

VINELAND

COMMUNITY IMPROVEMENT PLAN



FINAL REPORT

Town of Lincoln

October 2014



CONTENTS

1	Introduction	1
1.1	Purpose	1
1.2	Study Area	1
1.3	General Methodology	2
1.4	Report Content	3
2	Legislation and Policy Review	4
2.1	Municipal Act, 2001	4
2.2	Planning Act	5
2.3	Ontario Heritage Act	6
2.4	Development Charges Act	7
2.5	Provincial Policy Statement, 2014	7
2.6	Growth Plan for the Greater Golden Horseshoe	8
2.7	Regional Niagara Policy Plan	9
2.8	Smarter Niagara Programs	11
2.9	Niagara Region Model Urban Design Guidelines	13
2.10	Town of Lincoln Future Focus Corporate Plan	14
2.11	Town of Lincoln Official Plan	15
2.12	Secondary Plan for Vineland	18
2.13	Town of Lincoln Zoning By-law	18
2.14	Town of Lincoln Sign By-law	19
2.15	King Street Environmental Assessment Study	19
3	Consultation	20
3.1	Technical Advisory Committee	20
3.2	Public Meetings and Workshops	20
4	SWOT Analysis	22
4.1	Purpose and Methodology	22
4.2	Key Observations	22
5	Vision	27

6	Community Improvement Project Area	29
7	Commercial Façade Design Guidelines	30
7.1	Purpose	30
7.2	Design Policy Direction.....	30
7.3	Design Guidelines	31
7.4	Application.....	40
8	Public Realm Improvement Action Plan	41
8.1	Purpose	41
8.2	Design Policy Direction.....	41
8.3	Recommended Actions	42
9	Incentive Programs	52
9.1	Approach	52
9.2	General Program Requirements.....	56
9.3	Development Charge Reduction Grant Program.....	58
9.4	Urban Design Study Grant Program.....	59
9.5	Façade Improvement Grant Program.....	60
9.6	Building Improvement Grant/Loan Program	61
9.7	Residential Grant/Loan Program	63
9.8	Affordable Residential Grant/Loan Program.....	65
9.9	Revitalization (Tax Increment) Grant Program	67
9.10	Environmental Site Assessment Grant Program	69
9.11	Brownfields Tax Assistance Program (TAP).....	71
9.12	Landscaping Improvement Grant Program.....	74
10	MONITORING PROGRAM	75
10.1	Purpose	75
10.2	Description	75
10.3	Program Adjustments.....	78
11	MARKETING STRATEGY	79
11.1	Key Objective and Messages	79
11.2	Reaching the Target Audience	79

11.3	Marketing Tools.....	80
------	----------------------	----

12	IMPLEMENTATION STRATEGY.....	81
----	------------------------------	----

12.1	Basis	81
------	-------------	----

12.2	Purpose	81
------	---------------	----

12.3	Priorities	81
------	------------------	----

13	CONCLUSION	84
----	------------------	----

FIGURES

Figure 1:	Study Area.....	2
-----------	-----------------	---

Figure 2:	Recommended Community Improvement Project Area.....	29
-----------	---	----

Figure 3:	Public Realm Improvement Actions	42
-----------	--	----

TABLES

Table 1:	Summary of Incentive Programs.....	53
----------	------------------------------------	----

Table 2:	Monitoring Variables	76
----------	----------------------------	----

Table 3:	Implementation Strategy	82
----------	-------------------------------	----

APPENDICES

Appendix A - Town of Lincoln Official Plan – section 7.6 community improvement plans.....	85
---	----

Appendix B - Public Meeting and Workshop #1 Consultation Summary.....	91
---	----

Appendix C - Public Meeting and Workshop #2 Consultation Summary	92
--	----

Appendix D - Development Charge Reduction Grant Program Administration	93
--	----

Appendix E - Urban Design Study Grant Program Administration	97
--	----

Appendix F- Facade Improvement Grant Program Administration	100
---	-----

Appendix G - Building Improvement Grant/Loan Program Administration	103
---	-----

Appendix H - Residential Grant/Loan Program Administration	106
--	-----

Appendix I - Affordable Residential Grant/Loan Program Administration	110
---	-----

Appendix J - Revitalization (Tax Increment) Grant Program Administration	114
--	-----

Appendix K – Environmental Site Assessment Grant Program Administration.....	117
--	-----

Appendix L – Brownfields Tax Assistance Program Administration.....	120
---	-----

Appendix M - Landscaping Improvement Grant Program Administration	124
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1 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 Vineland Central Business District (CBD) area. The consultants worked closely with a Technical Advisory Committee (TAC) that included senior Town staff, senior Niagara Region staff, and representatives from Vineland CBD during the preparation of this plan. This CIP was also informed and guided by a comprehensive program of stakeholder and community consultation.

The purpose of this CIP is to:

- a) Outline the legislative, policy and planning framework that supports the CIP;
- b) Identify the physical, economic, and other strengths, weaknesses, opportunities and threats in relation to the revitalization of the Vineland CBD;
- c) Articulate a Vision for the Vineland CBD;
- d) Recommend a Community Improvement Project Area (Project Area) for the CIP;
- e) Specify a Public Realm Improvement Action Plan that contains recommended improvements to various elements and features in the Project Area in order to improve the pedestrian environment and promote private sector investment activity; and,
- f) Develop a toolbox of incentive programs that can be offered by the Town in cooperation with Niagara Region to directly stimulate private sector investment in the revitalization and redevelopment of the Vineland CBD.

1.2 Study Area

The terms of reference established the “study area” for the CIP as the Vineland Central Business District (see Figure 1). This area stretches along King Street (Regional Road No. 81) from just east of Magnolia Drive to Twenty-Third Street. The study area also extends northward on Victoria Avenue (Regional Road No. 24).

The study area and properties adjacent to the study area were examined to determine current land uses, official plan designation, zoning and potential for conversion of non-commercial uses to commercial uses. Based on this assessment, the lands most in need of community improvement were identified and included in the “recommended community improvement project area”. The community improvement project area is the area where public realm improvement efforts will be primarily focused and where financial incentive programs will be offered. The community improvement project area is designated by a by-law passed by Council and the CIP will apply to the designated community improvement project area. The recommended Community Improvement Project Area for the Vineland CIP is shown in Section 6.0 of this report.

Figure 1: Study Area



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 May 2014. This Interim Report includes:

- a) A review of relevant legislation, and provincial, regional and local planning and policy documents;
A comprehensive SWOT Analysis of the Vineland CBD based on several walking tours of the area conducted by consulting team members, input received from the TAC, and input received at the first public meeting and workshop held on November 27, 2013;
- b) Formulation of a Vision and directions for public realm improvements and financial incentive programs based on input received from the TAC and the first public meeting/workshop;
- c) A recommended Community Improvement Project Area; 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, Draft Public Realm Improvement Actions, Draft Commercial Façade Design Guidelines and Draft 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 Actions, Commercial Façade Design

Guidelines and Incentive Programs were then presented to the Town's Planning and Development Committee on June 9, 2014 and at a second public meeting/workshop held on July 10, 2014. Input from this public meeting/workshop and the TAC was used to revise and finalize the Public Realm Improvement Actions 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 Report Content

This report is divided into the following sections.

- Section 2.0 provides a review of legislation and policy and planning documents that are applicable to the CIP.
- Section 3.0 contains a summary of the consultation undertaken to date with the project Technical Advisory Committee (TAC) and the public.
- Section 4.0 contains a SWOT Analysis summary of the physical, economic and other strengths, weaknesses, opportunities and threats in the study area.
- Section 5.0 presents the Vision that forms the basis for the CIP.
- Section 6.0 shows the recommended Community Improvement Project Area for the CIP.
- Section 7.0 contains the Commercial Façade Design Guidelines which have also been produced under separate cover.
- Section 8.0 presents the Public Realm Improvement Action 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.

2 LEGISLATION AND POLICY REVIEW

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 policies that are relevant to the CIP.

2.1 Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. Prohibited actions include giving or lending any property of the municipality, including money; guaranteeing borrowing; leasing or selling any municipal property at below fair market value; and giving a total or partial exemption from any levy, charge or fee.

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

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

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

In order to encourage good stewardship, maintenance and conservation of locally designated heritage properties, municipalities may, under Section 365.2 of the *Municipal Act, 2001*, pass a by-law to establish a local Heritage Property Tax Relief (HPTR) Program to provide tax relief (10 to 40 per cent) to owners of eligible heritage properties, subject to an agreement, to protect the heritage features of their property. This financial tool is designed to help owners of heritage properties maintain and restore their

properties. An eligible heritage property for this Program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement. The Province shares in the cost of the Program by funding the education portion of the property tax. Municipalities that adopt the HPTR Program contribute to the Program by funding their portion of the tax.

2.2 Planning Act

Section 28 of the *Planning Act* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a “community improvement project area” and prepare and adopt a 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 possible municipal actions.

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

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

and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan (Section 28 (7)).

Section 28 (7.1) 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, 2014

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

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

- Efficient development and land use patterns, appropriate mixes of different land use types, cost-effective development patterns and standards, environmentally sensitive development practices, accessible neighbourhoods, and available infrastructure and public facilities (Section 1.1.1);
- Opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected need (Section 1.1.3.3);
- An appropriate range of housing types and densities that accommodate current and future users, that efficiently use the land, services and facilities, and that support alternative transportation modes to the automobile, such as public transit (Section 1.4.3);
- Healthy, active communities with streets, parks, public spaces and trails that are pedestrian and cyclist-friendly and contain a range of different recreation opportunities (Section 1.5.1);
- Long-term prosperity through the maintenance and enhancement of downtown and mainstreets (Section 1.7.1c);
- Encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1 d);
- Sustainable tourism development (Section 1.7.1 g); and
- Conservation of significant built heritage and cultural heritage resources (Section 2.6.1).

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

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

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

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

- To undertake and support those activities which improve the quality of life for the Niagara community (recognize importance of quality of life in community development through housing, employment, services, agriculture, and natural features).

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

In May of 2009, Regional Council adopted Amendment 2-2009 to the Regional Official Plan for the Niagara Region. This Amendment was appealed to the Ontario Municipal Board, and in accordance with the Ontario Municipal Board’s Order dated November 20, 2013, portions of Regional Official Plan Amendment 2-2009 came into force and effect as of that date. The Amendment updates the Region’s Official Plan, including Section 5 where Urban Policies were replaced by Sustainable Community Policies, in order to implement the strategic directions of Niagara 2031, and aligns 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’s 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 Official Plan notes that the Region may establish programs for the provision of grants and loans to local municipalities for the purpose of achieving the goals of Community Improvement Plans.

2.8 Smarter Niagara Programs

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

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

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

2.8.1 Reduction of Regional Development Charges

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

As per the current Regional Development Charges By-law, the recommended Vineland Community Improvement Project Area is not within the Town's Central Area where a reduction of Regional development charges is offered. There are a number of vacant and underutilized sites in the Vineland Community Improvement Project Area that would benefit from the Regional Development Charge Reduction Program. Therefore, it is recommended that once this CIP is adopted, the Town of Lincoln request the Region include the designated Vineland Community Improvement Project Area in Schedule D of Regional Dc Bylaw 62-2012 (Areas for Partial (Regional) Development Charge Waiver/Exemption).

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

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/loan from the Region of \$10,000 for front façade improvement and/or building improvement and a matching grant/loan from the Region of \$10,000 for side and/or rear façade improvement. All façade improvements eligible for this program must conform to the Region's Model Urban Design Guidelines or local municipal design guidelines.

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 \$7,500 per unit or a matching loan from the Region of \$10,000 per unit, with a maximum of 20 units per property.

2.8.5 Affordable Housing Grant/Loan Program

The purpose of this program is to promote the construction of new residential units or renovation of existing residential units for affordable housing. The Region will provide a matching grant or loan on a cost shared basis with the local municipality, to a maximum grant or loan from the Region of \$7,500 per affordable unit, with a maximum of 20 affordable units per property. The Affordable Housing Grant/Loan Program is available in addition to the existing Residential Grant/Loan.

