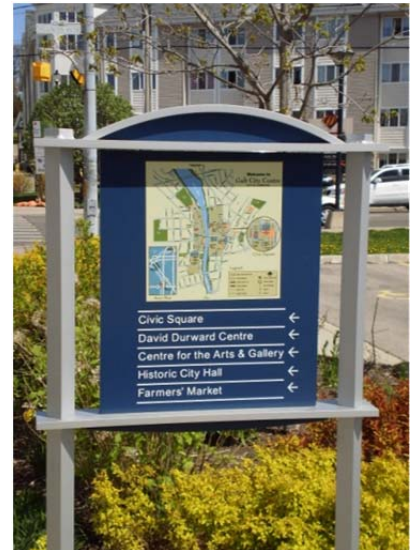
The Public Realm Improvement Concept identifies a number of appropriate locations for directional signs, along both King Street and Ontario Street. Key destinations in the directional signage program, at a minimum, should include civic buildings (such as Town Hall, libraries, and museums); municipal parking lots and spaces; other urban area business cores (Vineland and Jordan); and any key recreation and tourism destinations/routes in the surrounding area. Partnerships with the local wine industry may be possible and should be explored for additional direction to local businesses and wineries that are incorporated into a single directional sign.

The design of directional signs should include simple and universally readable lettering with a consistent format that complements the design of the gateway entrance features. Sign design needs to be balanced between the needs of drivers, cyclists, and pedestrians. Outer boulevard locations are appropriate and mounting on a pole with a decorative base (matching the materials of the entrance features) or on a simple, stand-alone metal pole are preferable. Regardless of the type of signage, Regional signage policies will need to be considered and discussed as part of the design process.

Participants:

- Town of Lincoln
- Niagara Region
- Beamsville BIA
- Lincoln Chamber of Commerce
- Vineland and Jordan stakeholders
- Twenty Valley Tourism Association
- General public

Precedent Examples:



8.3.3 Key Intersections

Action: Design and implement improvements to several key intersections along King Street and Ontario Street for pedestrians and traffic-calming.

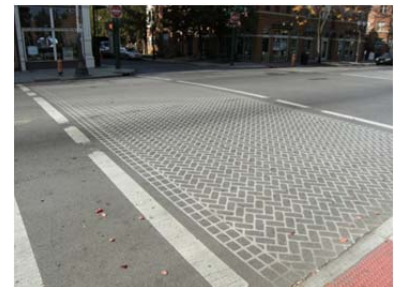
Description: Pedestrian comfort is a key consideration for creating a safe and vibrant downtown. Principal intersections that accommodate the larger volumes of traffic in a downtown can become sources of pedestrian and vehicular conflicts, potentially affecting the comfort levels of pedestrians. Given this, a number of modifications are possible to key intersections in the Project Area to improve these areas for walking and better connect different areas of the Project Area. There are three key intersections within the project area that warrant modification given their higher pedestrian activity levels: the King Street and Ontario Street intersection; the King Street and Mountain Street intersection; and the Ontario Street and John Street intersection.

There are a number of modifications that are appropriate for these key intersections. A unique surface treatment of crosswalks at the intersection is appropriate, such as a stamped asphalt or concrete, which would visually and physically identify the crosswalk to pedestrian and drivers. Universal accessibility, durability, ease of maintenance, and visual interest should be key considerations for identifying a suitable surface treatment. Furthermore, the introduction of curb extensions, or “bump-outs”, near the intersection may be appropriate given they shorten the crossing distance for pedestrians and provide a traffic calming function, as well as opportunities for additional plantings and streetscape amenities. Curb extensions need to be designed with vehicle turning movements in mind, particularly larger vehicles, and recognizing this, any such improvements must not impact the safety or operations of these principal intersections in the core. On-street parking is typically not impacted given existing parking restrictions near the intersection.

Participants:

- Town of Lincoln
- Niagara Region
- Beamsville BIA (as necessary)
- General public

Precedent Examples:



8.3.4 Street Trees

Action: Establish and implement a street tree planting program for the Ontario Street commercial corridor.

Description: While streets play a primary role of connecting different areas of town and moving people in various modes of transportation, they are also key “people places” where residents and visitors can walk, gather and socialize. Ontario Street could benefit greatly from a comprehensive program of street tree planting along both sides of the street. Such a program could provide numerous benefits, including providing shade to pedestrians, adding visual interest and colour to the streetscape, as well as traffic calming by visually narrowing the right-of-way. Additionally, a canopy of street trees would frame the views to the Presbyterian Church south of King Street, a key landmark and viewline in the project area that contributes to the area’s character and identity.

Trees should be planted with a consistent spacing, preferably 8.0 to 10.0 metres on-centre where possible, and coordinated with the location of streetscape amenities, driveway accesses, underground utilities, and hydro poles and wires. Trees should be planted between the curb and the public sidewalk within the public right-of-way. This space should be a minimum 1.5 metres wide, with the tree centred in the space and no less than 0.8 metres from the curb edge, and either within a grassed area or under metal tree grates. Where this minimum condition does not exist, curb extensions (where feasible) to create extra space or coordination of plantings on the private property edges on the street right-of-way should be considered to continue the street tree canopy.

Tree species should be selected that have appropriate characteristics for an urban condition: native, non-invasive, low maintenance, salt tolerant, fall colour, and shade tolerance. Suitable species Autumn Blaze Maple, Red Maple, Red Sunset Maple, Common Hackberry, Maidenhair Tree, Thornless Honeylocust, Sourgum, Aristocrat Ornamental Pear, Chanticleer Ornamental Pear, White Oak, Burr Oak, Red Oak, and Crimean Linden. Suitable species located under hydro wires include Amur Maple, Serviceberry, Autumn Gold Ginkgo, Kwanzan Japanese Cherry, and Ivory Silk Lilac.

Participants:

- Town of Lincoln
- Niagara Region
- Niagara Peninsula Conservation Authority (species selection)
- Beamsville BIA
- Property owners

Precedent Examples:



8.3.5 Streetscape Amenities

Action: Extend the existing style and type of streetscape amenities along King Street to the Ontario Street corridor.

Description: Streetscape amenities give life to a street by contributing to pedestrian comfort while providing visual interest and identity within a downtown. The Town has recently made improvements to the pedestrian realm along King Street with wide poured concrete sidewalks; street trees with protective grates and guards; decorative light standards with hanging materials such as banners and baskets; and a package of streetscape amenities including benches and garbage receptacles. However, this package of streetscape amenities does not extend onto Ontario Street (with the exception of a portion near the King Street intersection).

Over time, extending the existing package of streetscape amenities up and along the Ontario Street corridor, moving northwards from the King Street intersection, is desirable to visually and physically connect the two areas through streetscape treatments. In this regard, it is important to use the same amenity type and style to ensure both areas “read” as a single commercial district. In terms of new additions to the streetscape package, lighting standards with energy efficient LED lighting could be incorporated for both existing and new fixtures, as well as new bike parking fixtures in both the core and corridor to encourage cycling.

Given the character and relatively tight right-of-way in some areas along Ontario Street, the vertical streetscape elements (light standards and associated hanging material) are the most important elements for visually tying the two areas together. Pedestrian amenities (benches and garbage receptacles) would not be needed in the same concentration as King Street, and may not be necessary in the short or medium term given the current automobile orientation of Ontario Street.

Participants:

- Town of Lincoln
- Niagara Region (as necessary)
- Beamsville BIA
- Property owners (as necessary)
- General public

Existing Condition:



Precedent Examples:



8.3.6 Mid-block Connection

Action: Formalize the mid-block pedestrian walkway from King Street to the Rannie Square parking lot in the rear.

Description: Rannie Square is a municipal parking lot that provides approximately 30 spaces directly behind buildings on the north side of King Street. However, it is tucked away behind the buildings and has little access, visual or physical, to King Street and its shops. Formalizing the existing “pathway” between two buildings on the north side of King Street would help improve the connections between Rannie Square and King Street businesses, in turn helping to reduce the perception of a lack of parking in the area.

Improvements to this pathway should make this space a true walkway, which is visually apparent as a public walkway. The design of this walkway is constrained by the existing narrow width of the walkway. Considerations for improving this space should include the installation of lighting; the use of simple and easily maintained paving materials connecting continuously to North Lane; naming the walkway and adding appropriate hanging signage to signify its public nature; relocating, where possible, utility equipment or decoratively screening equipment; and incorporating public art along the building walls, such as murals or wall hangings, that reflect the character of Beamsville.

Should the Town not own this parcel, the Town should either purchase the parcel and make the recommended improvements as a public walkway, or pursue an easement with the property owner which sees the Town undertaking the recommended improvements and the general public being permitted to use the walkway.

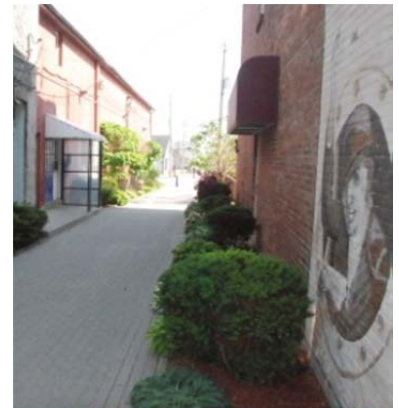
Participants:

- Town of Lincoln
- Property owner(s)
- Beamsville BIA

Existing Condition:



Precedent Examples:



8.3.7 Public Art

Action: Design and install a public art installation in the space surrounding the intersection of Mountain Street and King Street.

Description: Public art can play a strong role in creating a sense of place for a downtown by creating, or adding to, a unique or distinct identity for an area. Public art serves a number of roles, including enhancing public awareness and interest in the visual arts; providing a mechanism for resident involvement in the design of their downtown; and, most importantly from a design perspective, enhancing the visual interest and vibrancy of the downtown environment. A public art piece can be accommodated in the publicly owned space at the Mountain Street and King Street intersection.

A public art piece in this location could take different forms (architectural features, sculptures, landscape features); could utilize different artistic mediums (metal, stone, brick); and could have different themes (functional, interpretive, abstract, or historical). Regardless of the type, the piece should reflect Beamsville's particular character, identity and history, and should have the principal purpose of providing visual interest along the streetscape. Any piece should be supported by the existing landscaping in this space, which could be reconfigured or enhanced as needed. For the actual design of the piece, the Town should hold a design competition of local artists and involve the community through the process, with the selected public art piece ultimately subject to Council approval.

Participants:

- Town of Lincoln
- Beamsville BIA
- Heritage Committee
- Community art groups
- Local community groups
- General public

Existing Condition:



Precedent Examples:



8.3.8 Municipal Parking Lot

Action: Make improvements to the Hixon Street municipal parking lot to formalize the space and improve the edges.

Description: Key to successful and vibrant downtowns is the provision of an adequate quantity of convenient, safe and inviting parking, which enables the downtown vision in terms of land use and urban design to be achieved. In the Project Area, there is currently a good supply of off-street municipal parking spaces, located in two municipal parking lots: one off North Lane to the north of King Street (Rannie Square lot); and one off Hixon Street to the south of King Street (“Hixon” lot). While the Rannie Square lot has been recently improved, the Hixon lot is relatively unimproved.

Improvements to the Hixon lot should be in keeping with those made to the Rannie Square lot. This includes considerations for enhancing the edges of the parking area along Hixon Street through a combination of planting and decorative fencing or walls; decoratively paving the pedestrian sidewalk where it crosses the driveway access to the parking lot; naming and signing the lot to match that of Rannie Square; incorporating landscaping parking islands at the end of rows to break the surface area into smaller components; adding parking lot lighting and hanging baskets; adding decorative fencing on the northern and southern edges of the parking lot; and providing clear wayfinding signage along Hixon Street directing visitors to the parking lot.

Participants:

- Town of Lincoln
- Beamsville BIA
- General public

Existing Condition:



Precedent Examples:



8.3.9 Central Space

Action: Acquire a property within the CBD that could accommodate a central public space for downtown activities and events.

Description: Downtowns are not solely commercial areas, but are important places within a community for the purposes of gathering, socializing, and civic events. Municipalities commonly accommodate these functions in a downtown through more “urban” public squares or civic spaces that can accommodate such activities. Large public spaces in downtowns typically accommodate a broad range of spaces, including resting and sitting areas, open community event space (i.e. farmers’ markets or festivals), and recreation spaces (i.e. skating rinks). Smaller public spaces in downtowns typically accommodate the functions requiring smaller footprints of space, principally sitting and socializing areas. Such a central public space could increase pedestrian activity levels in the project area.

Currently, there are no available publicly owned properties within the commercial core that could accommodate such a space. As such, the Town should actively monitor the real estate market in the commercial core to determine when appropriate properties become available for potential acquisition. Regardless of the specific location or size, this central space should:

- Be geared towards the urban context, with durable hard surfaces and landscape accents to soften the space;
- Be accommodating to pedestrians in the core, including the provision of benches, waste receptacles, and appropriate lighting;
- Have frontage directly on King Street, the principal main street within the core area, so that the space is front and centre in the commercial core;
- Be supported by parking, either on-street or off-street, to accommodate the space’s functions;
- Be activated with components such as community message boards and public art; and
- Be flexible in terms of the number and size of functions it can accommodate, ranging from simply resting functions to larger public event functions.