2.8.6 Heritage Restoration and Improvement Grant/Loan Program

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

2.8.7 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.

2.8.8 Public Domain Incentives Program

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

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 Vineland CBD, 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 Vineland 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 will take place during the CIP process will help to engage the community in the CIP process and achieve Strategic Direction 5.

2.11 Town of Lincoln Official Plan

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 is undertaking a review of its Official Plan. The Official Plan contains three primary policy themes that are relevant to the preparation of the Vineland CIP, land use, urban design, and community improvement, which are discussed below.

2.11.1 Land Use

The study area is designated “Central Business District” as per Schedule ‘A’, Map 2 of the Official Plan. As per Section 2.4.2 of the Official Plan, the general objective for the Central Business District designation 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. Generally, a broad range of business and commercial uses are permitted, 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.

Section 2.4.3 of the Official Plan notes that development within the Central Business District designation is required to be sensitive to the character and scale of existing development, with adequate off-street parking, and not “unduly disrupt” residential neighbourhoods. Specifically, it identifies that Council will: encourage the preservation of existing heritage buildings while promoting “similar architectural treatment” on new buildings in the Central Business District; 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 Central Business District, including working with business improvement associations, Chamber and senior levels of government.

Specifically for the Vineland Central Business District, Section 2.4.5.1 of the Official Plan identifies that:

“The Vineland Central Business District...is at the cross roads of the Wine Route and Victoria Avenue Market Greenway. The Central Business District has a mix of building types and uses with retail plazas, stand-alone retail outlets, street-related retail, offices and housing. Redevelopment in Vineland shall focus on the creation of an urban centre that includes a mix of uses and improves the overall character of the business area.”

Section 2.4.5.3 of the Official Plan identifies the area as predominately a mixed-use area of commercial, institutional and higher density residential uses (drive-throughs not permitted), 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 Vineland Central Business District is 100 units per hectare, with minimum and maximum heights established in the zoning by-law.

In terms of design, Section 2.4.5.3 notes that 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”. Building and streetscape design is to reinforce the four corners of the Victoria and King intersection “*as the entrance to Vineland, and a key gateway to the Twenty Valley/Jordan Harbour Tourism Area*”. Buildings along King Street are to be situated along the street recognizing the future widening of the street right-of-way that is currently being undertaken through the ongoing Environmental Assessment process. A gateway is identified to the west of the Vineland CBD at the intersection of Martin Road and King Street (Highway 81), which is to be designed with landscaping, architectural features and signage to provide a sense of entry into Vineland along the Wine Route.

2.11.2 Urban Design

Section 2.4.6 of the Official Plan contains urban design policies concerning the municipal review of all development, redevelopment and public works projects in the Central Business District. These policies are summarized below.

Site Design	Building Design
<ul style="list-style-type: none"> Sharing of driveways between properties; Parking or drive aisles in locations other than between the building front and the street; Parking areas to side/ rear of buildings; Parking areas broken into small sections through lighting, landscaping, and special paving; Parking areas separated from street with landscaped setbacks; Plantings to visually enhance, screen, and create a consistent street treatment along; Landscape design related to building architecture (entrances and windows, massing, rhythm, detailing, and sightlines); Coordinated package of amenities (such as seating, waste receptacles, lighting, awnings); 	<ul style="list-style-type: none"> At least 50% of the main wall of buildings occupying the street frontage (50% of both facing walls for corner buildings); Buildings within 3 metres of the front lot line (and exterior lot line for corners); Similar height for building sides/rears abutting low residential uses (possibly with step-downs); Main building entrances and primary elevations of buildings facing street; Entrances flush with the public sidewalk; Buildings with attractive façades (such as display windows, articulated entrances, glazed areas, and variations in the wall plane); Size, appearance and scale of infill projects compatible with the surrounding character;

<ul style="list-style-type: none"> ○ Attractive, safe, direct, and barrier-free walkways from buildings to public sidewalks; ○ Landscape lights to illuminate paths of travel and outdoor amenity areas; ○ Separate access to loading and servicing areas from pedestrian areas and routes; ○ Loading, service, and outside storage areas in areas that do not face the public street; ○ Internalized garbage storage areas (and utility equipment) within the building; and ○ High level of clarity, visibility, and visual interest for signage, complementing the building architecture. 	<ul style="list-style-type: none"> ○ Building portions 3 storeys or higher from any adjacent low density Residential property set back by a distance equal to its height; ○ Roofs designed to provide visual interest; ○ Roof top mechanicals screened and integrated with the architectural form or designed to be compatible in form, material, and colour; ○ Special architectural treatment along both street frontages for corner buildings; ○ Consideration of development effects regarding of shadowing and overlook; ○ Loading/service doors located on rear elevation; ○ Parking structures and below grade parking for high-density developments; and ○ Bicycle parking for high density developments.
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2.11.3 Community Improvement

Section 7.6 of the Official Plan contains the Town's policies on Community Improvement Plans. This section of the Official Plan provides considerable detail and ensures that the Town can implement a range of incentive programs, policies and municipal actions as part of any CIP. This section of the Official Plan also aligns with Regional and Provincial policies. A summary description of the key aspects of Section 7.6 of the 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 Vineland CBD 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 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 Vineland CBD satisfies 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.

2.12 Secondary Plan for Vineland

The Secondary Plan and Urban Design Guidelines for Jordan, Jordan Station and Vineland Urban Areas was completed in October 2006 in order to provide a comprehensive long-term planning approach to the three communities by establishing a series of policies to be implemented for the planning area. The operative parts of the Secondary Plan were incorporated into the Official Plan as Section 3.4. Further to the operative parts that were incorporated into the Official Plan, the Secondary Plan provides a series of key design initiatives in each community. The Secondary Plan identified the following key design initiatives (original Secondary Plan numbering) for the Vineland Central Business District:

2. King Street Revitalization – *“An appropriate redesign of the Wine Route through the Vineland core, and a strategy for complementary redevelopment of adjacent lands over time, provides the opportunity to transform the Vineland core into a thriving mixed use centre that will be an attractive centre piece in the Twenty Valley/Jordan Harbour Tourism Area.”*
3. Redevelopment of the Urban Core – *“To improve the streetscape and encourage pedestrian activity, buildings in the core area should face King Street with minimal setbacks and parking at the back. This new configuration should be required for all infill development and as redevelopment of properties occurs.”*
4. Gateways – *“A gateway is proposed at the west entry to Vineland at Martin Road on Regional Road 81/King Street. This gateway will be an important entry marker for those traveling on the Niagara Wine Route. The gateway should consist of a sign, small architectural feature, and landscaping, which should reflect the desired character of Vineland.”*

2.13 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.

The majority of the properties within the study area are zoned “General Commercial (GC)” with a “Central Business District (CBD)” overlay. 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.

2.14 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.

2.15 King Street Environmental Assessment Study

The Region of Niagara is currently undertaking an Environmental Assessment Study for Regional Road 81 (King Street) in the efforts of reconstruction of the road. The study area generally extends from Twenty Third Street in the east to Vinehaven Trail in the west. Public consultation sessions were held in 2013 to present the study, discuss existing conditions, and present preliminary design plans. The preliminary design plans as they apply to the CIP study area include:

- A centre median on King Street west of the Twenty Third Street intersection;
- Two travel lanes throughout King Street with dedicated left turn lanes (eastbound and westbound) at Victoria Avenue;
- Dedicated bicycle lanes between Orchard Avenue and Twenty Third Street as well as west of the Victoria Avenue intersection;
- Shared vehicle/bicycle lanes between Victoria Avenue and Orchard Avenue;
- New curbs and curb-side sidewalks on both sides of the street (some areas with curb-side boulevards separating sidewalks) throughout the study area; and,
- A small pocket of on-street parking west of Victoria Avenue.

3 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, Regional staff, and business representatives in the Vineland CBD. 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 improvements, financial incentive programs and other key components of the CIP with the TAC;
- Obtain comments and input from the TAC on draft reports prior to finalization of these reports; and,
- Coordinate public meetings and other steps required to complete the CIP.

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

The first Public Meeting and Workshop was held on November 27, 2013 to:

- a) Provide the community with an overview of the process of preparing a CIP;
- b) Present and receive input on the SWOT Analysis and Community Improvement Project Area;
- c) Develop a Vision for the Community Improvement Project Area; and,
- d) Explore ideas to promote renewal and revitalization of the Project Area.

Approximately 37 people attended the first Public Meeting session. Attendees included business and property owners, residents and members of Town Council. Almost all the attendees stayed for the Workshop session where the attendees were divided into four (4) working groups and asked to discuss and answer the following question:

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

In response to this visioning question, attendees were asked to think about and comment on:

- a) Types of uses and activities;
- b) Building conditions and facades;
- c) Streetscape conditions, including trees, plantings, street furnishings and amenities; and,

- d) Signage and gateways.

Attendees were also provided with a comment sheet and invited to provide written comments. Two (2) comment sheets were received and reviewed by Town staff and forwarded onto the consultants for review.

A summary of the responses from the working groups is provided in **Appendix B**. Responses in **Appendix B** that were mentioned more frequently, i.e., by two or more groups, are noted with an asterisk “*”. The working group comments along with policy direction in the Official Plan and comments provided by the TAC were utilized by the consultant to finalize the SWOT Analysis and develop a Vision for the Vineland Community Improvement Project Area.

3.2.2 Public Meeting/Workshop No.2

A second Public Meeting and Workshop was held on July 10, 2014 to:

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

Approximately 22 people attended the second Public Meeting. Attendees included business and property owners, residents, and at least one member of Council. Most of those in attendance stayed for the Workshop session where the attendees were divided into (2) two working groups and asked to discuss and answer the following questions:

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

A summary of the combined responses of the two working groups to these questions is provided in **Appendix C**. Attendees were also invited to provide written comments and several written submissions were received and reviewed by Town Staff and the consultants. The input obtained at the Public Meeting and the written comments received after the Public Meeting were utilized to finalize the Public Realm Improvement Action Plan and Incentive Programs contained in this CIP.

4 SWOT ANALYSIS

4.1 Purpose and Methodology

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 contained herein.

4.2 Key Observations

Seven key observations were noted through the SWOT Analysis and community consultation for the Vineland Study Area. Generally, these observations noted that the Vineland CBD has:

1. A small, but busy commercial node

The statistics on business activity below are based on observations made in November of 2013. The Vineland CBD is a relatively small and compact business area emanating from the intersection of King Street and Victoria Avenue. There are 34 business addresses in the CBD with 3 vacant buildings/business units and 2 vacant commercial lots for sale. This level of building vacancy and commercial land underutilization presents a cause for concern regarding the economic future of the CBD. But, as discussed below, the building vacancies and prominently located vacant lots also represent a significant opportunity for the addition of new businesses and commercial or mixed uses to help spur revitalization of the CBD.

Of the 29 operating businesses in the CBD, there is a good mix and range of business types with 65% service commercial uses and 35% retail commercial uses. There are several business anchors in the CBD that draw shoppers to this area including a supermarket, hardware store, pharmacy and a credit union. There are also a number of service commercial uses including a car wash, automotive service, convenience stores, medical and professional offices.



2. A number of underutilized properties

The Vineland CBD has a number of buildings and properties that are underutilized and could positively contribute to the vibrancy and activity of the village core through improvements or redevelopment. There are a number of prominently located properties that are currently undeveloped (no buildings). There are a few existing buildings in a significant state of disrepair (derelict) and these buildings warrant redevelopment (demolition and new construction). Finally, there are a number of buildings that do not efficiently use the entirety of the site on which they are located and these buildings could be intensified or redeveloped.

This inventory of vacant land, vacant buildings, and underutilized sites, represents a significant opportunity to inject new businesses and activity into the Vineland CBD. It is quite possible that some dozen or more new businesses units could be added to the current number of businesses if existing business vacancies are filled and existing vacant lots are developed for commercial or mixed use. There is also the potential for some mixed use residential infill. The addition of a significant number of new businesses to the Vineland CBD could help to revitalize the commercial area by drawing more residents, shoppers and tourists to the area.