Participants:

- Town of Lincoln
- Niagara Region (as necessary)
- Beamsville BIA
- General public

Precedent Examples:



9.0 Incentive Programs

9.1 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. The financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the Project Area that will complement the recommended Public Realm Improvements and help achieve the Vision for the Project Area.

The incentive programs contained in the CIP are referred to as a “toolkit” because once the CIP is adopted and approved, the incentive programs in the CIP can be activated by Council, one or more at a time, based on Council approval of the implementation of each program, subject to the availability of funding. 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 Town of Lincoln. **Table 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. Administrative guidelines for each of the incentive programs contained in this CIP are provided in **Appendices E to L**. These appendices do not form part of the CIP, and therefore may be changed from time to time as required, without amendment to this Plan.

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 Smarter Niagara Incentive Programs are currently being reviewed and updated by Niagara Region.

The maximum grant/loan under the Description for each program in Table 1 includes both the Town and Region’s funding contribution. The maximum grant/loan amount specified for each incentive program is the maximum that can be offered by the Town. When Town Council actually implements a 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 1, depending on budget considerations at the time.

Table 1: Summary of Incentive Programs

Program	Description ²	Regional Participation (current as of date of CIP)	Recommended Program Duration ³
1. Urban Design Study Grant Program	Grant equal to 50% of the cost for an urban design study and/or professional architectural/design drawing(s) to a maximum grant of \$2,500 per property/project.	N/A	Approximately ten (10) years, subject to availability of funding as approved by Council.
2. Facade Improvement Grant Program	<p>Grant equal to 50% of the cost of eligible facade and storefront improvement/ restoration works to commercial, institutional and mixed use buildings to a maximum grant per property/project of \$12,500.</p> <p>At discretion of Council, a separate grant equal to 50% of the cost of 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 for properties where the side and/or rear facades are highly visible from a public parking area and/or public open space.</p>	<p>Region will help fund the maximum total grant of \$12,500 by matching the Town's contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$5,000.</p> <p>Region will help fund the maximum total grant of \$7,500 by matching the Town's contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$5,000.</p>	Approximately ten (10) years, subject to availability of funding as approved by Council.

² The maximum grant/loan amount includes the Town and the Region's funding contribution. When implementing any of these programs, the Town can offer the program at the maximum grant/loan amount shown or at a lesser maximum grant/loan amount.

³ 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.

Table 1: Summary of Incentive Programs (Cont'd)

Program	Description	Regional Participation (current as of date of CIP)	Recommended Program Duration
3. Building Improvement Grant/Loan Program	Grant equal to 50% of the cost of eligible building improvement works to commercial, institutional and mixed use buildings to a maximum grant per property/project of \$10,000 OR Loan equal to 70% of the cost of eligible building improvement works to commercial, institutional and mixed use buildings to a maximum loan per property/project of \$20,000	Region will help fund the maximum total grant of \$10,000 by matching the Town's contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$5,000. Region will help fund the maximum total loan of \$20,000 by matching the Town's contribution to the loan dollar for dollar up to a maximum contribution from the Region of \$10,000.	Approximately ten (10) years, subject to availability of funding as approved by Council.
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 Town's 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 Town's 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.

Table 1: Summary of Incentive Programs (Cont'd)

Program	Description	Regional Participation (current as of date of CIP)	Recommended Program Duration
5. Affordable Residential Grant/Loan Program	Grant or loan equal to \$15 per sq.ft. of affordable residential space 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)	N/A ⁴	Approximately ten (10) years subject to availability of funding as approved by Council.
6. Revitalization (Tax Increment) Grant Program	Annual grant equal to 80% of the increase in municipal property taxes for up to 10 years after project completion. The project must result in an increase in assessment and property taxes. Annual grant equal to 100% of the increase in municipal property taxes for up to 10 years after project completion if project is on a remediated/risk assessed brownfield site.	Region will match the percentage of the Town grant for the same time period. Region will match the percentage of the Town grant for the same time period.	Approximately ten (10) years.
7. Environmental Site Assessment (ESA) Grant Program	Grant equal to 50% of the cost of an eligible environmental site assessment, remedial action plan or risk assessment. Maximum grant of \$12,000 per environmental study. Maximum of two (2) studies per property/project. Maximum total grant of \$20,000 per property/project.	Region will help fund the maximum total grant of \$12,000 by matching the Town's contribution to the grant dollar for dollar up to a maximum contribution from the Region of \$5,000.	Approximately five (5) years, subject to availability of funding as approved by Council.
8. Brownfields Tax Assistance Program	Cancellation of part or all of the municipal property taxes and education property taxes for up to 3 years. Cancellation of education property taxes is subject to approval by the Minister of Finance.	Region will match the percentage of the Town's cancellation of property taxes for the same time period.	Approximately ten (10) years.

⁴ The Region does not currently have a matching Affordable Housing Grant or Loan Program but a program is currently being considered as part of the Smarter Niagara Incentive Programs Review. The Affordable Residential Grant/Loan Program will only be offered by the Town in the future if Niagara Region offers a matching grant or loan program for affordable residential units to local municipalities.

9.2 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 Town 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 Project Area;
- b) An application for any financial incentive program contained in this CIP must be submitted to the Town 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 Town to satisfy the Town with respect to costs of the project and conformity of the project with the CIP;
- e) The Town may require that an applicant submit professional urban design studies and/or professional architectural/ design drawings that are in conformity with Design Guidelines put in place by the Town;
- f) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by Town staff, who will then make a recommendation to Town Council or Council's designate. The application is subject to approval by Town Council or Council's designate;
- g) Each program in this CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable);
- h) As a condition of application approval, the applicant may be required to enter into a grant or loan agreement with the Town. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by Town 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 Town 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 Town 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 Town, the Town may delay, reduce or cancel the approved grant and/or loan, and require repayment of the approved grant and/or loan;
- m) The Town 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 Town's Commercial Façade Design Guidelines, and all other Town 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 Town;
- 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 Town, outstanding work orders, and/or orders or requests to comply, and/or other charges from the Town 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) Town staff, officials, and/or agents of the Town may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Town;
- u) Eligible applicants can apply for one, more or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost; and,
- v) 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 shall not exceed the eligible cost of the CIP with respect to that property.

9.3 Urban Design Study Grant Program

9.3.1 Purpose

To help ensure that professional urban design studies and architectural/ design drawings meet the Town's Commercial Façade Design Guidelines and any other applicable Town Design Guidelines and to help offset the costs of preparing professional urban design studies and architectural/ design drawings.

9.3.2 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 Town to a maximum grant per property/project of \$2,500. Only one Urban Design Study Grant application per property/project will be allowed.

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

9.4 Façade Improvement Grant Program

9.4.1 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.

9.4.2 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.

9.4.3 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, including repair or replacement of storefront doors and windows;
 - ii) repair or repointing of facade masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves, soffits and other architectural details;
 - iv) repair or replacement of awnings or canopies;
 - v) facade painting and cleaning/treatments;
 - 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) For commercial, institutional and mixed use buildings designated under the *Ontario Heritage Act*:
 - i) 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; and,
 - ii) The Town will consult with the Heritage Committee (as required).

9.5 Building Improvement Grant/Loan Program

9.5.1 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 and mixed use space.

9.5.2 Description

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

9.5.2.1 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 \$10,000.

9.5.2.2 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 \$20,000. 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 Town will require that security for the loan be registered against title of the property.

9.5.3 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 Town 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 Town shall cease, and all loan advances already made by the Town will be repayable to the Town ; 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 Town shall cease, and all loan advances already made by the Town will be repayable to the Town.

9.6 Residential Grant/Loan Program

9.6.1 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 on upper stories of commercial and mixed use building to one or more net residential units; and,
- c) the infilling of vacant lots with two or more net residential units.

9.6.2 Description

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

9.6.2.1 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*.

9.6.2.2 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 Town 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.

9.6.3 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 Town 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 Town 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 Town shall cease, and all loan advances already made by the Town will be repayable to the Town ; 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 Town shall cease, and all loan advances already made by the Town will be repayable to the Town.

9.7 Affordable Residential Grant/Loan Program

9.7.1 Purpose

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

- a) Renovations to existing residential units in mixed use buildings to create affordable residential units that are in compliance with the Building Code, Property Standards By-law and the Fire Code;
- b) Conversion of excess commercial and/or vacant space on upper stories of commercial and mixed use building to one or more net affordable residential units; and,
- c) the infilling of vacant lots with two or more net affordable residential units.

9.7.2 Description

The program may be offered in the form of a grant or a loan.

The program can be used for rental or ownership units.

Eligible applicants creating affordable residential units can make application for both the Affordable Residential Grant/Loan Program and the Residential Grant/Loan Program for said affordable residential units, subject to meeting the program requirements.

The Affordable Residential Grant/Loan Program will only be offered by the Town in the future if Niagara Region offers a matching grant program for affordable residential units to local municipalities⁵. The definition of “affordable” (rental rate/ sale price of unit) to be utilized by The Town in implementation of its Affordable Residential Grant/Loan Program will correspond to the definition of an “affordable” as required or recommended by the Region in its Affordable Residential Grant/Loan Program.

9.7.2.1 Grant Program

The Affordable Residential Grant Program will provide a grant equal to the cost of rehabilitating existing residential units into affordable residential units and/or constructing new affordable 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).

9.7.2.2 Loan Program

The Affordable Residential Loan Program will provide a no interest loan on the basis of \$15 per square foot of habitable floor space rehabilitated or constructed, to a maximum loan of \$15,000 per unit, and a maximum of 4 units per property/project (total maximum loan of \$60,000 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 Town will require that security for the loan be registered against title of the property.

9.7.3 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:

- a) The following types of projects are considered eligible for a grant/loan under this program:

⁵ The Region’s Smarter Niagara Incentive Programs are currently being reviewed and one of the new programs under consideration is an Affordable Housing Grant/Loan Program. If Niagara Region offers a matching grant/loan program for affordable residential units to local municipalities in the future, this in no way obligates the Town to offer an Affordable Residential Grant/Loan Program.

- i) renovations to existing residential units in a mixed use building to create affordable residential units that are in 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 affordable residential units;
 - iii) vacant lots (including parking lots) converting to mixed use or residential use where two or more net affordable residential units are created;
- b) The Town may require the applicant to submit for approval impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- c) In order to ensure that the residential units created remain affordable, as a condition of grant or loan approval, the Town may require the applicant to post such security as may be required, including registration of such security against title of the property;
- d) As a condition of loan approval, the Town 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.
- e) If during the loan period, a building receiving a loan is demolished, all loan advances from the Town shall cease, and all loan advances already made by the Town will be repayable to the Town ; and,
- f) 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 Town shall cease, and all loan advances already made by the Town will be repayable to the Town.

9.8 Revitalization (Tax Increment) Grant Program

9.8.1 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.

9.8.2 Description

This program will provide a tax increment based grant equivalent to 80% of the municipal (Town 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. For projects as defined above on brownfield sites, where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the

required standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry, the program will provide a tax increment based grant equivalent to 100% of the municipal (Town and Region) property tax increase for up to 10 years following completion of the project.

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.

9.8.3 Program Requirements

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 Town may require the applicant to submit a Business Plan, with said plan to the municipality's satisfaction;
- c) The Town 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 Revitalization Grant is demolished, all grant payments shall cease and the Town 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 Revitalization Grant is demolished or any of the heritage features are altered in

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

any way that would compromise the reasons for designation, all grant payments shall cease and the Town reserves the right to require repayment of the grant payments.

For projects on brownfield sites, the following additional program requirements apply:

- f) The application must be accompanied by a Phase II ESA, Remedial Work Plan or Risk Assessment Plan prepared by a qualified person that contains:
 - i) 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) a work plan and budget for said environmental remediation, and/or risk management actions;
- g) 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 Town proof that the RSC has been acknowledged by the Ministry of Environment (MOE).

9.9 Environmental Site Assessment Grant Program

9.9.1 Purpose

The purpose of the Environmental Site Assessment (ESA) Grant Program is to promote the undertaking of environmental studies so that more and better information is available with respect to the type of contamination and potential remediation costs on brownfield properties in the Project Area.

9.9.2 Description

To be eligible to apply for the ESA Grant Program, a Phase I ESA must have been completed on the property and must show that the property is suspected of environmental contamination.

The ESA Grant Program will provide a matching grant of 50% of the cost of an eligible environmental study to a maximum grant of:

- a) \$12,000 per study;
- b) two studies per property/project; and,
- c) \$20,000 per property/project.

Eligible environmental studies include a Phase II ESA, Designated Substance and Hazardous Materials Survey, Remedial Work Plan, and a Risk Assessment. Environmental site assessment grants will only be offered on eligible properties where there is potential for rehabilitation and/or redevelopment of the property.

Grants approved under this program will be paid to applicants following submission to the Town for review of the final completed study with the original invoice, indicating that the study consultants have been paid in full. The grant will be paid on the lesser of a cost estimate provided by the

qualified person (consultant) conducting the study or the actual cost of the study. The grant may be reduced or cancelled if the study is not completed, not completed as approved, or if the consultant(s) that conducted the study are not paid in full. The applicant will agree to provide the Town with permission to notify any other subsequent project proponents of the existence of an environmental site assessment(s).

9.9.3 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 Town Council:

- a) Environmental studies shall be for the purpose of:
 - i) confirming and describing contamination at the site (partial or complete Phase II ESA);
 - ii) surveying designated substances and hazardous materials at the site (Designated Substances and Hazardous Materials Survey);
 - iii) developing a plan to remove, treat, or otherwise manage contamination found on the site (Remedial Work Plan/Risk Assessment);
- b) Applicants must complete and submit to the Town for review a Phase I ESA that demonstrates that site contamination is likely;
- c) Applications will include:
 - i) a detailed study work plan;
 - ii) a cost estimate for the study; and,
 - iii) a description of the planned redevelopment, including any planning applications that have been submitted/approved;
- d) All environmental studies shall be completed by a “qualified person” as defined by Ontario Regulation 153/04;
- e) All completed environmental studies must comply with the description of the studies as provided in the grant application form; and,
- f) One (1) electronic and one (1) hard copy of the study findings shall be supplied to the Town for review.

9.10 Brownfields Tax Assistance Program (TAP)

9.10.1 Purpose

The purpose of the Brownfields Tax Assistance Program (TAP) is to encourage the remediation and rehabilitation of brownfield sites by providing a cancellation of property taxes or the property tax increase on a property that is undergoing or has undergone remediation and development to assist with payment of the cost of environmental remediation. This program applies only to properties requiring environmental remediation and/or risk assessment/management.

9.10.2 Description

This program will provide a cancellation of part or all of the property taxes on a property during the “rehabilitation period” and the “development period” on that property. This financial incentive is referred to as “tax assistance”.

The legislative authority for the Brownfields TAP is established under Sections 365.1 (2) of the *Municipal Act, 2001* which allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of cancellation of all or part of the taxes levied on that property for municipal (Town and Region) and education purposes during the “rehabilitation period” and the “development period” of the property, as defined in Section 365.1 of the *Municipal Act, 2001*.

An “eligible property” for the Brownfields TAP is a property within the Project Area where a Phase II Environmental Site Assessment (ESA) has been conducted, and that as of the date the Phase II ESA was completed, did not meet the required standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry.

“Eligible costs” for the Brownfields TAP are the costs of any action taken to reduce the concentration of contaminants on, in or under the property to permit a record of site condition (RSC) for the proposed use to be filed in the Environmental Site Registry under Section 168.4 of the *Environmental Protection Act*. This includes the cost of:

- a) a Phase II ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, and Risk Assessment not disbursed by the ESA Grant Program;
- b) environmental remediation, including the cost of preparing a RSC;
- c) placing clean fill and grading;
- d) installing environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment;
- e) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment; and,
- f) environmental insurance premiums.

In no case will the total amount of tax assistance provided under the Brownfields TAP exceed the total of these eligible costs.

The municipal property tax assistance provided will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,
- b) after three (3) years, whichever comes first.

Matching education property tax assistance is subject to approval by the Minister of Finance and will cease:

- a) when the total tax assistance provided equals the total eligible costs as specified above; or,
- b) after three (3) years, whichever comes first.

As part of the tax assistance provided to the applicant, the Town may also seek participation from Niagara Region in order to provide for a (Town and Region) tax assistance. The matching Regional portion of the tax assistance is subject to approval by Regional Council. The tax assistance provided by the Region may be delivered on a different schedule than the tax assistance provided by the Town and may be subject to additional conditions.

The Town will apply to the Ministry of Finance for matching education property tax assistance on behalf of the property owner. Matching education property tax assistance for eligible properties under the provincial Brownfields Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Province, is subject to approval of the Minister of Finance on a case by case basis, may be provided on a different schedule from the tax assistance provided by the Town and the Region, and may be subject to additional conditions.

If a property that has been approved for brownfields tax assistance is severed, subdivided, sold or conveyed prior to the end of the tax assistance period specified above, both the education property tax assistance and the municipal property tax assistance will automatically end.

Any property approved for tax assistance will be subject to passing of a by-law by the Town that authorizes the provision of the tax assistance. This by-law will contain conditions required by the Town as well as conditions required by the Region and the Minister of Finance. In order for the by-law to apply to Regional taxes, before it is passed by the Town, the Town must supply a copy of the proposed by-law to Regional Council. Regional Council must by resolution agree that the by-law will also provide for matching Regional tax assistance for up to 3 years. In order for the by-law to apply to education property taxes, before it is passed by the Town, the by-law must be approved in writing by the Minister of Finance.

9.10.3 Program Requirements

Only owners of property within the community improvement project area are eligible to apply for funding under this program, subject to meeting the general program requirements, the following program requirements, and subject to availability of funding as approved by Town Council, Regional Council and the Minister of Finance:

- a) An application must be submitted to the Town prior to the start of any remediation works to which the tax assistance will apply;
- b) The application must be accompanied by a Phase II ESA prepared by a qualified person that shows that the property does not meet the standards under subparagraph 4i of Section 168.4(1) of the *Environmental Protection Act* to permit a Record of Site Condition (RSC) for the proposed use to be filed in the Environmental Site Registry;
- c) The application must be accompanied by a Phase II ESA, Remedial Work Plan or Risk Assessment prepared by a qualified person that contains:
 - i) 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) for the proposed use to be filed in the Environmental Site Registry under

- Section 168.4 of the *Environmental Protection Act*; and
- ii) a work plan and budget for said environmental remediation and/or risk management actions;
- d) The Town may require the applicant to submit a Business Plan for redevelopment of the property, with said plan to the municipality's satisfaction;
- e) The property shall be rehabilitated such that the work undertaken is sufficient to at a minimum result in an increase in the assessed value of the property;
- f) The total value of the tax assistance provided under this program shall not exceed total eligible costs. This includes the eligible costs of:
- i) a Phase II ESA, Designated Substances and Hazardous Materials Survey, Remedial Work Plan, and Risk Assessment not disbursed by the ESA Grant Program;
 - ii) environmental remediation, including the cost of preparing a RSC;
 - iii) placing clean fill and grading;
 - iv) installing environmental and/or engineering controls/works as specified in the Remedial Work Plan and/or Risk Assessment;
 - v) monitoring, maintaining and operating environmental and engineering controls/works, as specified in the Remedial Work Plan and/or Risk Assessment;
 - vi) environmental insurance premiums;
- g) Should the owner of the property default on any of the conditions in the Town approved by-law, deferred property taxes (plus interest) will become payable to the Town, Region and Province;
- h) The owner shall file in the Environmental Site Registry a RSC for the property signed by a qualified person, and the owner shall submit to the Town proof that the RSC has been acknowledged by the Ministry of Environment (MOE).

10.0 Monitoring Program

10.1 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 renewal and revitalization in the Project Area. Therefore, information obtained through the Monitoring Program should be used by the Town 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.

10.2 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 2 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 Town 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 Town 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 2.

10.3 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 Town 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.

Table 2: Monitoring Variables

Program	Monitoring Variable
1. Urban Design Study Grant	<ul style="list-style-type: none"> • 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. Facade Improvement Grant	<ul style="list-style-type: none"> • 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 (Town and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
3. Building Improvement Grant/Loan	<ul style="list-style-type: none"> • 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; • 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 number of residential units/ size of units (sq.ft.); • Increase in assessed value of participating properties; • Increase in municipal (Town and Region) and education property taxes of participating properties; • Number and net \$ amount of loan defaults.
4. Residential Grant/ Loan	<ul style="list-style-type: none"> • 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 (Town and Region) and education property taxes of participating property; • Number and net \$ amount of loan defaults.

Program	Monitoring Variable
5. Affordable Residential Grant	<ul style="list-style-type: none"> • Number of applications by type (conversion, intensification, infill) • \$ amount of grant; • Total \$ value of construction; • Number of affordable residential units created by type (rental/ownership, 1 bedroom, 2 bedroom, 2+ bedroom) and square footage of residential space rehabilitated, converted or added; • Rental rates/sale price • Increase in assessed value of participating property; • Increase in municipal (Town and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
6. Revitalization (Tax Increment) Grant	<ul style="list-style-type: none"> • Number of applications • \$ 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 (Town and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
7. Environmental Site Assessment Grant	<ul style="list-style-type: none"> • Number of applications; • Type of ESA (Phase II, Remedial Work Plan, or Risk Assessment) ; • \$ Cost of study; • \$ Amount of Grant; • Number of Grant Applications leading to Brownfield Property Tax Assistance, Applications, Revitalization (Tax Increment) Grant applications and/or actual remediation and rehabilitation projects; • Number and \$ amount of program defaults.
8. Brownfields Property Tax Assistance	<ul style="list-style-type: none"> • Number of applications; • Increase in assessed value of participating properties; • Estimated and actual amount of municipal (Town and Region) and education tax assistance provided; • Hectares/acres of land remediated and redeveloped; • Industrial/commercial space (sq.ft.) rehabilitated or constructed; • Residential units/sq.ft. rehabilitated or constructed ; • \$ Value of private sector investment leveraged; • Jobs created/maintained; • Number and \$ amount of program defaults.

11.0 Marketing Strategy

11.1 Key Objective and Messages

It is very important to the successful implementation of this CIP that the Town's incentive programs and the leadership role being taken by the Town 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 Town, within the Region of Niagara, and beyond. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the Town's incentive programs and the planned improvements and actions being taken by the Town to actively support revitalization within the community improvement project area.

It is recommended that the Town 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 assistance and advice from Town staff on making application for the incentive programs;
- b) informs property and business owners and developers with regard to actions planned by the Town to improve the investment environment within the Project Area;
- c) publicizes recent development and business activity and success stories within the Project Area;
- d) Coordinates and takes advantage of synergies with the local wine and culinary industries;
- e) Promotes all of Lincoln's urban villages (Beamsville, Jordan and Vineland); and,
- f) Promotes a "buy local" strategy.

11.2 Target Audience

The Marketing Strategy should be targeted to:

- a) Existing property owners and business owners in the Project Area;
- b) Business owners outside the Project Area, especially those with specialty retail shops, both within the Town and the Region;
- c) Business associations both within and outside the Project Area;
- d) Support professionals, including real estate professionals, lending institutions such as banks and trust companies, planning consultants, architects, and others; and,
- e) The general public.

11.3 Marketing Tools

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

- a) A Publication, e.g., a newsletter, containing a description of the financial incentive programs available from the Town, including general program requirements and how to apply, highlights of planned public realm improvements and updates on public realm

- improvements that are under construction, and profiles of projects and new/expanded businesses that take advantage of the CIP incentive programs (the newsletters produced by the Town for the CIP project provide an excellent format);
- b) Profiling of the incentive programs and downtown revitalization success stories in planning and economic development publications, newsletters and other publications published by the Town and the Region;
 - c) Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories in the Project Area;
 - d) Enhancement of the Town's web page via addition of direct (one-click) access to information on the available incentive programs and the aforementioned newsletter;
 - e) Periodic presentations to the target audience on the CIP, available incentives programs, Town activities/ public realm improvements, business and redevelopment success stories in the Project Areas, and,
 - f) Media Releases and profiles of successful projects and initiatives should be sent to local and outside media.

12.0 Implementation Strategy

12.1 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 Town of Lincoln 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.

12.2 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 is divided into four sections corresponding to the four types of recommendations contained in the CIP:

- 1. Public Realm Improvements (**Table 3**);
- 2. Incentive Programs (**Table 4**);
- 3. Policy and Regulatory Initiatives (**Table 5**); and
- 4. Other Initiatives (**Table 6**).

The recommended Policy and Regulatory Initiatives in Table 5 stem from the policy and regulatory considerations in Section 9.4 of the Interim Report. The recommended Other Initiatives in Table 6 include recommendations that will complement the public realm improvements and incentive programs contained in this CIP.

12.3 Priorities

The priorities assigned to the recommendations reflect the guiding principle that those recommendations that will have the most significant positive impact are the highest priority, and should therefore be implemented first. The priorities are based on the premise of capital investment in the Project Area over the longer term, and allow the Town 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.