3. A well-travelled crossroads

The Vineland CBD is situated at the intersection of two principal, well-travelled routes within the Town of Lincoln and the broader region. King Street (Highway 81) is the main east-west route through the broader region and forms part of the Wine Route through Niagara Region. Victoria Avenue is a main north-south route between the QEW and areas south of the Niagara Escarpment. The crossroads of the two routes draws significant volumes of traffic. This is positive for existing and potential businesses, but it is also a potential negative in terms of perceived safety and comfort for pedestrians moving throughout the commercial area. A significant concern is the amount of truck traffic using Victoria Avenue, which impacts the quality of the street and pedestrian environment. Pedestrian comfort surrounding the intersection and along King Street suffers, particularly given the geometry of the intersection and the condition of crosswalks. Additionally, noise from trucks can impact outdoor spaces, including public amenity spaces and those spaces associated with businesses.



4. Little defined presence at its main entrances

While the Vineland CBD is situated at a prominent crossroads in the broader region, there is little that conveys the distinct character or identity of the village core when entering the commercial area from any of the four entrances on King Street and Victoria Avenue. Typically, for downtown and main street areas, gateway and directional signage are utilized to create a first impression to an area that “conditions” visitors to the overall experience of a visit. The Secondary Plan recommends a gateway feature at the western entrance to the Vineland CBD at Martin Road on King Street as *“an important entry marker for those traveling on the Niagara Wine Route”*. This gateway feature is to consist of *“a sign, small architectural feature, and landscaping, which should reflect the desired character of Vineland”* in a consistent manner with other such features throughout the Town. Such a gateway feature has not been installed as yet. This presents a significant opportunity to develop a consistent theme for the gateways into the Vineland CBD that conveys Vineland’s distinct identity and character.



5. A challenging pedestrian network

The Vineland CBD does not present an environment that it is comfortable and enjoyable to navigate on foot. There are places where there are no sidewalks, or where sidewalks simply end, forcing pedestrians to walk along the shoulder of a busy regional road between quick moving traffic and parking areas. Some of the existing sidewalks are too narrow for comfortable movement for pedestrians passing each other, particularly for those with mobility devices or parents with strollers. Some of the surface conditions of sidewalks in the area also present accessibility concerns for those moving with mobility devices. The intersection of King Street and Victoria Avenue also presents a large hard “edge” to pedestrians, effectively dividing the east and west sides of King Street for pedestrian movements.



6. An absence of streetscape elements

The Vineland CBD lacks the typical streetscape elements that create a quaint and comfortable village core setting, particularly along King Street. The Secondary Plan for Vineland notes this condition identifying that *“the King Street core provides no ‘sense of place’ and does not produce an attractive streetscape and, consequently, the shopping experience is very utilitarian, rather than inspiring”*. In addition to a continuous network of sidewalks, other functional streetscape elements typically found along a main street that are absent in the Vineland CBD include: decorative street

lights, benches and other furniture, and garbage containers. Aesthetic streetscape elements that are absent include plantings along the sidewalks and street edges and trees planted along the street edge to provide a continuous canopy. Taking into consideration the overhead wires on the north side of King Street, and the “unfinished” appearance of the north side of King Street, the King Street streetscape is not attractive. Of note, the ongoing Environmental Assessment for King Street would be expected to address a number of these concerns.



7. Principally contemporary, utilitarian and functional buildings

The Vineland CBD appears relatively newer in terms of age compared to other small downtowns or main streets that primarily serve resident needs. It does not have a traditional main street form of buildings with a rich heritage fabric of architecture, often the case for traditional main streets that can act as a foundation for improvements to the character of the area. Buildings in the Vineland CBD are more contemporary in style and possess a more utilitarian and functional design. Nevertheless, most buildings with active businesses in the Vineland CBD appear for the most part to be in good condition and are well maintained. Some of these buildings could benefit from façade restoration or improvement. Those few buildings that are derelict or in a state of serious disrepair are prime candidates for redevelopment.



5 VISION

The “vision” for the Vineland Community Improvement Project Area is a set of statements that describes how the community wants this area to look, feel and function in the future. A vision includes a broad range of elements such as the type and nature of uses and activities, features and amenities desired within the commercial area; opportunities for moving people around the 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 Vineland CIP is a critical component of the CIP process because it provides the overarching, long-term foundation that directs the public realm improvements, commercial façade design guidelines and incentive programs that form the CIP.

The policy direction contained in the Town’s Official Plan and Secondary Plan set the framework for development of a community vision at the first public meeting. Consultation with the TAC and the general themes that emerged from the discussion and responses among the various participants in the workshop groups were used to develop a Vision for the Vineland Community Improvement Project Area. This Vision outlined below forms the basis for this CIP and was used to guide physical improvement initiatives and incentive programs contained in the CIP.

The Vineland Community Improvement Project Area will:

- 1. Preserve and enhance Vineland’s distinct identity, character and function**

The Project Area will have a distinct identity that celebrates Vineland’s agricultural history, heritage and viniculture. It will include shops that offer unique local goods and a “main street” shopping experience, while recognizing its function as a service centre for the surrounding area. It will maintain and build upon its history, local flavour and unique homegrown businesses, such as local wineries, with new business additions, while remaining quaint and compact.

- 2. Be vibrant and thriving**

The Project Area will be interesting with a variety and mix of uses including retail and commercial uses that provide a destination for local residents as well as visitors. Building from its existing community commercial anchors, it may include specialized retail shops and commercial uses such as coffee shops, restaurants and specialty food shops that act as destinations where residents and visitors alike can spend time in the area. Businesses in the area are busy and thriving and people come to the area to both shop and socialize.

- 3. Support more opportunities for living in the core**

The Project Area will provide more opportunities for people to live within the area, in turn providing further support for businesses in the area. This will include encouraging residential components in new infill mixed-use redevelopments, or stand-alone residential buildings. New infill developments will be located close to the street edge, over time providing a more intimate enclosure of the street.

4. Have an improved streetscape and major intersection

The Project Area's King Street streetscape will be significantly improved through integrated efforts by the Region, Town and property owners to improve both the public and private aspects of the streetscape. This improvement includes a reconstructed King Street right-of-way that accommodates vehicular and pedestrian traffic equally well and provides a more attractive and more functional public space. The burying of overhead hydro wires should be considered during the Environmental Assessment and detailed design for the King Street reconstruction. King Street improvements will be complemented over time by significantly improved building facades that provide more visual interest and transparency to sidewalks and walkways, as well as new buildings replacing vacant lots and derelict buildings. The intersection of King Street and Victoria Avenue will be strengthened as the main crossing in the project area. It will be functionally improved with enhanced crosswalks to better balance vehicular and pedestrian movements, improved lighting, and signage that reinforce its prominence as a gateway.

5. Be more accessible and pedestrian friendly to all users

The Project Area will provide a safe, comfortable and friendly shopping environment. It will be pedestrian friendly with improved sidewalks and pedestrian crossings. The streetscape will be tidy, functional, and interesting, featuring street furniture, benches, planters, and improved street lighting. Opportunities for a public gathering space that can host small community events and festivals will also be explored.

6. Be greener, softer and more interesting in appearance

The Project Area will have a greener environment with elements that provide more visual interest and colour. More trees and landscaping as part of road works, publicly owned properties, and redevelopment sites will provide softer edges. Opportunities for public art in strategic locations will add visual interest and celebrate local history. Buildings and landscaping feature colour to generate interest and promote visitors to stop and explore the area. Gateway signage, street lighting, and street signage and banners will add further interest to the aesthetic along the streetscape.

Sections 7, 8 and 9 of this CIP identify the commercial façade design guidelines, public realm improvements, and financial incentive programs that are recommended for the overall improvement of the Project Area. They have been recommended to target one or more of the specific vision principles that comprise the vision statement above. Taken together, the recommendations address all vision principles on a comprehensive basis. The following sections identify, with a similar graphic to that illustrated to the right, the relevant vision principles that each specific recommendation addresses.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

6 COMMUNITY IMPROVEMENT PROJECT AREA

In order to delineate a recommended Community Improvement Project Area for the Vineland CIP, the study area defined by the Town of Lincoln in Figure 1 and properties adjacent to the study area were examined to determine current land uses, official plan designation, and zoning. This was augmented by the SWOT Analysis that examined vacant and underutilized properties, building conditions, and the potential for conversion of non-commercial uses to commercial uses.

The area assessment along with the SWOT Analysis was used to identify predominantly commercial and mixed use lands most in need of community improvement. These are the lands that are included in the “recommended community improvement project area”. The Community Improvement Project Area is the area where public realm improvement efforts will be focused and where financial incentive programs will be offered, although some of the public realm improvements, e.g., location of gateways, may actually be located just outside the recommended Community Improvement Project Area.

The recommended Community Improvement Project Area (Project Area) for the Vineland CIP is shown in Figure 2. The community improvement project area is designated by a by-law passed by Council and the CIP will apply to the designated community improvement project area.

Figure 2: Recommended Community Improvement Project Area



7 COMMERCIAL FAÇADE DESIGN GUIDELINES

7.1 Purpose

The Commercial Façade Design Guidelines express the Town's design expectations for development review and are meant to assist in raising the standard for high quality, well-designed projects that support the small scale and pedestrian-oriented character of the Vineland CBD. Building on the land use and design policies of the Lincoln Official Plan and the Vineland Secondary Plan, the design guidelines provide design guidance for improving existing or creating new facades for commercial and mixed-use developments within the Vineland CBD. The Guidelines are intended to be a flexible guide to property owners and business owners when making improvements to existing

buildings within the area as well as to property owners during the redevelopment of properties within the area. Also, they are intended as a design tool to be used by the Town when reviewing applications for new developments or applications under CIP incentive programs.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	

7.2 Design Policy Direction

The Town of Lincoln Official Plan envisions the Vineland CBD to be maintained as the primary commercial area within the Vineland community, providing a range and variety of business and commercial functions to meet the needs of residents. Further, the Vineland Secondary Plan envisions King Street transformed "*into a thriving mixed use centre that will be an attractive centre piece in the Twenty Valley/Jordan Harbour Tourism Area*". From a design perspective, the Official Plan has three principal design themes for new development and redevelopment in the Vineland CBD:

1. Provide a **strong street presence** with buildings occupying at least 50% of the main wall occupying the street frontage and situated within 0 to 3 metres of the front lot line.
2. Provide **attractive façades** with elements such as display windows, articulated entrances, glazed areas, and wall plane variations; roofs that provide visual interest; special architectural treatment along both street frontages for corner buildings; and, roof top mechanical units screened and integrated with the architectural form and treatment of the building.
3. Maintain a **main façade prominence** with principal building entrances and primary elevations facing the public street, entrances that are flush with the public sidewalk, and, loading and service doors on rear building walls.

7.3 Design Guidelines

Nine design principles form the foundation of the Commercial Façade Design Guidelines. These principles are meant to provide the general, higher level direction for commercial facades, while organizing the specific design guidelines for particular design elements. While the application of the guidelines are flexible and are meant to be interpreted and applied on a case-by-case basis, façade improvements and new facades within the Vineland CBD should be consistent with all of the design principles.

7.3.1 Building facades should be designed to follow good “main street” principles of design, rather than replicating a particular architectural style.

The Vineland CBD generally has a relatively contemporary age and form as compared to a traditional form and style seen in many downtowns and main streets throughout the region. Given this, building design and façade improvements should not attempt to create a “fake” history, but rather should take cues from traditional main street buildings regarding the alignment and arrangement of architectural elements found on such buildings (either within the area, within the Town, or elsewhere), albeit with a more contemporary fashion. This includes taking cues from the rhythm and pattern of windows and door openings on façades; the ratio of window and door area to solid wall for the façade as a whole; and, the location traditional elements such as cornice lines, sign bands, window bases (“kickplates”), transom windows, columns or piers, and other elements.



A building façade that follows good “main street” principles utilizing a contemporary style and palette of materials.

7.3.2 The ground floor of the building façade should be scaled and oriented to the pedestrian walking along the street.

The Lincoln Official Plan requires street presence with the main wall of new buildings situated within 3 metres of the front lot line and occupying at least 50% of the property's street frontage. Working with this principle, façades should be comprised of pedestrian-scaled proportions characteristic of a traditional main street. Generally, traditional storefront widths generally are up to 7.5 metres in width, so new buildings with storefronts wider than 7.5 metres should include a series of bays that are defined by vertical elements, such as changes in materials, building projections, columns, or other vertical architectural elements, to emphasize the individual units of the buildings and maintain the traditional small scale feel of the storefront façade.



Buildings with narrower widths for storefronts are associated with traditional main streets, which provides a fine-grained division of storefronts that are more supportive of a comfortable pedestrian setting.

7.3.3 The ground floor of the building façade should be transparent to maximize interest, views, and comfort pedestrians walking along the street.

A large proportion of the ground floor façade should be comprised of transparent windows and doors. Building design should consider a balance between transparency for visibility into stores and energy conservation, so an appropriate ratio of transparent-to-solid materials on the façade is generally 40 to 60%. Storefront windows should use transparent glass to provide an area for display space and that encourages “window shopping”, to allow natural light into shops, and to allow visibility between the interior of shops and the street. The sides of any recessed entrances should have transparent surfaces to enhance comfort and visibility as well. Commercial doors for storefronts that are principally transparent glass should be used for buildings, and not residential doors that prevent visibility (other than secondary doors to any residential units on the upper storeys).



Façades with large proportions of transparent glass on windows and entrance doors assist with creating vibrant and visibly interesting streetscapes.

7.3.4 The upper storey portion of the building facade should complement the ground floor in terms of treatment and details.

While the ground floor of building façades should be focus for pedestrian oriented details, the upper storeys should carry a complementary design treatment so that the overall façade reads as a single, unified unit. This may accomplished through similar materials, similar colours, and architectural elements (such as columns or projections/recessions) that extend from the ground floor to the upper storeys; or, it through different, yet complementary, materials and colours with distinct horizontal lines that separate the upper storeys and emphasize the ground floor. Regardless of the approach taken, the design for new buildings and façade improvements should consider upper storey window patterns in traditional façades, in which upper windows generally are rectangular shape, with decorative architectural features, such as cornices or lintels, for emphasis and should be recessed into the wall surface to assist in articulating the facade and creating interesting shadow patterns on the upper storeys. Upper storey windows should have transparent glass surfaces and should be able to be opened to encourage natural ventilation.



A range of different options are appropriate for connecting the ground floor with the upper storeys on a building facade, whether a consistent approach or a complementary approach.



7.3.5 Rooflines of buildings facades should appropriately cap the top of the building façade.

Rooflines should terminate and punctuate the top of the building's façade, providing a visually interesting streetscape particularly for those passing at a distance or from across the street. They may include detail, such as material changes, cornice, parapets, and other features, to provide an appropriate "cap" to a building, and should complement existing roof lines in the area, as applicable and as warranted. Given the context of the Vineland CBD, roofline details should be simple and contemporary rather than overly ornate attempting to replicate traditional buildings. Generally, flat roofs with a parapet or cornice are traditionally used for commercial forms of buildings, while sloped roofs combined with a roof parapet are used for residential forms of buildings. Visible gutters, downspouts or vents should be painted to match the trim or the colour of the base materials on the overall façade.



Simple rooflines that cap the top of the façade are a better fit with the Vineland CBD rather than more ornate details.



7.3.6 Signage on the building should be visually attractive and not overpower the overall façade composition.

While many types of signs are permitted under the Town's Sign By-law, three should be specifically encouraged as part of new buildings or façade improvements:

- Fascia signs should be located in a sign band that divides the storefront windows from the upper façade; should be attached parallel and flush with the building wall, located to avoid obscuring façade elements such as windows, doors, storefronts, building entrances, cornices, columns; and preferably should use raised lettering that provides depth to the signage.
- Hanging signs should be located and sized to provide safe passage by pedestrians underneath; should be installed perpendicular to the façade and hang from a mounted wall brace; and, should be limited to one per business frontage.
- Window signs on storefront windows should be installed so as to maximize visibility to and from the interior of the store (no more than 25% of a window's surface area) with etched glass on the windows or using paint that is durable and fade resistant to ensure their quality over time.

Regardless of type, all signs within the Vineland CBD should be constructed of durable materials that complement the material palette of the overall façade. Lighting for signage should be down light only, to limit intrusion of lighting. Neon, electronic messages, or fluorescent lighting for illumination should not be used for any sign type. Signs should only be located on the ground floor portion of the façade, and not on the upper storeys.



There are a number of different sign styles that are appropriate within the main street setting, given their design character, materials, and location.



7.3.7 Colours on the building façade should be used to accent architectural elements and display the individuality of different businesses.

Façades should have a pattern of principal “base” colours and secondary “accent” colours. Base colours should be limited to two colours, and should be used preferably for defining the vertical distinctions of the building (i.e. storefront versus upper storeys) if using more than one colour. Accent colours should be limited to two or three maximum, selected to complement the base colours of the façade, and should preferably be used to accent architectural features (such as window or door frames, pillars or columns, sign lettering) on the façade. In terms of colour selection, a range of colours should be encouraged. More vibrant colours are certainly encouraged, however, they should be muted and soft in nature as compared to bold and bright, and should be limited to accent colours, such as window and door frames, building trim, sign bands and lettering, and other details, rather for the principal colour of the façade in order to avoid “overcolouring” a building’s façade.



Colour used appropriately on an existing façade (left) and a new façade (right) to highlight key architectural elements and distinguish different businesses along the street.

7.3.8 Materials selected for the building façade should take cues from those existing materials in the surrounding area.

Materials selected for a building's façade should be high quality, durable, and easily maintainable; complementary to one another; and appropriate for the building's architectural style. The palette of materials used should be based on a series of principal and accent materials. Principal "base" materials should be limited to one or two materials on the façade. Pressed unglazed brick, local stone, mortar, concrete and wood should be the preferred base materials, while materials that mimic other materials ("faux" materials), aluminum or sheet metals, other siding systems, or non-local stone materials should not be used. Secondary "accent" materials should be limited to two or three materials on the façade. A more varied range of materials, such as wood trim, copper, steel, or other metals, can be used for the accent materials. Materials that mimic other materials ("faux" materials), aluminum or sheet metals, other siding systems, or non-local stone materials should not be used. When multiple building materials are used, changes in material should be at the point of a recession or projection at inside corners, or defined with a pronounced expansion joint along flat building walls, so as to avoid the look of the material as a "veneer" on the façade.



Brick and stone are amongst the preferred base materials for facades, while there are a range of appropriate accent materials that can provide a distinct look to façades.

7.3.9 Outdoor spaces that complement the overall façade and provide activity along the space.

Outdoor spaces should be considered, where possible, to provide “spill-out” space from the business to help animate the street. Cafés or patios should be designed and located to ensure they do not detract from the visual quality of the streetscape and do not impede movement for all users along the sidewalk. Flowerpots and planter boxes on or near building entrances should be considered to add colour and variety to the landscape. These include potential locations such as overhangs, columns or posts, balconies, and below windows.

Where retractable awnings above storefront windows and doors are desired for weather protection, they should be a traditional square or triangular shape and should be fabric material rather than synthetic materials. They should span the façade’s window and door openings only and not the entire façade, mounted in the storefront portion of the façade and not covering architectural elements (such as piers, columns, pilasters, clerestory windows, architectural expression lines). Multiple individual awnings should be used for larger frontages rather than a single continuous awning.



While not part of the design of the façade, outdoor spaces and landscape treatments should work with the overall façade in creating a positive image along the streetscape.

7.4 Application

The Commercial Façade Design Guidelines are intended to apply to commercial or mixed-use buildings (residential above commercial or commercial above commercial) in the Vineland CBD. They are intended to be used by the various participants involved in the design process, as a guide for designers, landowners, and business owners involved in designing new buildings or façade improvements, as well as a tool by the Town when evaluating development applications and when reviewing incentive program applications, should they be offered. They are meant to provide design guidance with the understanding that they are to be applied on a case-by-case basis as the specific situation warrants, and not as a “checklist” in that every guideline applies.

8 PUBLIC REALM IMPROVEMENT ACTION PLAN

8.1 Purpose

The “public realm” is a combination of streetscapes and open spaces which make up a downtown environment. In vibrant downtowns, the public realm is typically the most immediate and most lasting impression visitors have of a downtown. It plays a significant role in creating a high quality “sense of place” and it sets the environment in which shops and businesses operate. Generally, there are three main types of public realm improvements that assist in community improvement efforts: those initiatives geared to enhancing the downtown identity by better defining the downtown’s character and image to visitors; those initiatives geared to improving the connections within and functionality of the downtown; and, those initiatives geared to improving the visual quality of the downtown’s public streets and spaces.

The Public Realm Improvement Action Plan identifies key improvements to the Vineland CBD’s public realm to establish a more attractive, interesting and comfortable setting for businesses and shoppers. The recommended public realm improvements are designed as strategic investments by the Town that will spur and reinforce private sector investment in buildings and properties to further generate activity in the Vineland CBD. The Town is principally responsible for the improvements identified in the Action Plan, however, Niagara Region will also need to be involved given King Street and Victoria Avenue are both Regional Roads. The Town will need to engage and work collaboratively with Niagara Region and property owners throughout the design process for the improvements to ensure safety, operational, and maintenance matters are taken into consideration.

8.2 Design Policy Direction

The Official Plan envisions the Vineland CBD to be maintained as the primary commercial area within Vineland, providing a range and variety of business and commercial functions to meet residents’ needs. Further, the Vineland Secondary Plan envisions King Street transformed *“into a thriving mixed use centre that will be an attractive centre piece in the Twenty Valley/Jordan Harbour Tourism Area”*. Specifically, the Secondary Plan identified the following key public realm design initiatives:

- King Street Revitalization – *“An appropriate redesign of the Wine Route through the Vineland core, and a strategy for complementary redevelopment of adjacent lands over time”*
- Redevelopment of the Urban Core – *“To improve the streetscape and encourage pedestrian activity, buildings in the core area should face King Street with minimal setbacks and parking at the back. This new configuration should be required for all infill development and as redevelopment of properties occurs.”*
- Gateways – *“A gateway is proposed at the west entry to Vineland at Martin Road on Regional Road 81/King Street. This gateway will be an important entry marker for those traveling on the Niagara Wine Route. The gateway should consist of a sign, small architectural feature, and landscaping, which should reflect the desired character of Vineland.”*

8.3 Recommended Actions

The Public Realm Improvement Action Plan identifies general improvement actions to be undertaken by the Town and other stakeholders in improving the public streets and spaces within the Vineland CBD. The following seven improvement actions illustrated on Figure 3 are described on the following pages:

1. Reconstruction and streetscape improvements to King Street throughout the Vineland CBD;
2. Definition of pedestrian crossings at the King Street and Victoria Avenue intersection;
3. Installation of entrance features at the eastern, western, and northern “gateways” to the Vineland CBD;
4. Explore opportunities for completing the sidewalk network on side streets like Tallman Drive, Orchard Avenue and Twenty Third Street;
5. Redefinition of the existing public space at the King Street and Victoria Avenue intersection;
6. Exploration of potential additional off-street public parking opportunities along King Street east of Victoria Avenue; and,
7. Exploration of opportunities for additional landscaping along exposed private property edges along King Street.

Figure 3: Public Realm Improvement Actions



8.3.1 Reconstruction of King Street and streetscape improvements to King Street and Victoria Avenue.

Reconstruction of King Street and streetscape improvements for King Street and Victoria Avenue present the most significant opportunity to redefine the function and image of the Vineland CBD. The Region is currently undertaking an Environmental Assessment (EA) Study for King Street (Regional Road 81) in the efforts of reconstruction of the road. The Town is a key stakeholder in that process and would be responsible for undertaking the streetscape improvements over and above the Region's reconstruction.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

While the EA Study will ultimately determine the function and configuration of the King Street right-of-way and its elements (travel/turning lanes, bike facilities, on-street parking, boulevards, and sidewalks), the following considerations are intended to provide direction to the Town regarding preferences from a community improvement perspective with respect to the EA Study:

- Overhead wires should be buried at the time of street reconstruction in the interests of dramatically improving the streetscape quality for the longer term by eliminating the visual clutter.
- The Town will have to establish priorities for the reconfiguration of King Street in the interests of a vibrant commercial area, given the existing narrow right-of-way. Where space is limited, the priorities should be: (1) a continuous sidewalk system; (2) on-street parking opportunities; (3) landscaped boulevards with a consistent street tree planting scheme; and, (4) on-street bicycle facilities, dedicated or shared.
- A coordinated theme of streetscape furnishings should be installed throughout the Vineland CBD on both King Street and Victoria Avenue. The existing style and type of streetscape amenities along King Street in the Beamsville CBD is appropriate for the Vineland CBD. At a minimum, furnishings should include street trees with protective grates and guards; decorative light standards with hanging banners and baskets; benches and garbage receptacles; and, bicycle parking fixtures.