Table 3: Public Realm Improvements

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
1	Design and install entrance features at the key entrances to the project area along King Street and Ontario Street.	<ul style="list-style-type: none"> ✓ Separate design process needed to determine the location, character and style of features ✓ Community involvement and input key for the design process ✓ Similar design style for Beamsville, Jordan, and Vineland to maintain consistent approach that allows individuality ✓ Local reference through theme, design and materials key for context-specific design 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Beamsville BIA ➤ Vineland and Jordan stakeholders ➤ General public 	Very High
2	Design and install a comprehensive program of directional signage that connects the key destinations within Beamsville as well as within other Lincoln communities.	<ul style="list-style-type: none"> ✓ Separate design process needed to determine location, marked destinations, character and style of features ✓ Coordination across Town needed to connect to different urban core areas ✓ Partnership with the local wine industry warranted for direction to such businesses ✓ Local reference through theme, design and materials key for context-specific design ✓ Regional signage policies to be considered and discussed as part of design process 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Beamsville BIA ➤ Lincoln Chamber of Commerce ➤ Vineland and Jordan stakeholders ➤ Twenty Valley Tourism Association ➤ General public 	High
3	Design and implement improvements to several key intersections along King Street and Ontario Street for pedestrians and traffic-calming.	<ul style="list-style-type: none"> ✓ Unique surface treatment of crosswalks at the intersection as appropriate, ✓ Accessibility, durability, maintenance, and visual interest are key considerations for a suitable treatment ✓ Recent precedent for intersection treatment in Campden is appropriate ✓ Curb extensions near the intersection should be investigated to shorten the pedestrian crossing distance and provide traffic calming 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Beamsville BIA (as necessary) ➤ General public 	<p>Very High (King & Ontario)</p> <p>Medium (King & Mountain)</p> <p>Low (Ontario & John)</p>

Table 3: Public Realm Improvements (Cont'd)

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
4	Establish and implement a street tree planting program for the Ontario Street commercial corridor.	<ul style="list-style-type: none"> ✓ Consistent spacing, preferably 8.0 to 10.0 metres on-centre ✓ Coordinated with the location of street amenities, utilities and driveways ✓ Coordinated with street reconstruction projects as required along Ontario Street ✓ Planted between the curb and the public sidewalk within the public right-of-way ✓ Selection of tree species with appropriate urban characteristics, especially salt tolerance 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Niagara Peninsula Conservation Authority ➤ Beamsville BIA ➤ Property owners 	<p>Vey High (King to John)</p> <p>Medium (John to Homestead)</p>
5	Extend the existing style and type of streetscape amenities along King Street to the Ontario Street corridor.	<ul style="list-style-type: none"> ✓ Phased northwards from the King Street intersection ✓ Coordinated with timing of extension of street tree plantings where possible ✓ Same amenity type and style as King Street core area ✓ Consideration of LED lighting fixtures and bike parking throughout entire commercial district ✓ Vertical streetscape elements (light standards) higher priority, with other elements (benches and garbage receptacles) to follow. 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region (as necessary) ➤ Beamsville BIA ➤ Property owners (as necessary) ➤ General public 	<p>Medium (King to John)</p> <p>Low (John to Homestead)</p>
6	Formalize the mid-block pedestrian walkway from King Street to the Rannie Square parking lot in the rear.	<ul style="list-style-type: none"> ✓ Discussion with abutting property owners required from outset ✓ Either outright purchase of space or an agreement to use the space required ✓ Design process to formalize the public nature of the walkway, including lighting, paving, signage and accents 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Property owner(s) ➤ Beamsville BIA 	High

Table 3: Public Realm Improvements (Cont'd)

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
7	Design and install a public art installation in space surrounding intersection of Mountain Street and King Street.	<ul style="list-style-type: none"> ✓ Varied form, medium and theme of public art encouraged ✓ Any public art pieces should reflect Beamsville's particular character, identity and history ✓ King and Mountain art piece should be supported by existing landscaping, reconfigured or enhanced as needed ✓ Design competition with professional artists and public input/selection is encouraged ✓ Other public art pieces along streetscape of King and Ontario are encouraged over time 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Beamsville BIA ➤ Heritage Committee ➤ Community art groups ➤ Local community groups ➤ General public 	Medium
8	Make improvements to the Hixon Street municipal parking lot to formalize the space and improve the edges.	<ul style="list-style-type: none"> ✓ Improvements in keeping with those made to Rannie Square lot ✓ Improved edge treatments, parking fields, and pedestrian connections are important ✓ Formal naming of the site to "formalize" public parking lot ✓ Incorporation of parking lot into overall system of wayfinding directional signage 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Beamsville BIA ➤ General public 	Low
9	Acquire a property within the commercial core that could accommodate a central public space for downtown activities and events.	<ul style="list-style-type: none"> ✓ Preferred site is a combination of appropriate size, central location, and maximum exposure. ✓ Upon acquisition, a formal design process with public input required for implementation ✓ Town should monitor any available properties within the commercial core as they become available for acquisition 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region (as necessary) ➤ Beamsville BIA ➤ General public 	High

Table 4: Incentive Programs

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
10	Implement the Urban Design Study Grant Program	<ul style="list-style-type: none"> ✓ Grant equal to 50% of cost for urban design study and/or professional architectural/ design drawing(s) to maximum grant of \$2,500 per property/ project. 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Property owners 	Very High
11	Implement the Façade Improvement Grant Program	<ul style="list-style-type: none"> ✓ Grant equal to 50% of cost of eligible facade and storefront improvement/restoration works to maximum grant per property/project of \$12,500. ✓ At discretion of Council, separate grant equal to 50% of cost of eligible side and/or rear facade improvement/restoration works up to maximum grant of \$7,500 for side and/or rear facades highly visible from public parking area and/or public open space 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	Very High
12	Implement the Building Improvement Grant/ Loan Program	<ul style="list-style-type: none"> ✓ Grant equal to 50% of cost of eligible building improvement works to maximum grant per property/project of \$10,000, OR ✓ Loan equal to 70% of cost of eligible building improvement works to maximum loan per property/project of \$20,000 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	High
13	Implement the Residential Grant/Loan Program	<ul style="list-style-type: none"> ✓ Grant equal to \$15 per sq.ft. of residential space rehabilitated or created to maximum grant of \$15,000 per unit and maximum 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 maximum loan of \$20,000 per unit maximum of 4 units per property/project (maximum loan per property/ project is \$80,000) 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	High

Table 4: Incentive Programs (Cont'd)

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
14	Implement the Affordable Residential Grant/Loan Program	<ul style="list-style-type: none"> ✓ Grant or loan equal to \$15 per sq.ft. of affordable residential space created to maximum grant or loan of \$15,000 per unit and maximum of 4 units per property/project (maximum grant or loan per property/project is \$60,000) 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	Medium
15	Implement the Revitalization (Tax Increment) Grant Program	<ul style="list-style-type: none"> ✓ Annual grant equal to 80% of increase in municipal property taxes for up to 10 years after project completion. ✓ Annual grant equal to 100% of increase in municipal property taxes for up to 10 years after project completion if project is on a remediated/risk assessed brownfield site. 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	Very High
16	Implement the Environmental Site Assessment Grant Program	<ul style="list-style-type: none"> ✓ Grant equal to 50% of cost of an eligible environmental site assessment, remedial action plan or risk assessment. ✓ Maximum grant of \$12,000 per environmental study. ✓ Maximum of two (2) studies per property/project. ✓ Maximum total grant of \$20,000 per property/project. 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Property owners 	Low
17	Implement the Brownfields Tax Assistance Program	<ul style="list-style-type: none"> ✓ Cancellation of part or all of the municipal property taxes and education property taxes for up to 3 years. ✓ Cancellation of education property taxes is subject to approval by the Minister of Finance. 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Province of Ontario ➤ Property owners 	Medium

Table 5: Policy & Regulatory Initiatives

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
18	Adopt Commercial Façade Design Guidelines	<ul style="list-style-type: none"> ✓ Commercial Façade Design Guidelines are a flexible set of design guidance for improvements to or establishment of new commercial facades ✓ Council adoption recommended to endorse Design Guidelines and enable their use by Town staff ✓ Make Guidelines available on Town's website, coordinated with incentive program materials 	<ul style="list-style-type: none"> ➤ Town of Lincoln 	Very High
19	Amend Zoning By-law regarding built form regulations along Ontario Street corridor	<ul style="list-style-type: none"> ✓ Town's Zoning By-law has different zoning for the core area along King Street (Central Business District Overlay zone) and the corridor area along Ontario Street (General Commercial zone) ✓ Amendment Zoning By-law to extend some of the desirable core regulations to the corridor zone ✓ Potential for the creation of a specific Ontario Street corridor zone ✓ Consideration of allowance of minimum 0 front yard setback and maximum 3 metre setback ✓ Consideration of minimum building height of 2 storeys ✓ Other considerations may be warranted, including lot frontage, coverage, or landscape open space 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region (as necessary) ➤ Property owners 	High

Table 6: Other Initiatives

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
20	Establish QEW entrance feature	<ul style="list-style-type: none"> ✓ Town of Lincoln entrance feature warranted at the Ontario Street and QEW interchange ✓ Coordinate with style and design of downtown entrance features ✓ Feature to identify entrance to the Town of Lincoln, potentially with secondary reference to the particular urban centre 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Ministry of Transportation ➤ General public 	Very High
21	Undertake Ontario Street Streetscape Master Plan	<ul style="list-style-type: none"> ✓ Numerous improvements are recommended along Ontario Street corridor ✓ Higher level master plan is warranted to ensure consistency and organization before undertaking individual improvements ✓ Master Plan to consider general organization, layout and treatment of street trees, plantings, furniture, amenities and pedestrian crossings 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region ➤ Beamsville BIA ➤ General public ➤ Consultant (as necessary) 	Very High
22	Establish design competition guidelines for public art	<ul style="list-style-type: none"> ✓ Town initiated design competitions for local artists for designing, selecting and contracting ✓ Guidelines should be developed to establish requirements, criteria, and selection process ✓ One specific location recommended for art piece, while other locations possible as part of streetscape improvements or individual initiatives ✓ Encouragement of different forms, mediums, and themes is desired ✓ Pieces should reflect Beamsville's character, identity and history 	<ul style="list-style-type: none"> ➤ Town of Lincoln ➤ Niagara Region (as necessary) ➤ Beamsville BIA ➤ Local art groups ➤ General public 	Medium

Table 6: Other Initiatives (Cont'd)

#	Recommendation	Implementation Details	Stakeholder Involvement	Priority
23	Implement Monitoring Program	<ul style="list-style-type: none">✓ Monitoring of incentive programs and regular reporting of program results to Council.✓ Minor adjustments to terms and requirements of the programs as required.	<ul style="list-style-type: none">➤ Town of Lincoln➤ Beamsville BIA➤ Program applicants	High
24	Implement Marketing Strategy	<ul style="list-style-type: none">✓ Further detail Marketing Strategy✓ Select Target Audiences✓ Prepare marketing tools✓ Coordinate with Niagara Region	<ul style="list-style-type: none">➤ Town of Lincoln➤ Lincoln Chamber of Commerce➤ Beamsville BIA➤ Niagara Region	Very High

13.0 Conclusion

This CIP is based on a community developed Vision for Beamsville Commercial Core and Ontario Street Commercial Corridor. The programs and 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 Technical Advisory Committee and the public through two 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 Concept. A financial and 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 Town'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 Town 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 of the Beamsville Commercial Core and Ontario Street Commercial Corridor will benefit not only business and property owners in the Project Area, but also residents, business and property owners in Lincoln and the wider regional community as a whole.

Appendix A

Town of Lincoln Official Plan – Section 7.6 Community Improvement Plans

7.6 COMMUNITY IMPROVEMENT PLANS

7.6.1 Preamble

The Town may designate areas as community improvement project areas and may prepare and adopt community improvement plans for the project areas.

7.6.2 Objectives

Urban Areas

Community improvement plans may be prepared and adopted by the Town to achieve one or more of the following objectives:

- (a) To support public as well as private sector improvement efforts;
- (b) To foster the revitalization and redevelopment of downtowns;
- (c) To support the implementation of the Town's growth management policies as set out in this Plan;
- (d) To encourage private sector investment in order to preserve and enhance the viability of existing commercial areas;
- (e) To maximize the use of existing public infrastructure by encouraging infilling, intensification and redevelopment of lands and buildings;
- (f) To encourage, support and coordinate private and public sector renovation, repair, rehabilitation, redevelopment or other improvement of lands and/or buildings;
- (g) Maintain and improve municipal services including sanitary sewers, water, stormwater management, roads, sidewalks and streetlighting;
- (h) Encourage the preservation, restoration, adaptive re-use, maintenance, improvement and protection of historical or architecturally significant buildings;
- (i) Maintain and improve the transportation network to ensure adequate traffic flow, and parking facilities;
- (j) Support active transportation through urban design and the provision of improved facilities for cycling and pedestrians;

- (k) Improve and maintain the physical and aesthetic qualities and amenities of the streetscape;
- (l) Encourage the eventual elimination and/or relocation of incompatible land uses and where this is not feasible, to encourage physical improvements to minimize the incompatibility;
- (m) Improve environmental conditions;
- (n) Improve social conditions;
- (o) Promote cultural development and encourage the development of cultural facilities;
- (p) Facilitate and promote community economic development;
- (q) Improve community quality, safety and stability;
- (r) Improve the supply of affordable housing and the range of housing opportunities, particularly in downtowns;
- (s) Encourage the restoration, maintenance, improvement and protection of natural habitat, parks, open space, recreational and heritage facilities and amenities, and to establish new facilities where deficiencies exist to meet the needs of the citizens of the community;
- (t) Support the development of tourism in the Town; and,
- (u) Encourage and support environmentally sustainable development

Agricultural Areas

Community improvement plans may be prepared and adopted by the Town to achieve one or more of the following objectives:

- (a) Foster the long term economic viability of agriculture by supporting the rehabilitation, adaptation and conversion of agricultural buildings and facilities for agricultural and agricultural value added uses; and,
- (b) Maintain and enhance the scenic quality of the agricultural landscape.

7.6.3 Policies

(a) Community Improvement Project Areas

The Town may designate by by-law one or more community improvement project areas, the boundary of which may include all or part of lands within the Town's Urban Area Boundaries or all of part of lands within the agricultural designations.

(b) Criteria for the Selection of Community Improvement Project Areas

Urban Areas

For an area within the Urban Areas to be designated as a community improvement project area, it must satisfy one or more of the following criteria:

- (i) Older stable or declining residential and commercial uses that are in need of rehabilitation, maintenance or redevelopment;
- (ii) Contains areas identified for redevelopment and/or intensification in the this Plan;
- (iii) Commercial and residential areas with poor physical condition or poor visual quality of the built environment, including but not limited to building facades, streetscapes, public amenity areas and urban design;
- (iv) Vacant lots and/or underutilized properties and buildings which have potential for infill, redevelopment or expansion to better utilize the land base;
- (v) Lack of or deficient water systems, sanitary sewer systems and/or stormwater management systems, roads, sidewalks and street lighting;
- (vi) Lack of or deficient sidewalks, curbs and/or roads;
- (vii) Lack of or deficient street lighting, streetscaping and street furniture and other related facilities;
- (viii) Lack of or deficient parks, open space and/or recreation and community facilities;

- (ix) Lack of or deficient bicycling, transit, and off-street parking facilities;
- (x) Lack of or deficient affordable housing or mix of housing opportunities;
- (xi) Buildings in need of physical improvements and/or repairs, including facade treatment and signage improvement in commercial areas;
- (xii) In commercial areas, the existence of a Business Improvement Area (BIA), or the potential for the establishment of a BIA;
- (xiii) Conflicts between existing development and adjacent transportation facilities;
- (xiv) Conflicts between bicycling and pedestrian circulation and adjacent transportation facilities;
- (xv) Minor incompatibilities between development where improvements to site design could resolve existing problems;
- (xvi) Improvement to energy efficiency and/or renewable energy efficiency;
- (xvii) Areas of known or suspected environmental contamination; and/or,
- (xviii) Other significant environmental, social or community economic development reasons for community improvement.

Agricultural Areas

For an area within the agricultural area to be designated as a community improvement project area, it must be designated Unique Agricultural and/or Good General Agricultural in this Plan.

(c) Phasing

The phasing of community improvements shall be prioritized according to:

- (i) The growth management policies and priorities as set out in the Regional Policy Plan and this Plan;
- (ii) The financial capability of the Town and Region to fund community improvement projects;
- (iii) Availability and timing of senior government programs that offer financial assistance for community improvement efforts;
- (iv) The timing of related capital expenditures to ensure that community improvements are coordinated; and,
- (v) Commitments by private property owners to upgrade their properties, and other circumstances which may affect the priority given to a community improvement area.

(d) Implementation

The Town may undertake the full range of actions permitted under Section 28 of the Planning Act to implement the objectives for Community Improvement contained in this Plan. As well the Town may:

- (i) Apply for financial assistance from and participate in senior level government programs that provide assistance to municipalities and/or private landowners for the purposes of community improvement;
- (ii) Support heritage conservation and improvement through means available under the *Ontario Heritage Act*;
- (iii) Provide information on municipal financial assistance programs, public realm improvements and other government assistance programs;
- (iv) Prepare Design Plans for commercial core areas that may include streetscape improvements, parkettes, public parking areas, lookouts and trail development; and,

- (v) Coordinate streetscaping improvements with the installation/upgrading of municipal services, e.g., sewer installation, road and sidewalk reconstruction.

Council shall be satisfied that its participation in community improvement activities will be within the financial capabilities of the Town.

7.6.4 Contents of a Community Improvement Plan

Community Improvement Plans shall contain the purpose of the plan, objectives, a description of the community improvement project area, a description of all programs and/or projects and an implementation plan. The preparation of a community improvement plan shall meet the minimum requirements of the Planning Act for public consultation.

Appendix B

Summary of Principal Regulations - General Commercial (GC) Zoning

Regulation	General Commercial (GC) Zone		Central Business District overlay
	For all uses except “automotive uses”	For “automotive uses”	
Minimum lot frontage	20.0 metres	36.0 metres	No minimum
Minimum lot area	1,000 square metres	1,400 square metres	No minimum
Minimum front yard	3.0 metres	6.0 metres	0 metres
Maximum front yard	6.0 metres	None	3.0 metres
Maximum exterior side yard	6.0 metres	none	3.0 metres
Minimum exterior side yard	3.0 metres	6.0 metres	0 metres
Minimum interior side yard	0 metres (4.5 where abutting residential)	6.0 metres (9.0 where abutting residential)	0 metres (4.5 where abutting residential) *
Minimum rear yard	7.5 metres (12.0 where abutting residential)	7.5 metres (12.0 where abutting residential)	6.0 metres (12.0 where abutting residential)
Minimum landscaped open space	20%	10%	None
Maximum lot coverage	40%	40%	No maximum
Minimum building height	None	None	2 stories
Maximum building height	12.5 metres	12.5 metres	17.0 metres
Minimum façade as windows/doors facing street line	25%	None	60%
Minimum window height facing street line	1.8 metres	None	1.8 metres
Maximum window sill height facing street line	1.2 metres	None	1.2 metres

* Any portion of building greater than 15 metres abutting a R1 or R2 Zone to be setback a minimum distance of the height of the building.

Appendix C

Public Meeting and Workshop #1 Consultation Summary September 22, 2010

Public Meeting and Workshop #1 Consultation Summary

Question	Group 1	Group 2	Group 3
1. Weaknesses & Threats	<ul style="list-style-type: none"> • Truck traffic through downtown and on Ontario Street makes shopping and pedestrian environment unfriendly • Lack of on-street parking on King Street • Lack of niche/specialty retailers • Poor snow removal between on-street parking on King Street and sidewalks • Lack of attractive gateway from highway at Ontario Street to invite people downtown • Ontario street is not pedestrian or cycling friendly 	<ul style="list-style-type: none"> • Truck traffic • Lack of attractive gateway from highway at Ontario Street • Not enough green space • Store hours of operation • Lack of facilities for youth • Lack of hotel accommodation • Business threat from existence of nearby power centres • Complacency on part of some business owners 	<ul style="list-style-type: none"> • Lack of retail goods for sale • High business vacancy rate on Ontario Street • Lack of on-street parking on King Street (13 parking spots were removed) • Poor signage for off-street parking areas near King Street • Truck traffic through downtown – bottleneck at King and Ontario Streets • Truck traffic and speeding on Ontario Street • Poor business signage • Unattractive mobile signs • Lack of identity – return to Heart of the Fruitbelt
2. Strengths & Opportunities	<ul style="list-style-type: none"> • Scenic routes into/out of the commercial core • Vacant and underutilized lands available for commercial development on Ontario Street • New Go Station stop on Ontario Street • Original building facades can be restored 	<ul style="list-style-type: none"> • Compact, walkable and friendly downtown • Tourism • Wineries • Lakefront • Agriculture • Links between communities 	<ul style="list-style-type: none"> • Compact and walkable commercial area • Small town atmosphere • King Street streetscape • Larger stores on Ontario Street • Ontario Street Welcome Centre • Tourism

Question	Group 1	Group 2	Group 3
3. Vision	<ul style="list-style-type: none"> • Green and tree lined • Complete and self sufficient like Old Beamsville with many different goods and services • Accommodating – appropriate tourist accommodations, B&Bs • Services and goods for seniors • Natural connected pathways • A central gathering place for events, farmers market, etc... • In short-term, truck traffic in the commercial core has been slowed down and managed • In the long-term, truck traffic has been removed from the commercial core • A distinct identity, e.g., Beamsville Bench or Heart of the Fruitbelt • Gateway • Local artwork 	<ul style="list-style-type: none"> • Pedestrian friendly shopping environment with benches on Ontario Street and tree lined streets • Accommodations – high end Inn • Agri-tourism and wineries attract tourists • Clear identity that is branded, e.g., Twenty Valley • Gateways add to identity • More higher end dining facilities • Public events in the commercial core • Better use of lakefront areas • More upscale housing 	<ul style="list-style-type: none"> • More retail goods • More mixed use • More restaurants and outdoor patios • Upscale residential condominiums (live and shop lifestyle) • Heritage streetscapes • A destination place that attracts people from the QEW – a place that had the WOE factor • Attractive, well lit streetscapes with landscaping and planters on King and Ontario Streets • Bicycle lanes, trails and racks in the commercial core • Events, e.g., holiday themes • Revitalized building facades including rear facades of buildings on King Street

Appendix D

Public Meeting and Workshop #2 Consultation Summary May 3, 2011

Public Meeting and Workshop #2 Consultation Summary

Question	Group 1	Group 2
1. Most important recommendations in the Draft Public Realm Improvement Concept?	<ul style="list-style-type: none"> • Downtown Entrances (Gateways) are most important – these should be high quality and elegant. • Wayfinding. • Central space. • Mid-block connection. 	<ul style="list-style-type: none"> • Downtown Entrances (Gateways). • Key Intersections • Street Trees – greening and landscaping is important – liked the design of the Downtown Campden intersection
2. Changes/ additions to the Draft Public Realm Improvement Concept?	<ul style="list-style-type: none"> • Gateway - need to add a gateway or signage at the QEW that says “Downtown Beamsville” – this should have a traditional design. • Wayfinding – should include parking lots including mid-block connection on King Street to parking and the library. • Central Space should include public art. • Street trees - important to plant the right species. • Intersections – like idea of raised beds 	<ul style="list-style-type: none"> • No changes/additions, but the Public Realm Improvements should be flexible to allow temporary use of privately owned lands for public realm improvements, e.g., public art displays.
3. Views on the Commercial Façade Design Guidelines?	<ul style="list-style-type: none"> • Supportive. • Some concern that the Guidelines not overly limit choices with respect to building materials. 	<ul style="list-style-type: none"> • Supportive. • Lighting standards and energy efficiency and environmental impact of lighting fixtures and bulbs should be included in the Guidelines.
4. Most important Preliminary Incentive Programs?	<ul style="list-style-type: none"> • Façade Improvement Grant. • Urban Design Study Grant. • Residential Grant/Loan. 	<ul style="list-style-type: none"> • Façade Improvement Grant. • Revitalization Tax Increment Grant. • Building Improvement Grant/Loan.
5. Changes/ additions to the Preliminary Incentive Programs?	<ul style="list-style-type: none"> • None. 	<ul style="list-style-type: none"> • No specific changes, but programs should focus on structural, mechanical, electrical and other building improvements and not just façade or appearance improvements.

Appendix E

Urban Design Study Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff may perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

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

Applications will include:

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

Step 2 Application Review and Evaluation

Applications and supporting materials will be reviewed by staff against program requirements. Staff will determine the eligible works and costs. A recommendation report will be prepared by staff.

All urban design studies and architectural/design drawings approved under the Design Study Grant Program shall be completed by a qualified professional as determined by the Town. All completed design studies and architectural/design drawings must conform with the Town's Commercial Façade Design Guidelines, other applicable Town guidelines and the description of the study/drawings as provided in the grant application form.

One (1) electronic and one (1) hard copy of the urban design study and/or architectural/design drawings along with the original invoice indicating that the study consultants have been paid in full shall be submitted to the Town for review. Applicants must agree at the time of application to provide the Town with permission to provide the design study and architectural/design drawings to a subsequent owner(s) of the property and interested parties should the applicant decide not to proceed with the work that is subject of the study grant.