The design of all streetscape elements should recognize at the outset the financial, operational and resource requirements needed to properly maintain the streetscape amenities and installations over the long term.



8.3.2 Definition of pedestrian crossings at the King Street and Victoria Avenue intersection.

The Town together with the Region as part of the design and reconstruction of King Street should implement improvements to the intersection of King Street and Victoria Avenue. Currently, pedestrian comfort in the Vineland CBD is affected by the disconnected sidewalk system as well as the physical barrier that is the King/Victoria intersection. Improvements to this principal crossroads within the Vineland CBD should be designed to improve comfort for east-west pedestrian movement along King Street and across the King/Victoria intersection.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

Modifications to the King/Victoria intersection should include a distinct surface treatment for crosswalks, 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 (as well as volume of truck traffic in terms of selection and timing of installation). Additionally, the Town and Region should consider implementing traffic calming features at the intersection, where appropriate and technically feasible. Such modifications together with the installation/reconstruction of continuous sidewalks in all four directions and supporting streetscape amenities (such as light standards/signal standards) would assist with improving the pedestrian comfort around the King/Victoria intersection.



8.3.3 Installation of entrance features at the eastern and western “gateways” to the Vineland CBD.

The Town should install entrance features within landscaped centre median islands at the two King Street entrances to the Vineland CBD. “Gateways” such as these are located at key arrival points and can play a significant role in welcoming visitors to the area. Well designed, visually attractive, and locally-themed entrance features can help provide a positive first impression of the Vineland CBD and add to visual interest along the streetscape.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	✓

Two entrance locations are identified on King Street for the Vineland CBD: a western gateway entrance near the Magnolia Drive intersection and an eastern gateway entrance near the Twenty Third Street intersection (the exact locations may be further outside or inside the Vineland Community Improvement Project Area). A third feature is identified at the northern entrance along Victoria Avenue (the southern entrance is captured by the corner treatment and space identified in Section 8.3.5 below). A detailed design process should be undertaken to determine the specific location, character and style of the specific gateway feature. A coordinated design and palette of materials should be used for both entrance features, and should capture Vineland’s agricultural and rural theme, style and imagery. Contextually-sensitive materials should be used that are present in the local setting (such as bricks and stones as well as other accent materials). Design elements should be consistent across all three urban area cores to maintain a consistent Town-wide approach, while still allowing unique elements for each urban area to accentuate individuality.

In addition to signage, plantings should be used to accentuate the entrance and provide visual interest at these prominent locations. Landscaping within a central median should be a combination of taller deciduous canopy trees as well as lower foundation plantings at their base. Additionally, a similar treatment with a combination of canopy trees and foundation plantings should be considered for the curb-side boulevard to punctuate the entrance, particularly given the limited space for plantings throughout the King Street right-of-way.



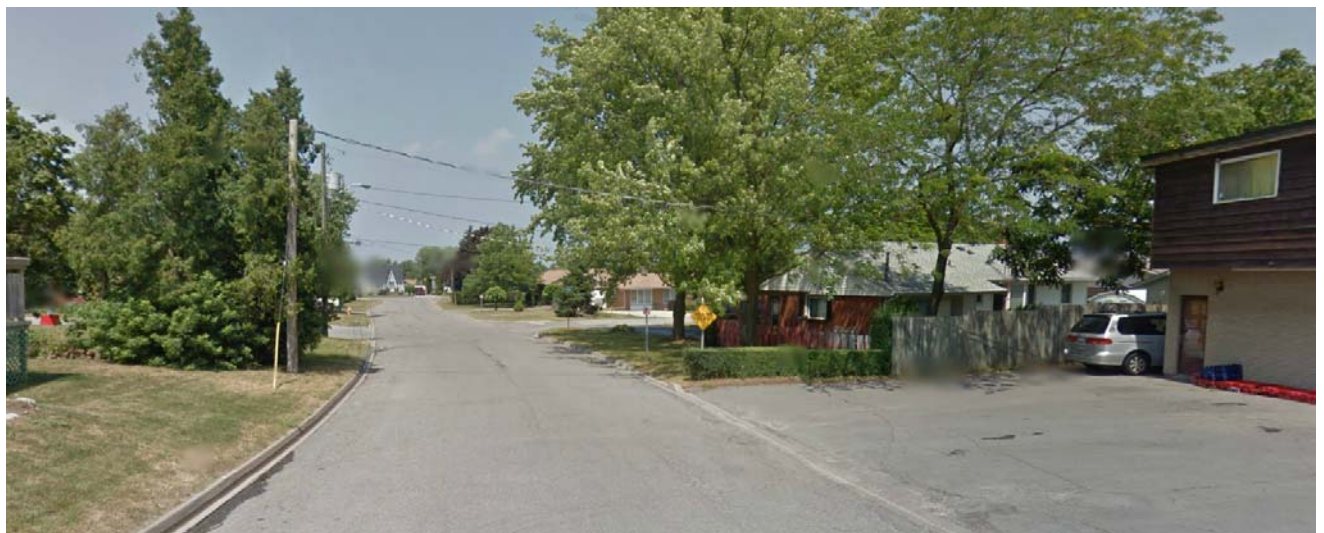


Demonstration of potential design of entrance features recommended for the eastern and western “gateways” to the Vineland Central Business District.

8.3.4 Explore opportunities for completing the sidewalk network on side streets like Tallman Drive, Orchard Avenue and Twenty Third Street.

The Town should explore opportunities for completing the network of sidewalks on the side streets within the Vineland CBD. These include Tallman Drive (currently has sidewalks only on the north side of the street), Orchard Avenue (currently no sidewalks) and Twenty Third Street (currently no sidewalks). At a minimum, these side streets should have a sidewalk on at least one side of the street, although sidewalks on both sides are ideal for enhancing pedestrian connectivity to the Vineland CBD.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

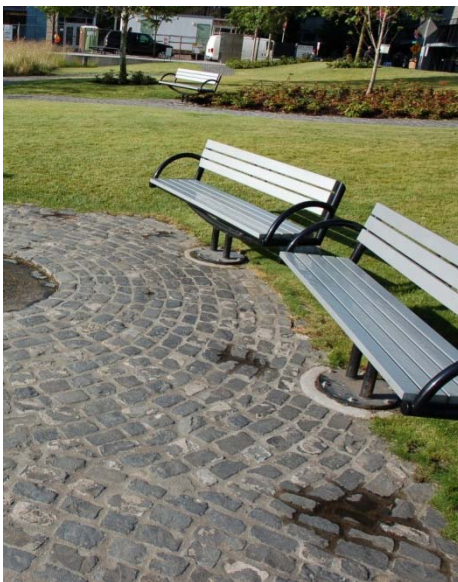


8.3.5 Redefinition of the existing public space at the King Street and Victoria Avenue intersection.

The Town should explore opportunities for creating a new, redefined public space at the northwest corner of the King/Victoria Streets intersection. There is an existing signage piece at this corner on the private property that wraps the corner, but this does not fully capture the full opportunity at this prominent location. Three components should be considered as part of the design of this space:

- a) A low ornamental wall lining the corner that provides a separation buffer from the intersection traffic. The wall should utilize consistent and complementary materials with the entrance features and should accommodate opportunities for signage related to the Vineland CBD. The wall should be of a height that allows visibility around the corner of the intersection.
- b) A public art piece that provides a visual accent at the corner. A public art piece in this location could take different forms (such as sculptures or landscape features) and utilize different artistic mediums (such as metals, stones, or bricks). Its design should be related to Vineland's agriculture and viticulture character. Such a public art piece should be accentuated by foundation landscape plantings.
- c) A small area that provides opportunities for sitting within this space. Such a small sitting area should be situated away from the intersection as much as possible, given traffic considerations, with connections to the public art piece and public sidewalk. Benches and garbage receptacles in keeping with the streetscape theme should be installed in this sitting area, coupled with supported foundation plantings and street trees for shade.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	✓





Demonstration of potential design of public space located at the northwest corner of Victoria Avenue and King Street.



8.3.6 Exploration of potential additional off-street public parking opportunities along King Street east of Victoria Avenue.

The Town should investigate options for a centrally located public parking lot along King Street that accommodates an adequate quantity of convenient, safe and inviting parking for visitors. While the existing Tallman public parking lot provides 25 spaces, the lot is not ideally located to support commercial activity along King Street. Options for a public parking lot on the north side of King Street, east of Victoria Avenue should be considered given the concentration of commercial activity and businesses in that location, as well as given potential impacts on the existing parking supply resulting from the design and reconstruction of King Street. Such a location could eventually allow potential redevelopment of the existing Tallman lot along Victoria Avenue. Alternatively, the Town should make improvements to the existing Tallman parking lot should a new public parking lot on King Street not be possible or feasible.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	

Regardless of location, public parking lots within the Vineland CBD should be designed to be functional for both drivers and pedestrians, visually attractive, and easily identifiable to visitors. This includes considerations for landscaped edges through a combination of planting and decorative fencing or walls; defined crossings and walkways for pedestrians through distinct surface treatments; naming and signing the lot to provide a clear identity for reference purposes; landscaped parking islands at the end of rows to break the surface area into smaller components for larger lots; and, adequate parking lot lighting to provide user comfort and safety at night.



8.3.7 Exploration of opportunities for additional landscaping along exposed private property edges along King Street.

The Town should encourage the improvement of edges for private properties that have buildings set back from the street edge and parking located between the building front and the street edge. The Secondary Plan envisions that the King Street corridor would be redeveloped over time with buildings brought closer to the street edge to reinforce pedestrian activity and animate the street. As this redevelopment will take some time to occur, improved landscaped property edges can provide an attractive edge to the street in the meantime.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

The following three elements should be encouraged as part of improvements to private property edges:

- Landscape plantings that provide a greener edge to the King Street streetscape so as to add to visual interest and pedestrian comfort along the street. Plantings should include a combination of deciduous street trees and foundation plantings to provide visual interest. Landscaped area should be at least 3.0 metres wide to provide enough depth for planting and growth.
- Decorative walls that provide additional visual accent and screen views into parking areas. Such walls should be low in height (maximum 1.0 metre tall), made of high quality materials that fit with the envisioned character of the Vineland CBD (like bricks or stones with metal railings), and, allow for unimpeded pedestrian movement to building entrances from the street.
- Consolidation of multiple driveway entrances along King Street into shared driveway entrances between properties where feasible. Such consolidations would consolidate access/egress and provide additional space along King Street for the above landscape treatments.



9 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 specifically designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the Project Area that will complement the recommended Public Realm Improvement Action Plan 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 D to M. 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 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 ¹	Regional Participation (current as of date of CIP)	Recommended Program Duration ²
1. Development Charge Reduction Grant Program	Grant equal to 50% of the Town Development Charges normally payable. An additional grant equal to the remaining 50% of Town Development Charges normally payable will be paid if the as-built development satisfies the requisite Regional Smart Growth Design Criteria or achieves any level of LEED Certification	Region provides a program for the reduction of Regional Development Charges.	Approximately five (5) years with an option to extend for five (5) years, subject to availability of funding as approved by Council.
2. 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.
3. Facade Improvement Grant Program	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. 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.	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 \$6,250. 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 \$3,750.	Approximately ten (10) years, subject to availability of funding as approved by Council.
4. 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.

¹ 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.