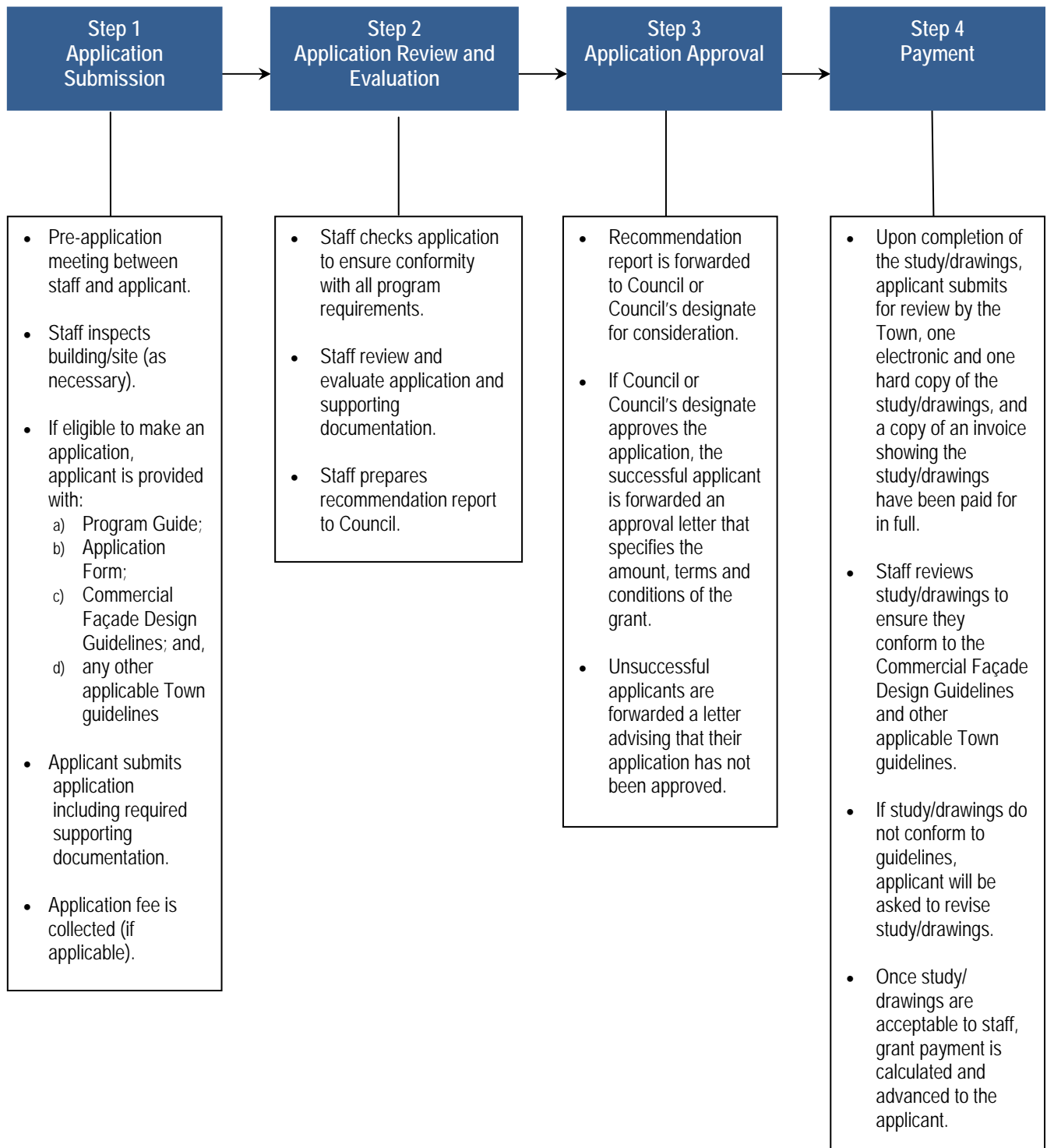
Step 3 Application Approval

The recommendation report will be forwarded to Town Council or Council's designate for consideration. If Council or Council's designate approves the application, the applicant will be sent a letter that outlines the terms and conditions and the amount of the grant. If the application is not approved, the applicant will also be advised by letter. The grant amount will be based on 50% of the estimated cost of the study (excluding taxes) or 50% of the actual cost of the study (excluding taxes), whichever is less.

Step 4 Payment

Grants approved under this program will be paid to applicants following submission to the Town for review of one hard copy and one electronic copy of the final completed urban design study, architectural, and/or design drawings with the original invoice, indicating that the study consultants have been paid in full. The grant may be reduced or cancelled if the study/drawings are not completed, not completed as approved, or if the consultant(s) that prepared the study/drawings has not been paid.

Figure E-1 Urban Design Study Grant Program Administration



Appendix F

Facade Improvement Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, as necessary.

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

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

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

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

If the application is approved, and the applicant elects to engage the contractor who provided the highest cost estimate, the Town's grant contribution will be based on the lowest cost estimate. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

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

The determination of eligible works and costs and the recommendation on the application will be guided by the Town's Commercial Facade Design Guidelines and any other applicable Town guidelines, and other appropriate reference material as determined by staff.

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

A recommendation report will be prepared by staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This

agreement will contain conditions to ensure that the project is commenced and completed in a timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

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

Step 4 Payment

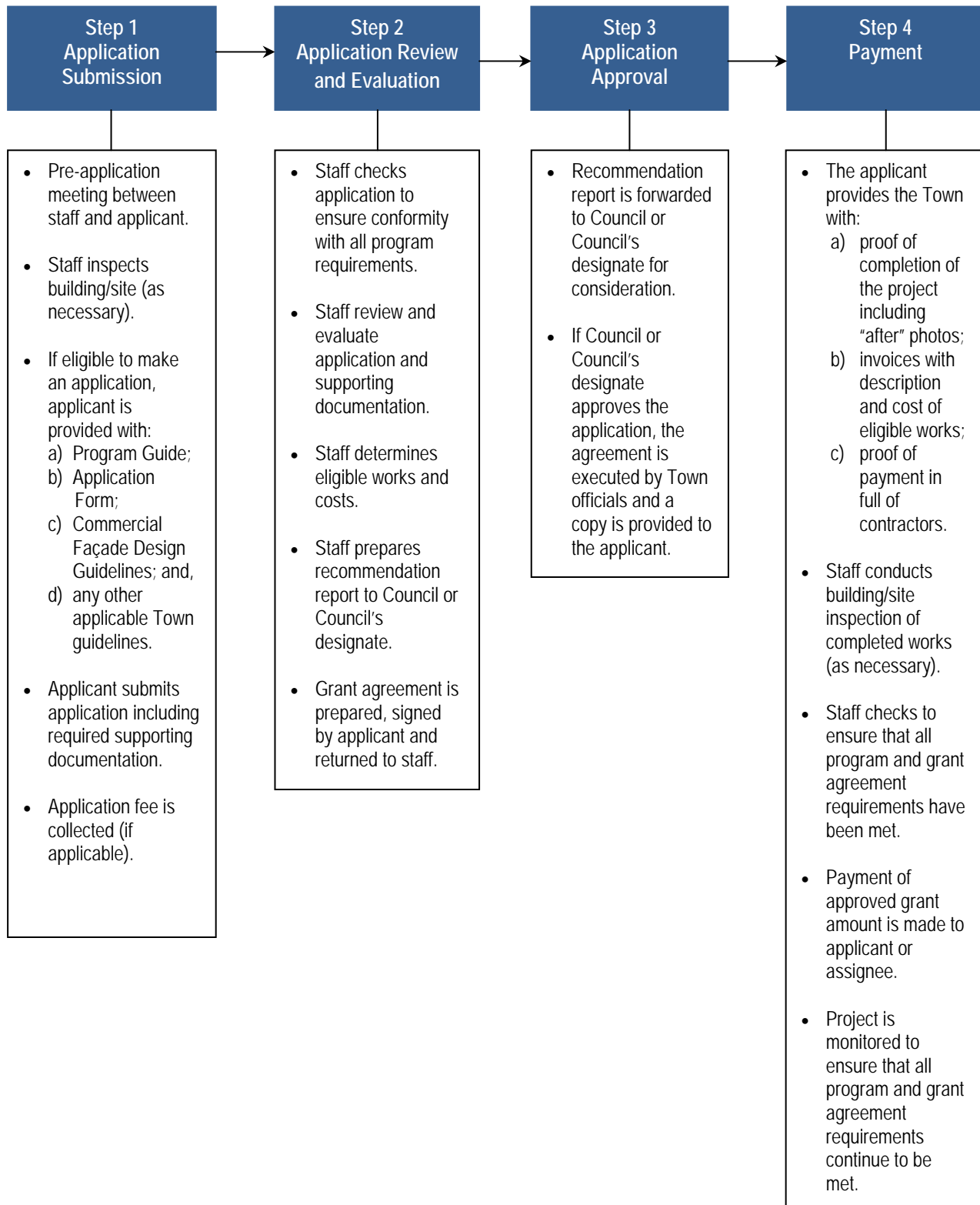
Payment of the grant/loan shall not take place until:

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

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

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

Figure F-1 Facade Improvement Grant Program Administration



Appendix G

Building Improvement Grant/Loan Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, as necessary.

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

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

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

If the application is approved, and the applicant elects to engage the contractor who provided the highest cost estimate, the Town's grant contribution will be based on the lowest cost estimate. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

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

The determination of eligible works and costs and the recommendation on the application will be guided by the Town guidelines, and other appropriate reference material as determined by staff.

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

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

Step 3 Application Approval

The recommendation report along will be forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application, the agreement will be executed (signed and dated) by Town officials and a copy is provided to the applicant. In the case of a loan, the loan agreement and security for the full loan amount (usually in the form of a second mortgage) is registered on title.

Step 4 Payment

Payment of the grant/release of the loan shall not take place until:

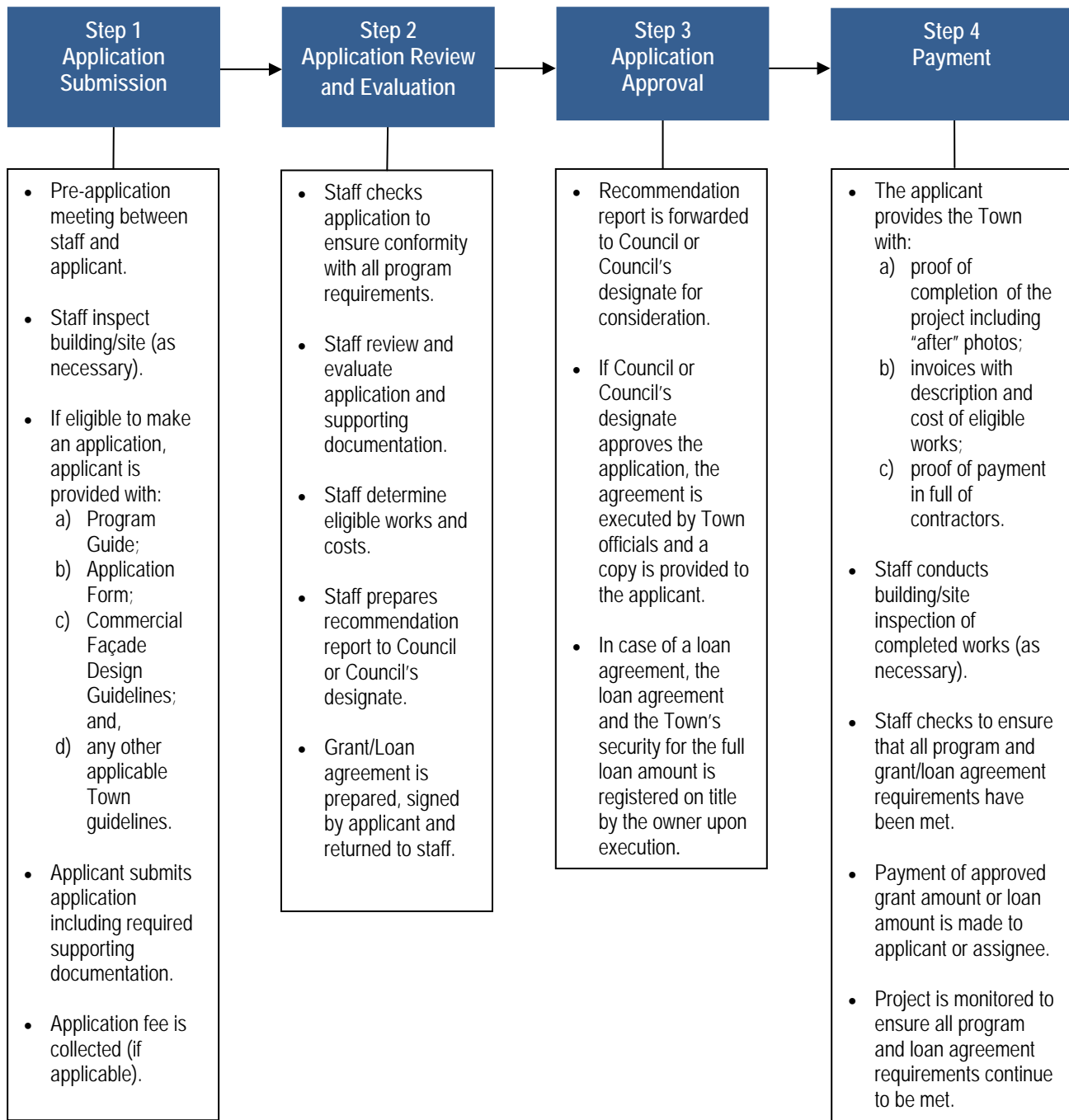
- a) the grant/loan Agreement has been executed by the applicant and the Town;
- b) the loan has been secured via registration of the loan agreement and security in favour of the Town on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory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

Prior to issuance of the grant payment and/or advance of the loan, staff will check to ensure that all program requirements and grant/loan agreement requirements have been met. If all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then the Town will issue payment of the approved grant/advance the loan in conformity with the grant/loan agreement. Partial loan advances prior to completion of construction may be considered in some cases.

The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

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

Figure G-1 Building Improvement Grant/Loan Program Administration



Appendix H

Residential Grant/Loan Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, if necessary.

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

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

- a) a site plan, landscape plan, and/or professional design study/architectural drawings;
- b) photographs of the existing building facade;
- c) historical photographs and/or drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed, construction drawings, and number and size of units to be constructed;
- e) two cost estimates for eligible work provided by licensed contractors, including a breakdown of costs;
- f) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- g) environmental reports and/or a record of site condition;
- h) financial information, including but not necessarily limited to:
 - i) sources and uses of funds;
 - ii) financial statements;
 - iii) purchase price and appraised value of property (for loan program demonstrating a minimum 25% equity);
 - iv) owner equity;
 - v) registered mortgages;
 - vi) details of primary construction lending and secondary financing;
 - vii) projected unit sales prices and/or rental rates.

The applicant must provide evidence of financial capability to develop the property according to the terms of the program. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Staff will then determine eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff.

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

Step 3 Application Approval

The recommendation report is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant. In the case of a loan, the loan agreement and security for the full loan amount (usually in the form of a second mortgage) is registered on title.

Step 4 Payment

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

- a) photographic evidence of the completed works satisfactory to the Town;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works; and,
- c) written verification that all contractors have been paid in full.

Prior to release of 60% of the loan, the applicant must provide the Town with:

- a) proof that the development is at least 60% complete. This will take the form of photographic evidence satisfactory to the Town and an engineer's report;
- b) proof that equity and financing required to that stage of completion has been injected into the project;
- c) progress and final reports and documentation as required to the Town's satisfaction.

For a grant, staff will conduct a final building/site inspection (as necessary) to ensure that the project has been completed in accordance with the grant application and agreement. For a loan, staff will conduct a building/site inspection (as necessary) to ensure that the project is 60% complete.

Prior to issuance of the grant/ loan advance payment, staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then the Town will issue payment of the approved grant in conformity with the grant agreement or advance 60% of the loan to the applicant in conformity with the loan agreement.

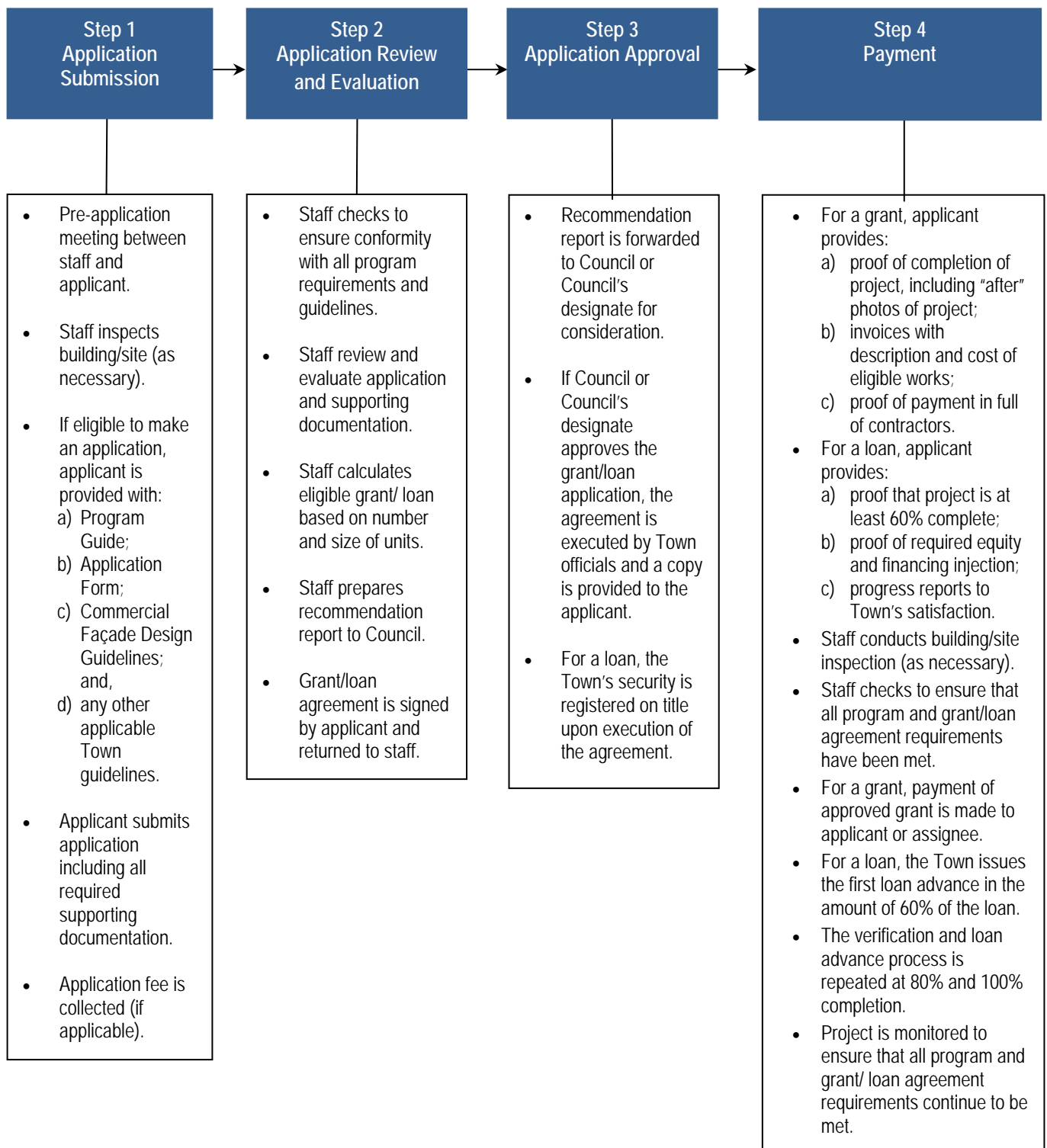
For a loan, the above noted progress verification and loan advance process, including building inspection by staff (as required) will be repeated at 80% completion and 100% completion. At 80% completion and 100% completion, if all program requirements and loan agreement requirements have been met to the Town's satisfaction, then further advances of the loan will be made to the applicant.

Prior to issuing the final loan advance, staff will conduct a final building/site inspection (as necessary) when the project is 100% complete to ensure that building occupancy is possible.

Upon the closing of sale on any unit participating in the program, the loan for that unit is due. The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

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

Figure H-1 Residential Grant/ Loan Program Administration



Appendix I

Affordable Residential Grant/Loan Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property, if necessary.

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

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

- a) a site plan, landscape plan, and/or professional design study/architectural drawings;
- b) photographs of the existing building facade;
- c) historical photographs and/or drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed, construction drawings, and number and size of units to be constructed;
- e) two cost estimates for eligible work provided by licensed contractors, including a breakdown of costs;
- f) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- g) environmental reports and/or a record of site condition;
- h) financial information, including but not necessarily limited to:
 - i) sources and uses of funds;
 - ii) financial statements;
 - iii) purchase price and appraised value of property (for loan program demonstrating a minimum 25% equity);
 - iv) owner equity;
 - v) registered mortgages;
 - vi) details of primary construction lending and secondary financing;
 - vii) projected unit sales prices and/or rental rates.

The applicant must provide evidence of financial capability to develop the property according to the terms of the program. An application fee may be collected at the time of application.

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Staff will then determine eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff.

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

Step 3 Application Approval

The recommendation report is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant. The grant/loan agreement and security for the full grant/loan amount (usually in the form of a second mortgage) maybe registered on title.

Step 4 Payment

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

- a) photographic evidence of the completed works satisfactory to the Town;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works; and,
- c) written verification that all contractors have been paid in full.

Partial advances of the grant/loan may be considered on the basis of construction completion. Normally, prior to release of 60% of the grant/loan, the applicant must provide the Town with:

- a) proof that the development is at least 60% complete. This will take the form of photographic evidence satisfactory to the Town and an engineer's report;
- b) proof that equity and financing required to that stage of completion has been injected into the project;
- c) progress and final reports and documentation as required to the Town's satisfaction.

Staff will conduct a building/site inspection (as necessary) to ensure that the project is 60% complete.

Prior to issuance of the grant/ loan advance payment, staff will check to ensure that all program requirements and grant agreement requirements have been met. If all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then the Town will issue payment of the approved grant/loan in conformity with the grant/loan agreement.

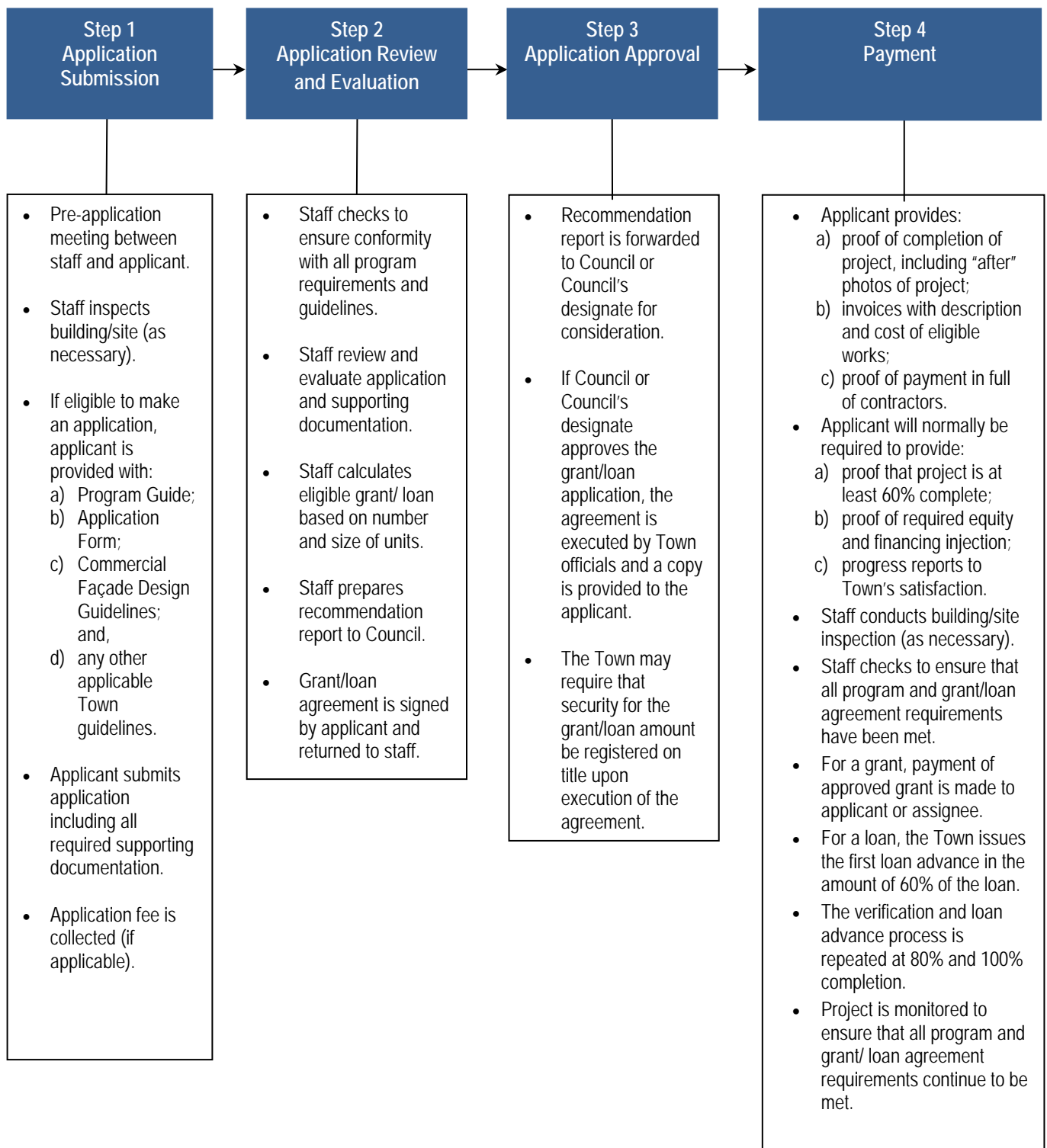
The above noted progress verification and grant/loan advance process, including building inspection by staff (as required) will be repeated at 80% completion and 100% completion. At 80% completion and 100% completion, if all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then further advances of the loan will be made to the applicant.

Prior to issuing the final grant/loan advance, staff will conduct a final building/site inspection (as necessary) when the project is 100% complete to ensure that building occupancy is possible.

The full amount of the grant/loan may be registered on title (usually in the form of a second mortgage) in order to ensure that the unit remains affordable. Where the loan is repayable, it will generally be repaid in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

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

Figure I-1 Affordable Residential Grant/ Loan Program Administration



Appendix J

Revitalization (Tax Increment) Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff will perform an initial site visit(s) and inspection(s) of the building/property (if necessary).

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

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

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

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

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by staff against program requirements and applicable Town guidelines. Staff will determine the eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff.