² 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
5. 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 \$7,500 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.
6. 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 ³	Approximately ten (10) years, subject to availability of funding as approved by Council.
7. 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.
8. 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.

³ 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.

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

Program	Description	Regional Participation (current as of date of CIP)	Recommended Program Duration
9. 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.
10. Landscaping Improvement Grant Program	Grant equal to 50% of cost of eligible landscaping, curbing decorative walls, and driveway access/egress consolidation and improvements to commercial, institutional and mixed use properties to a maximum grant per property/project of \$5,000.	N/A.	Approximately ten (10) years, subject to availability of funding as approved by Council.

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 Development Charge Reduction Grant Program

9.3.1 Purpose

The purpose of this program is to encourage and support rehabilitation, redevelopment, infill and intensification projects in the Project Area by providing a financial incentive that reduces or completely removes the Town's development charge payable on such development projects. This incentive is also designed to assist in securing project financing.

9.3.2 Description

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

The Town's Development Charge Reduction Program will provide a grant equal to 50% of the Town development charges normally payable on residential, commercial, mixed use and non-exempt institutional development and redevelopment projects in the Project Area. This grant will be paid at the time Town development charges are normally paid. Furthermore, development in the Project Area that receives this 50% reduction in Town development charges will be eligible to apply for and receive an additional 50% reduction of Town development charges if the development project satisfies the requisite Regional Smart Growth Design Criteria or achieves any level of LEED Certification. If approved, the 50% reduction of Town development charges for achievement of Smart Growth Design or LEED Certification will be paid in the form of a grant to be paid 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;

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

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	

9.4 Urban Design Study Grant Program

9.4.1 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.

9.4.2 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.

9.4.3 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) 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 Commercial Façade Design Guidelines and any other Town guidelines, by-laws, policies, procedures, and standards.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

9.5 Façade Improvement Grant Program

9.5.1 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.

9.5.2 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

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 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 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).

9.6 Building Improvement Grant/Loan Program

9.6.1 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.

9.6.2 Description

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

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

9.6.2.1 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.

9.6.2.2 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.

9.6.3 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 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;
 - x) individual servicing upgrades required as the result of a major servicing upgrade program, e.g., upgrading of individual electrical service as a result of burying of overhead utility wires, and,
 - xi) 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.

9.7 Residential Grant/Loan Program

9.7.1 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

9.7.2 Description

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

9.7.2.1 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*.

9.7.2.2 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.

9.7.3 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:
 - 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.

9.8 Affordable Residential Grant/Loan Program

9.8.1 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

9.8.2 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 municipalities⁴. 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.

9.8.2.1 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).

⁴ 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.

9.8.2.2 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.

9.8.3 Program Requirements

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

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

9.9 Revitalization (Tax Increment) Grant Program

9.9.1 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.

9.9.2 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

9.9.3 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 property⁵;
- 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 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).

⁵ This program does not apply to any residential construction project that creates less than two net residential units.

9.10 Environmental Site Assessment Grant Program

9.10.1 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.

9.10.2 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	
5	Be more accessible and pedestrian friendly to all users	
6	Be greener, softer and more interesting in appearance	

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).

9.10.3 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.

9.11 Brownfields Tax Assistance Program (TAP)

9.11.1 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 to assist with payment of the cost of environmental remediation. This program applies only to properties requiring environmental remediation and/or risk assessment/ management.

9.11.2 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.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	✓
2	Be vibrant and thriving	✓
3	Support more opportunities for living in the core	✓
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	

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.

9.11.3 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 applicant must agree that upon completion of remediation, 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).

9.12 Landscaping Improvement Grant Program

9.12.1 Purpose

To promote improved landscaping, driveway accesses and parking areas on private properties with particular emphasis on the public street edge in order to improve visual quality and create a more comfortable pedestrian environment.

9.12.2 Description

This program will provide a matching grant of 50% of the cost of eligible landscaping, curbing, decorative walls, and driveway access/egress consolidation/improvements to commercial, institutional and mixed use properties up to a maximum grant per property/project of \$5,000.

Targeted Vision Principles		
1	Preserve and enhance distinct identity, character and function	
2	Be vibrant and thriving	
3	Support more opportunities for living in the core	
4	Have an improved streetscape and major intersection	✓
5	Be more accessible and pedestrian friendly to all users	✓
6	Be greener, softer and more interesting in appearance	✓

9.12.3 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 improvements to commercial, institutional and mixed use properties are considered eligible for a grant under this program:
 - i) landscaping, including plant materials and planting strips;
 - ii) curbing;
 - iii) decorative walls; and,
 - iv) consolidation and/or improvement of driveway access and egress points.

10 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 Improvement Action Plan 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.

Table 2: Monitoring Variables

Program	Monitoring Variable
1. Development Charge Reduction Grant	<ul style="list-style-type: none"> • Number of applications by type (conversion, intensification, infill) • \$ amount of development charge reduced by project; • \$ amount of grants awarded by type (LEED or Smart Growth) • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (Town and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
2. 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.
3. 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.
4. 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; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated and/or added; • Number of new businesses successfully occupying the space (1 year post project completion); • Increase in assessed value of participating properties; • Increase in municipal (Town and Region) and education property taxes of participating properties; • Number and net \$ amount of loan defaults.

Table 2: Monitoring Variables (Cont'd)

Program	Monitoring Variable
5. 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.
6. Affordable Residential Grant/Loan	<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.
7. Revitalization (Tax Increment) Grant	<ul style="list-style-type: none"> • Number of applications by type (conversion, intensification, infill) • \$ amount of grant; • Total \$ value of construction; • Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; • Square footage of commercial and institutional space rehabilitated or constructed; • Number of new businesses successfully occupying space (1 year post completion); • Jobs created/maintained; • Increase in assessed value of participating property; • Increase in municipal (Town and Region) and education property taxes of participating property; • Number and \$ amount of program defaults.
8. 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.

Table 2: Monitoring Variables (Cont'd)

Program	Monitoring Variable
9. 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.
10. Landscaping Improvement Grant	<ul style="list-style-type: none"> • Number of applications by type of improvement; • \$ amount of grant; • Type and cost (\$) of total landscaping/access/egress improvements; • 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

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.

11 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 improvement actions 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 educate, advertise and market the Town's incentive programs and the planned improvements being taken by the Town to actively support revitalization within the Community Improvement Project Area.

Furthermore, experience in other municipalities with successful downtown and commercial area CIPs suggests that a strong and active BIA that covers the Community Improvement Project Area can assist in education and marketing of the incentive programs and other initiatives contained in a CIP to property owners, business owners and developers. Therefore, it is recommended that due consideration be given to creating a BIA in the area covered by the recommended 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 and Region to improve conditions within the Project Area (including the King Street Reconstruction);
- 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 Reaching the Target Audience

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

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 across the Region;
- c) Business associations 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) Residents within and outside the Project Area, as well as the general public.

11.3 Marketing Tools

The marketing of the CIP incentive programs and public realm improvements 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) Addition to 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;
- f) Media Releases and profiles of successful projects and initiatives should be sent to local and outside media; and,
- g) Requiring recipients of CIP grants and loans to post a sign (supplied by the Town) that indicates that the project is taking advantage of the Town's CIP incentive programs.

12 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 summarized in Table 3 below specifies key implementation details, key stakeholders who will be involved in implementation, and the priority for each recommendation contained in the 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 be implemented first. The priorities are based on the premise of capital investment in the Project Area over the long term and allow the Town to budget to those higher priority items in the earlier stages. The priority framework is intended only as a general guide for the preparation of a long-term capital program that will necessarily provide more detail in term of specific locations for the public realm improvements, costs, and phasing.

The following three priority categories are assigned to the recommended actions and programs within the Vineland CBD CIP:

- “Priority 1” are those actions and programs that are the highest priority and should be implemented in the short term given they offer the most substantial opportunity for improvement to the Project Area;

- “Priority 2” are those actions and programs that are a high priority, but less so than the Priority 1 improvements, and should be implemented in the short to medium term given they offer key opportunities for improvement to the Project Area; and,
- “Priority 3” are those initiatives and programs that are intended to complement the core initiatives and programs identified in as Priority 1 and Priority 2 improvements, and are intended to be implemented over the longer term.

Table 3: Implementation Strategy

RECOMMENDED ACTION		STAKEHOLDER INVOLVEMENT	PRIORITY		
			Priority 1	Priority 2	Priority 3
1. (a)	Street reconstruction and streetscape improvements on King Street (<i>see Section 8.3.1</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners o Community 			
1. (b)	Streetscape improvements on Victoria Avenue (<i>see Section 8.3.1</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners o Community 			
2.	King Street and Victoria Avenue intersection improvements (<i>see Section 8.3.2</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners o Community 			
3. (a)	Entrance features at key east and west entrances to the Project Area along King Street (<i>see Section 8.3.3</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners o Community 			
3. (b)	Entrance features at north entrance to the Project Area along Victoria Avenue (<i>see Section 8.3.3</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners o Community 			
4.	Complete sidewalk network on side streets (<i>see Section 8.3.4</i>)	<ul style="list-style-type: none"> o Town o Community 			
5.	Place-making public space at King Street and Victoria Avenue intersection (<i>see Section 8.3.5</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners o Community 			
6.	Additional off-street public parking opportunities along King Street (<i>see Section 8.3.6</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners 			
7.	Landscaping along exposed private property edges (<i>see Section 8.3.7</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners 			

Table 3: Implementation Strategy (Cont'd)

RECOMMENDED ACTION		STAKEHOLDER INVOLVEMENT	PRIORITY		
			Priority 1	Priority 2	Priority 3
8.	Request enhanced enforcement of truck restrictions by the Ministry of Transportation (MTO)	<ul style="list-style-type: none"> o Town o Region o MTO 			
9.	Consider creation of a BIA in the Project Area (<i>see Section 11.1</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners 			
10.	Development Charges Reduction Program (<i>see Section 9.3</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
11	Urban Design Study Grant Program (<i>see Section 9.4</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners 			
12.	Façade Improvement Grant Program (<i>see Section 9.5</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
13.	Building Improvement Grant/Loan Program (<i>see Section 9.6</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
14.	Residential Grant/Loan Program (<i>see Section 9.7</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
15.	Affordable Residential Grant/Loan Program (<i>see Section 9.8</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
16.	Revitalization (Tax Increment) Grant Program (<i>see Section 9.9</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
17.	Environmental Site Assessment Grant Program (<i>see Section 9.10</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
18.	Brownfields Property Tax Assistance Program (<i>see Section 9.11</i>)	<ul style="list-style-type: none"> o Town o Region o Property/Business owners 			
19.	Landscaping Improvement Grant Program (<i>see Section 9.12</i>)	<ul style="list-style-type: none"> o Town o Property/Business owners 			

13 CONCLUSION

This CIP is based on a community developed Vision for the Vineland CBD. The recommended public realm improvements, incentive programs, and other actions contained in this CIP have been developed specifically to address the key weaknesses and threats and take advantage of the strengths and opportunities identified during the SWOT Analysis. The preparation of this CIP has benefitted from a comprehensive program of key stakeholder and community consultation. This included input provided by the Technical Advisory Committee as well as input provided by property and business owners, residents 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 Action Plan. 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 and redevelopment of the Project Area will benefit not only business and property owners in the Project Area, but also residents, business and property owners in 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

PUBLIC MEETING AND WORKSHOP #1 CONSULTATION SUMMARY NOVEMBER 27, 2013

Component	Comments
1. Types of Uses and Activities	<ul style="list-style-type: none"> o More mixed uses.* o Increased variety of business such as retail, coffee shops, restaurants, ice cream/desert shops, dry goods.* o More residential uses, including residential apartments over retail at grade and higher density housing.* o Destination features and draws, i.e., reasons to stop in Vineland.* o Uses that capitalize on proximity of wineries/winery theme.* o Farmers Market/uses that celebrate the area's agricultural history.* o Public gathering spot(s).* o No franchises – maintain quaint, historic, small town character and identity.* o More recreational opportunities. o Mixed use as southeast corner of King and Victoria.
2. Streetscape, Building Conditions and Facades	<ul style="list-style-type: none"> o “Eyesore” buildings are demolished and redeveloped.* o Conditions and Facades □ Vacant properties are developed. o Beautification of streets, including addition of street trees and treed/green boulevards.* o Add accessible public parking areas and improve private parking areas.* o Intersection improvements, including redesign of refuge islands and crosswalks.* o Bury utility wires underground.* o Area is pedestrian friendly with improved walkability, accessibility and pedestrian safety.* o Improved sidewalks throughout the area.* o Add street furniture, benches, planters and street lighting.* o No bike lanes.* o No loss of parking with King Street reconstruction. o Maintain roadside parking with curbs. o Mid-block crosswalk. o Improved connections to residential areas. o Public art that celebrates the history of the area, e.g., Moses Rittenhouse statue.
3. Gateways and Signage	<ul style="list-style-type: none"> o Gateway signage features denoting Vineland.* o Directional signage to attractions and places of interest.* o Enhance gateway signage at northwest corner of King and Victoria Streets. o Themed banners. o Old fashioned street signs.