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

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

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

Step 3 Application Approval

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

Step 4 Payment

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

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

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

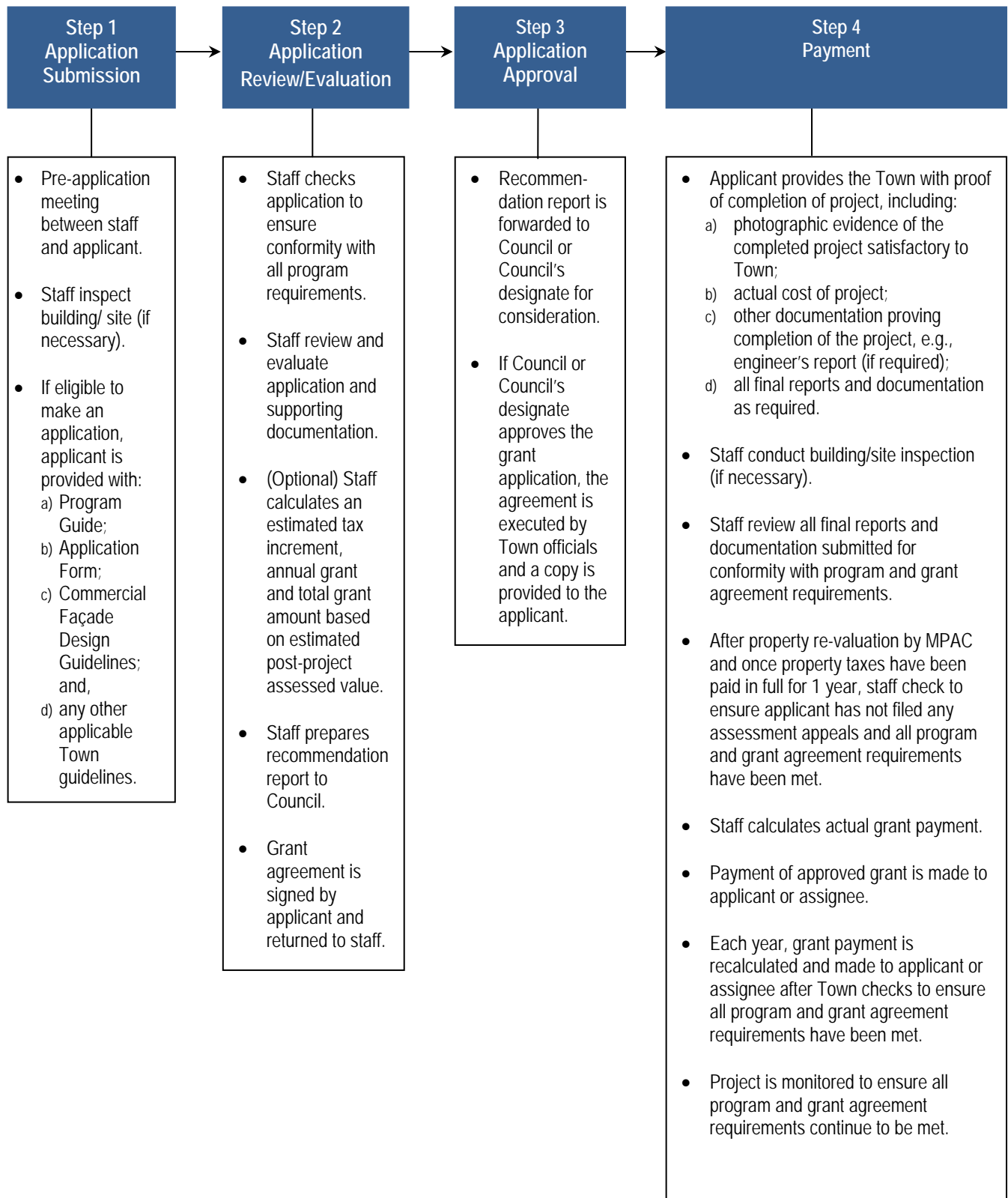
Once the project is complete, an occupancy permit has been issued, and the property has been re-valued by the Municipal Property Assessment Corporation, the property owner will be sent a new tax bill. After the property owner has paid in full the new property taxes for one (1) year, the Town will check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

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

If all program and grant agreement requirements have been met to the Town's satisfaction, then the Town will calculate the actual tax increment and grant payment. The Town will then issue payment of the grant in the form of a cheque in the amount specified as per the calculation of the actual grant payment.

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

Figure J-1 Revitalization Tax Increment Grant Program Administration



Appendix K

Environmental Site Assessment Grant Program Administration

Step 1 Application Submission

Applicants will be required to have a pre-application consultation meeting with Town staff in order to determine program eligibility, proposed scope of work, and project timing, among other details. Staff may perform an initial site visit(s) and inspection(s) of the building/property (as necessary).

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

Applications will include:

- a) a Phase I ESA that shows the property is suspected of environmental contamination;
- b) a work plan and cost estimate for the environmental site assessment, prepared by a qualified person as defined in Ontario Regulation 153/04; and,
- b) a description of the planned redevelopment, including reference to any planning applications that have been submitted/approved.

Step 2 Application Review and Evaluation

Applications and supporting materials will be reviewed by Town staff against program requirements. The determination of eligible works and costs and the recommendation on the application will be guided by Town guidelines, and other appropriate reference material as determined by staff. A recommendation report will be prepared by staff.

All environmental site assessments approved under this program shall be completed by a qualified person as defined under professional as defined in Ontario Regulation 153/04. All completed environmental site assessments must comply with the description of as provided in the grant application form.

One (1) electronic and one (1) hard copy of the environmental site assessment along with the original invoice indicating that the study consultants have been paid in full shall be submitted to the Town for review. Applicants must agree at the time of application to provide the Town with permission to notify any other subsequent project proponents of the existence of an environmental site assessment(s).

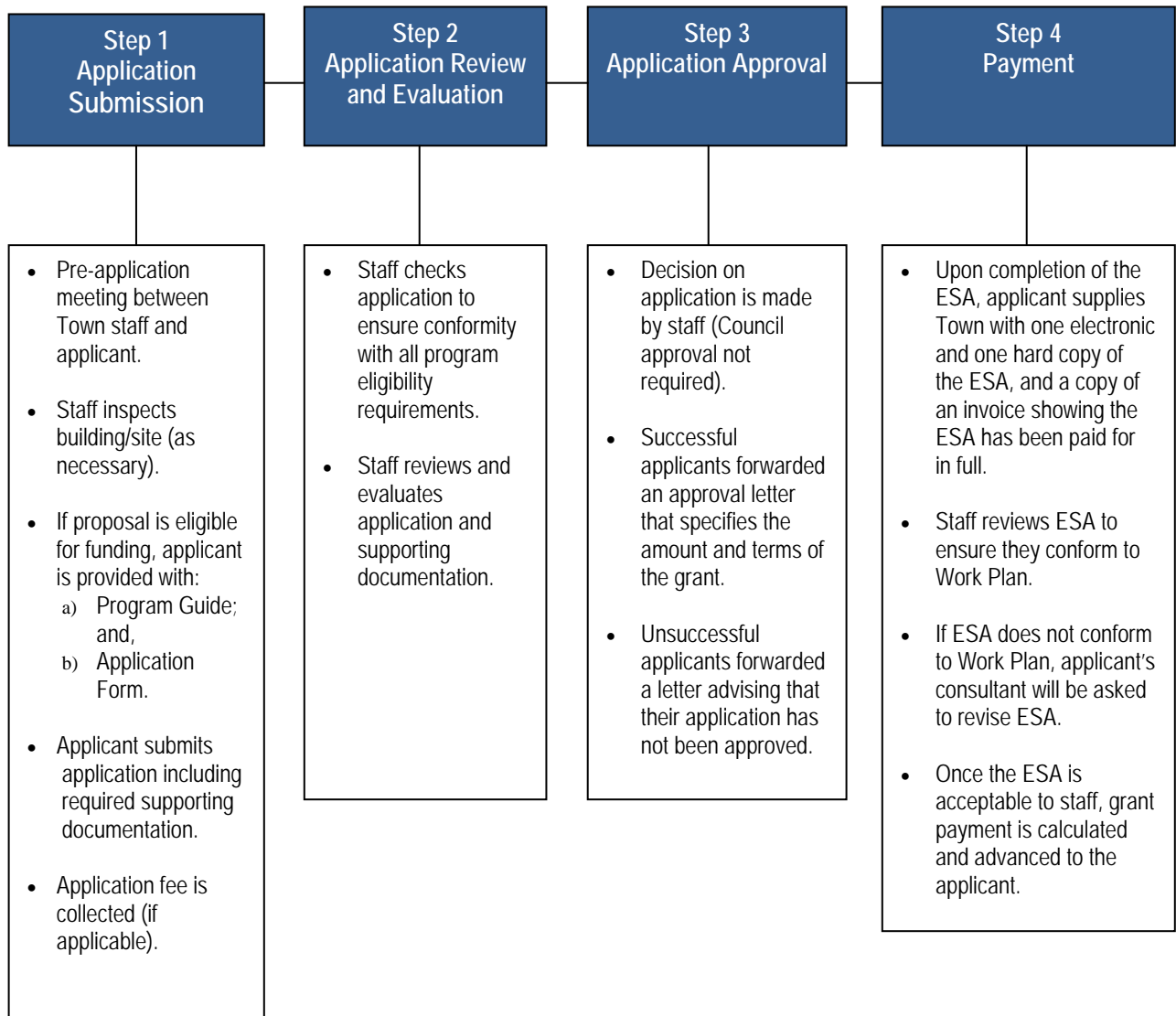
Step 3 Application Approval

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

Step 4 Payment

Grants approved under this program would be provided to applicants following supply to the Town for review of one hard copy and one electronic copy of the final completed environmental site assessment along with the original invoice, indicating that the study consultants have been paid in full. The grant may be reduced or cancelled if the environmental site assessment(s) are not completed, not completed as approved, or if the consultant(s) that prepared the environmental site assessment(s) has not been paid.

Figure K-1 Environmental Site Assessment Grant Program Administration



Appendix L

Brownfields Tax Assistance Program Administration

Step 1 Application Submission

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

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

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

Applications submitted to the Town shall be accompanied by a Phase II ESA and/or Remedial Work Plan and/or Risk Assessment prepared by a qualified person that identifies and details estimated eligible costs and a work plan and budget for the proposed remediation. The Town may also require submission of a Business Plan for the proposed redevelopment project.

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

Step 2 Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by Town staff against program requirements. Town staff will determine the eligible works and costs.

The actual pre-project education and municipal (Town and Region) property taxes and estimated post-project assessed value and applicable tax rates will be used to calculate the estimated post-project property taxes, increase in municipal property taxes, education property taxes, and the estimated maximum amount of municipal and education property tax assistance to be provided during the rehabilitation period and the development period (as defined under Section 365.1 (1) of the *Municipal Act, 2001*).

Where staff will be recommending approval of an application for Brownfields Tax Assistance, staff will prepare the following documents:

- a) A recommendation report to Council or Council's designate on the Brownfields Tax Assistance Program Application;
- b) a Brownfields Tax Assistance Program Agreement;
- c) a draft by-law to authorize municipal and education tax assistance under Section 365.1 of the *Municipal Act, 2001*; and
- d) an application to the Minister of Finance for matching education property tax assistance.

Items a) – c) above will be forwarded to Regional Council and Regional Council will be requested by resolution, to agree to the matching Regional tax assistance.

Once the Town is in receipt of a Regional Council resolution agreeing to the matching Regional tax assistance, staff will forward this Regional Council resolution and Items a) – d) above to the Minister of Finance. Matching education property tax assistance through the Brownfield Financial Tax Incentive Program (BFTIP), or through any other replacement programs administered by the Province is subject to approval by the Minister of Finance. Once written approval of the by-law is received from the Minister of Finance, any conditions or restrictions specified by the Minister will be included in the by-law.

Step 3 Application Approval

The Minister of Finance is currently prepared to authorize municipal applications for matching education property tax assistance for a maximum of three (3) years from the date of the passing of the by-law. Applications seeking matching education property tax assistance for a longer period are subject to approval of the Minister of Finance. The Town and Region may continue to offer municipal tax assistance up to the time period specified for Town and Regional tax assistance in the by-law, or when the total tax assistance provided equals the total eligible costs, whichever comes first. The matching education property tax assistance may be provided on a different schedule from the tax assistance provided by the Town and the Region and may be subject to different or additional conditions.

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

The recommendation report, the Agreement (dated and signed by the applicant), and the by-law will then be forwarded to Council (or Council's designate) for consideration. If Council or Council's designate approves the application and the agreement, and adopts the by-law, the agreement will be executed by the authorized Town officials and a copy will be provided to the applicant. A copy of the by-law, including all information prescribed by Ontario Regulation 274/04 will be forwarded to the Minister of Municipal Affairs and Housing and the Minister of Finance within 30 days of passing of the by-law by the Town.

Step 4 Payment

Where the Minister of Finance has approved an application for matching education property tax assistance, the municipal property tax assistance and education property tax assistance will begin as stipulated under the by-law for tax assistance approved by Council.

Once remediation of the property is complete, the property 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 Town proof that the RSC has been acknowledged by the Ministry of the Environment (MOE). The owner shall, within 30 days of filing the RSC, notify the Town of the filing, and within 30 days after receiving said notice, the Town shall advise the Minister of Municipal Affairs and Housing of the filing of the RSC.

Tax assistance will not be provided until the landowner has first met conditions related to the rehabilitation and development of the lands. All property taxes would be payable and collected until these conditions have been satisfied. Once these conditions have been satisfied, tax assistance for both the municipal and education amounts would be provided to the landowner as identified in the by-law.

Figure L-1 Brownfields Property Tax Assistance Program Administration