APPENDIX C

PUBLIC MEETING AND WORKSHOP #2 CONSULTATION SUMMARY JULY 10, 2014

Component	Comments
1. Changes/additions to Public Realm Improvements?	<ul style="list-style-type: none"> ○ Repair sidewalks on south side of King Street. ○ Need to ensure that proposed street treatment at King and Victoria Streets is appropriate for wheelchair access and visually impaired. ○ Add entrance features on Victoria Avenue (north and south). ○ Install sidewalks on 23rd Avenue up to King Street. ○ Ensure all public realm improvements can be easily maintained. ○ Eastbound right turn lane at King and Victoria Streets.
2. Highest priority Public Realm Improvements?	<ul style="list-style-type: none"> ○ Streetscaping. ○ Landscaped property edges. ○ Reconstruction of King Street with proper curbs and gutters. ○ King and Victoria intersection improvements. ○ Corner public space – and it must be maintained. ○ Burial of overhead utility wires. ○ Gateway entrance features.
3. Changes/additions to Incentive Programs?	<ul style="list-style-type: none"> ○ Ensure Building Improvement Grant/Loan Program includes barrier free access.
4. Highest priority Incentive Programs?	<ul style="list-style-type: none"> ○ Façade Improvement Grant Program. ○ Landscaping Improvement Grant Program. ○ Development Charge Reduction Program. ○ Residential Grant/Loan Program including Affordable Residential Grant/Loan Program. ○ Revitalization (Tax Increment) Grant Program.
5. Other Comments	<ul style="list-style-type: none"> ○ Water drainage issues on King Street need to be addressed. ○ Trucks use Victoria Avenue to avoid QEW weight station – need enhanced enforcement of truck restrictions by MTO. ○ Explore idea of starting a BIA. ○ Install signage at eastern gateway for traffic heading west to warn of parked cars backing out. ○ Retain parking and truck access for existing businesses.

APPENDIX D

DEVELOPMENT CHARGE REDUCTION GRANT PROGRAM ADMINISTRATION

Step 1 Application Submission

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

If the applicant is applying for the additional 50% Development Charge Grant for incorporation of the Region's Smart Growth Design Criteria or LEED Certification, staff will review the application to determine if the applicant is eligible for the additional 50% Development Charge Grant.

A recommendation report will be prepared by Town staff regarding the Development Charge Grant. 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 (or the grant approval is lost) in order for the applicant to receive the 50% Development Charge Grant. If the applicant is applying for the additional 50% Development Charge Grant for incorporation of Regional Smart Growth Design Criteria or LEED Certification, the grant agreement will also contain provisions to ensure that the as-built project achieves the requisite Regional Smart Growth Design Criteria or LEED certification. 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 with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant.

Step 4 Payment

If the application meets the general and program specific requirements and is approved, a grant equal to 50% of the Development Charges to be paid will be applied against Town Development Charges payable at the time that development charges are normally paid, i.e., at issuance of building permit.

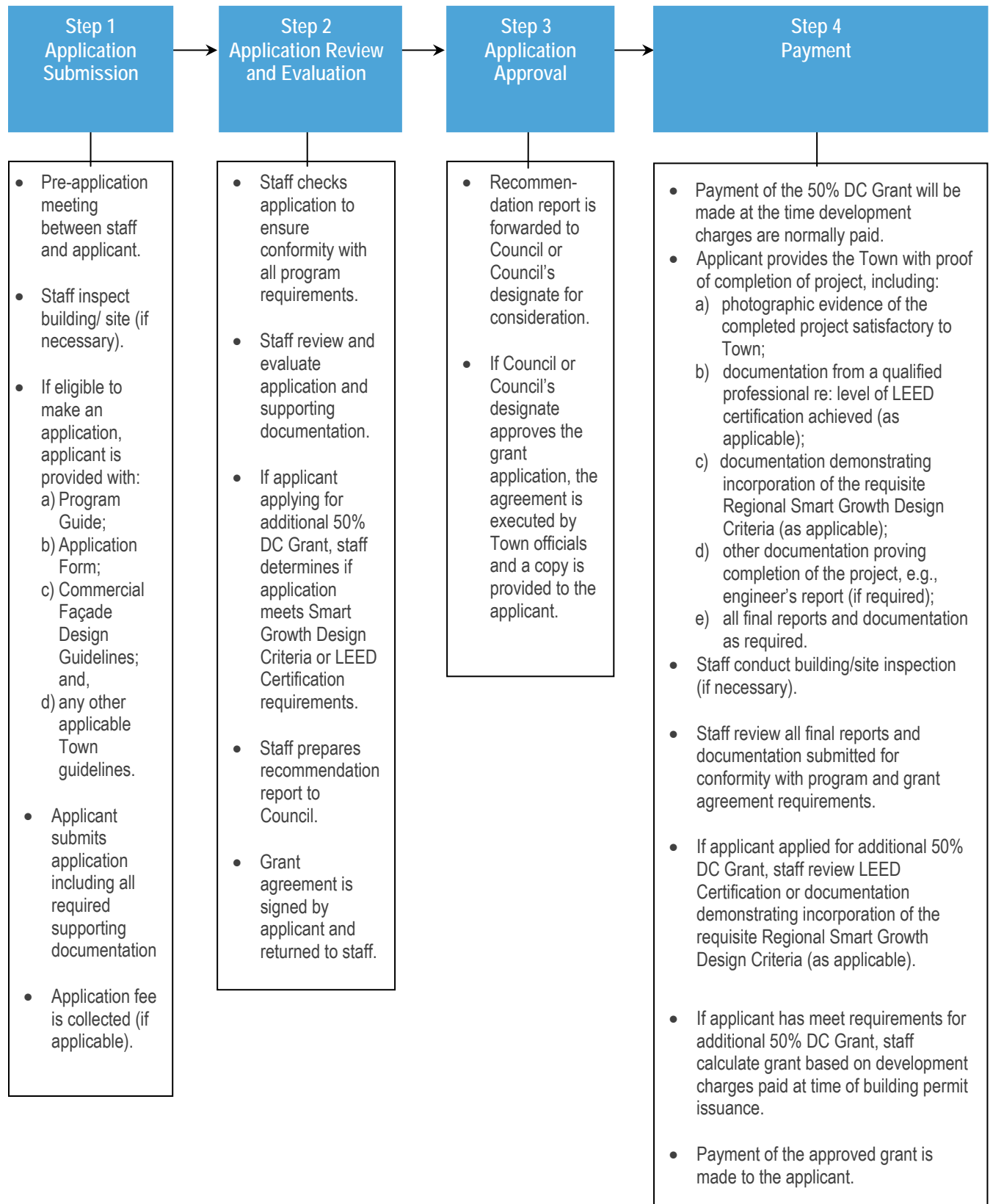
Prior to payment of the additional 50% Development Charge Grant (if applicable), the applicant must provide the Town with:

- a) photographic evidence of the completed project satisfactory to the Town;
- b) documentation from a qualified professional with respect to the level of LEED certification achieved by the project (as applicable);
- c) description of how the project incorporated the requisite Regional Smart Growth Design Criteria;
- d) other documentation proving completion of the project, e.g., engineer's report (if required);
- e) 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 and an

occupancy permit has been issued, staff will ensure that all program and grant agreement requirements have been met to the Town's satisfaction. The Town will calculate the amount of the additional 50% Development Charge Grant. The Town will then issue payment of the grant in the amount specified as per the calculation of the actual grant payment.

Figure D-1 Development Charge Grant Program Administration



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.

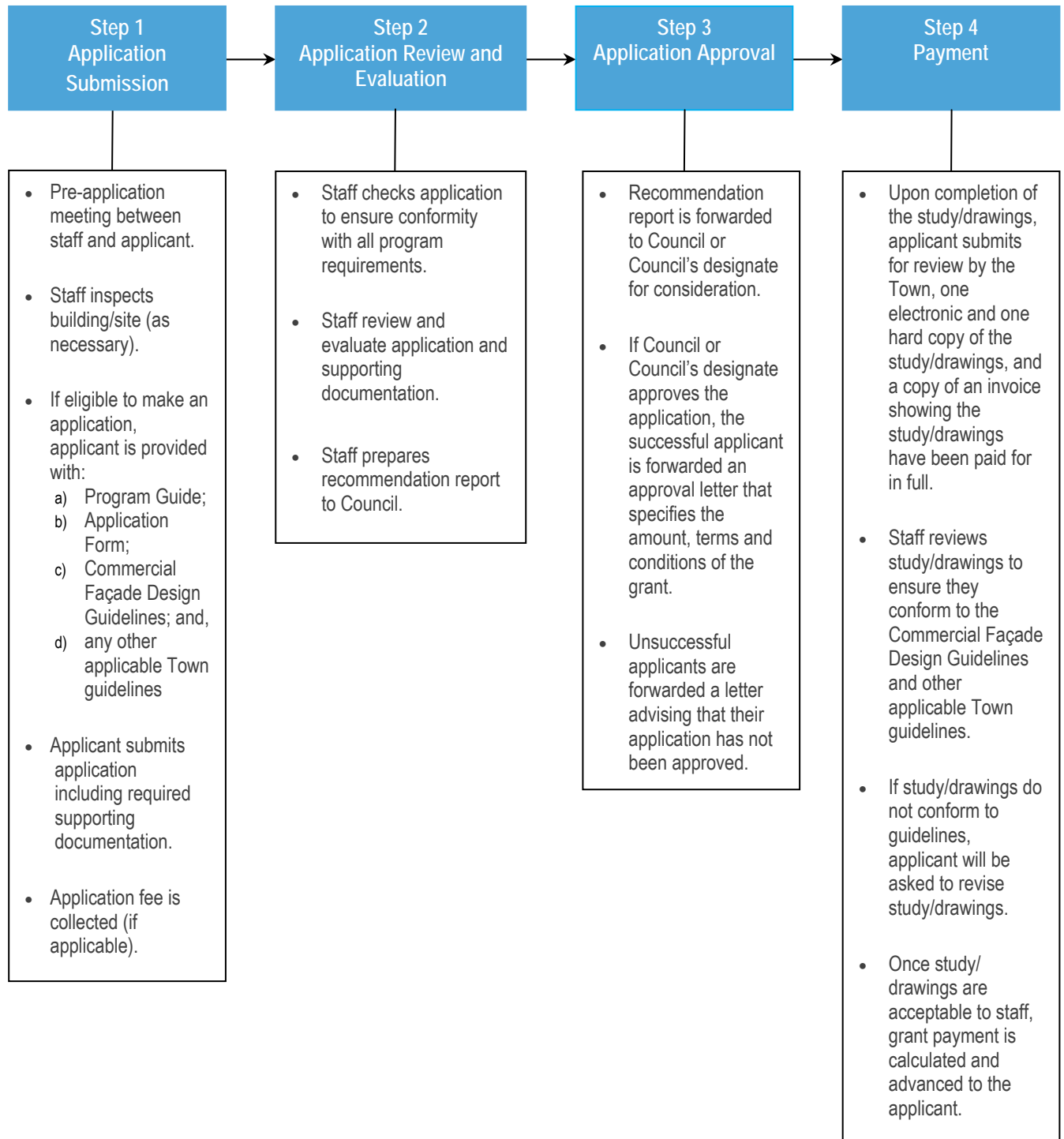
Step 3 Application Approval

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

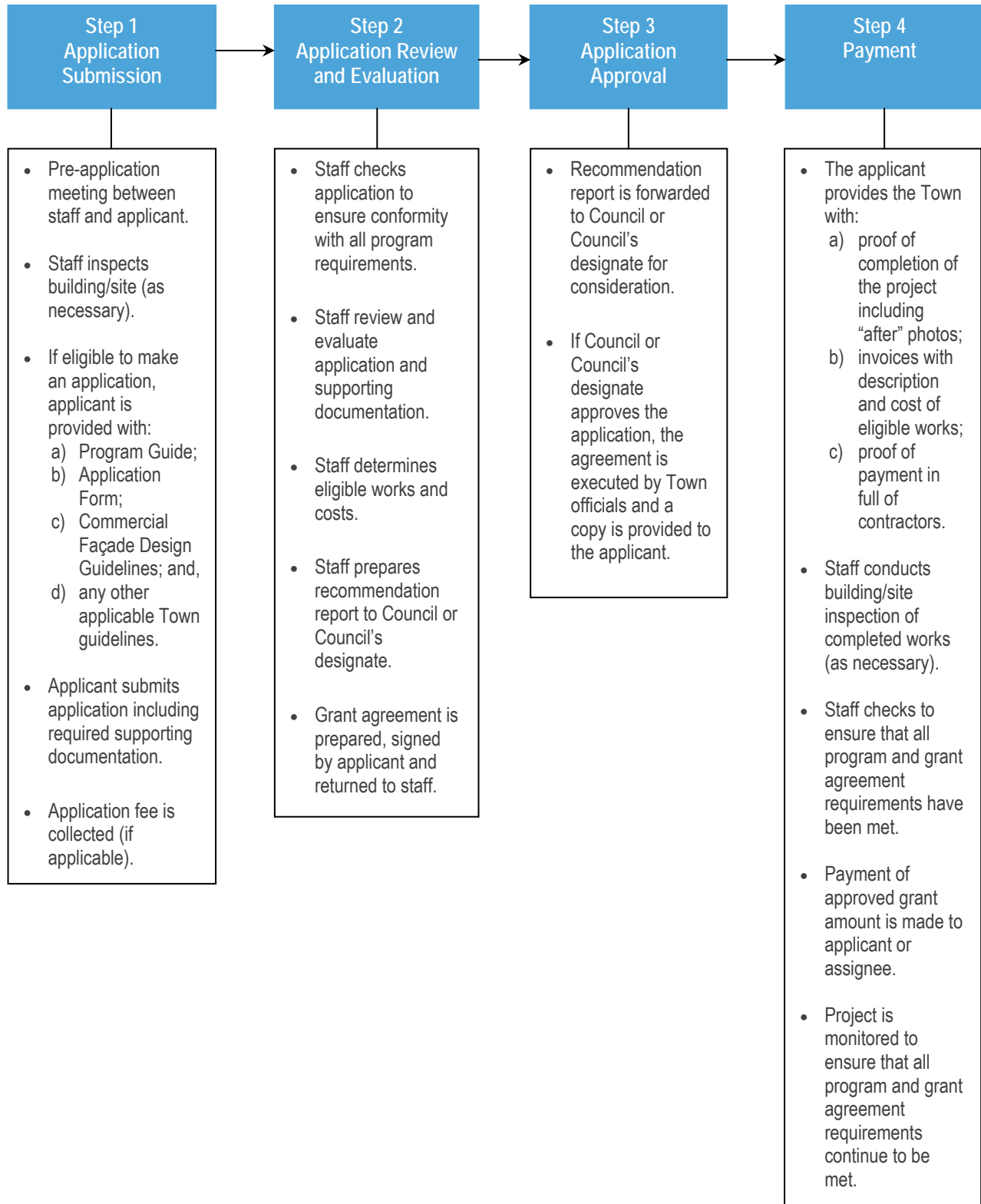
Payment of the grant/loan shall not take place until:

- 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:

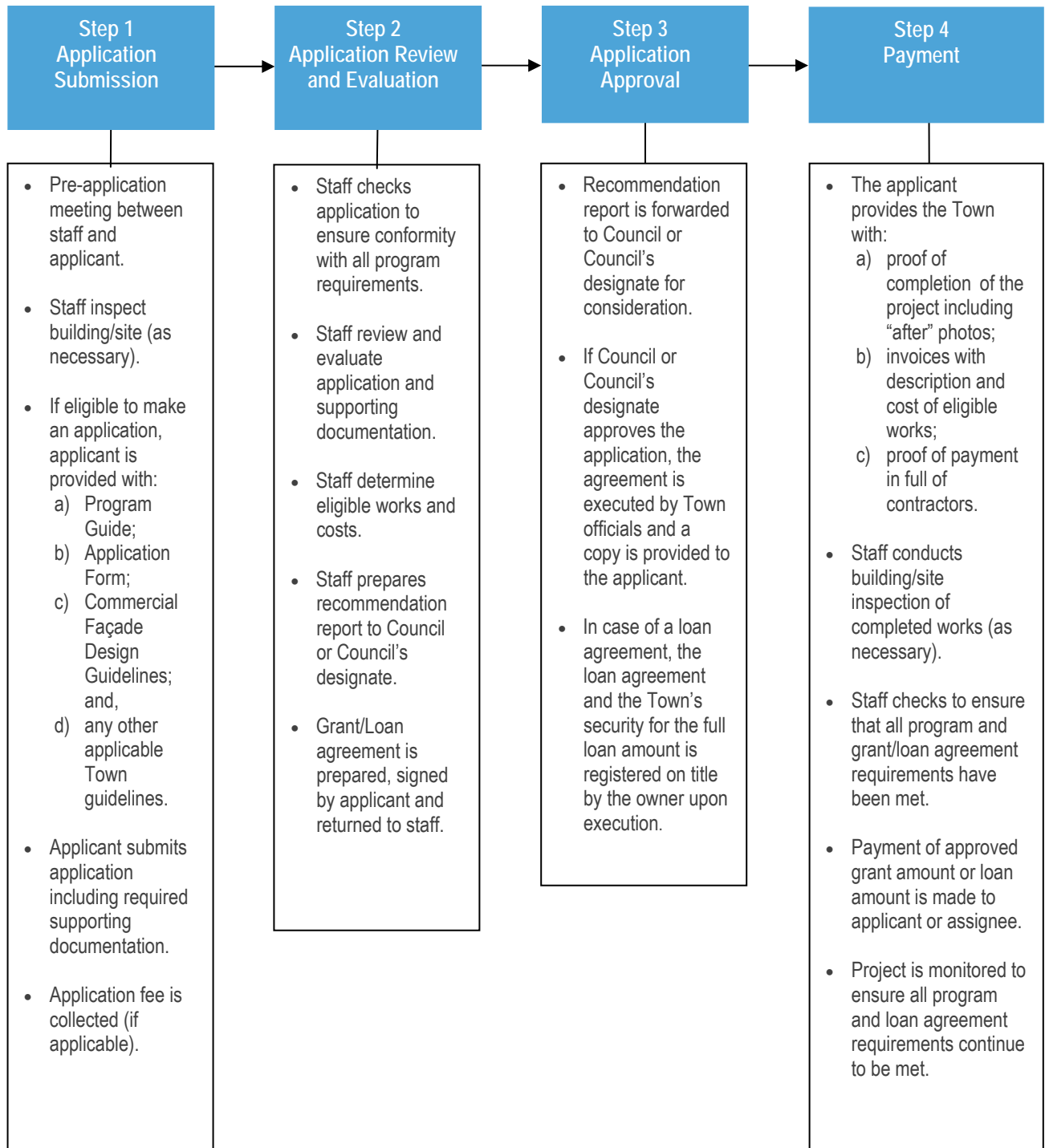
- a) the grant/loan Agreement has been executed by the applicant and the Town;
- b) the loan has been secured via registration of the loan agreement and security in favour of the Town on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory 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.

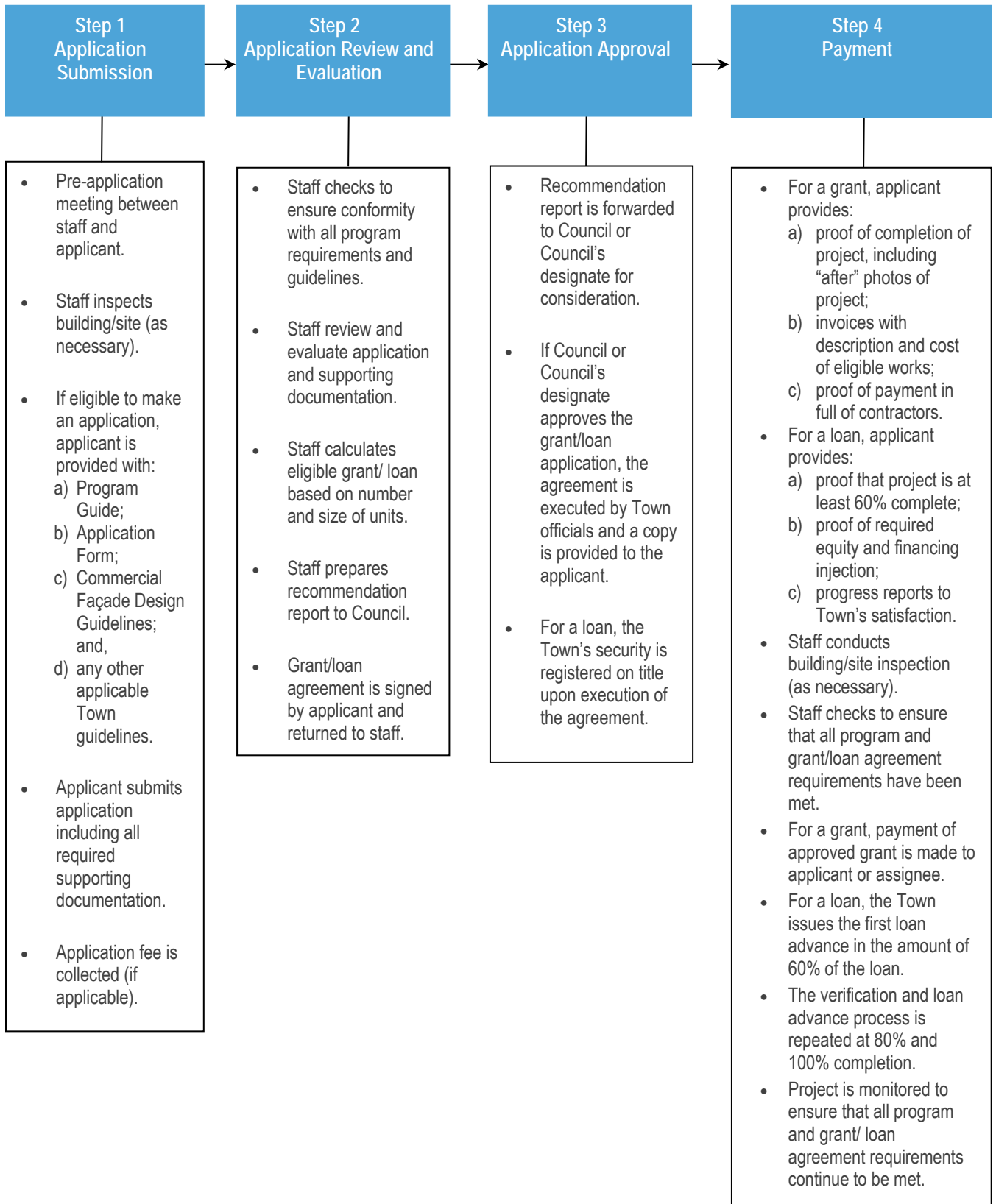
For a loan, the above noted progress verification and loan advance process, including building inspection by staff (as required) will be repeated at 80% completion and 100% completion. At 80% completion and 100% completion, if all program requirements and loan agreement requirements have been met to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

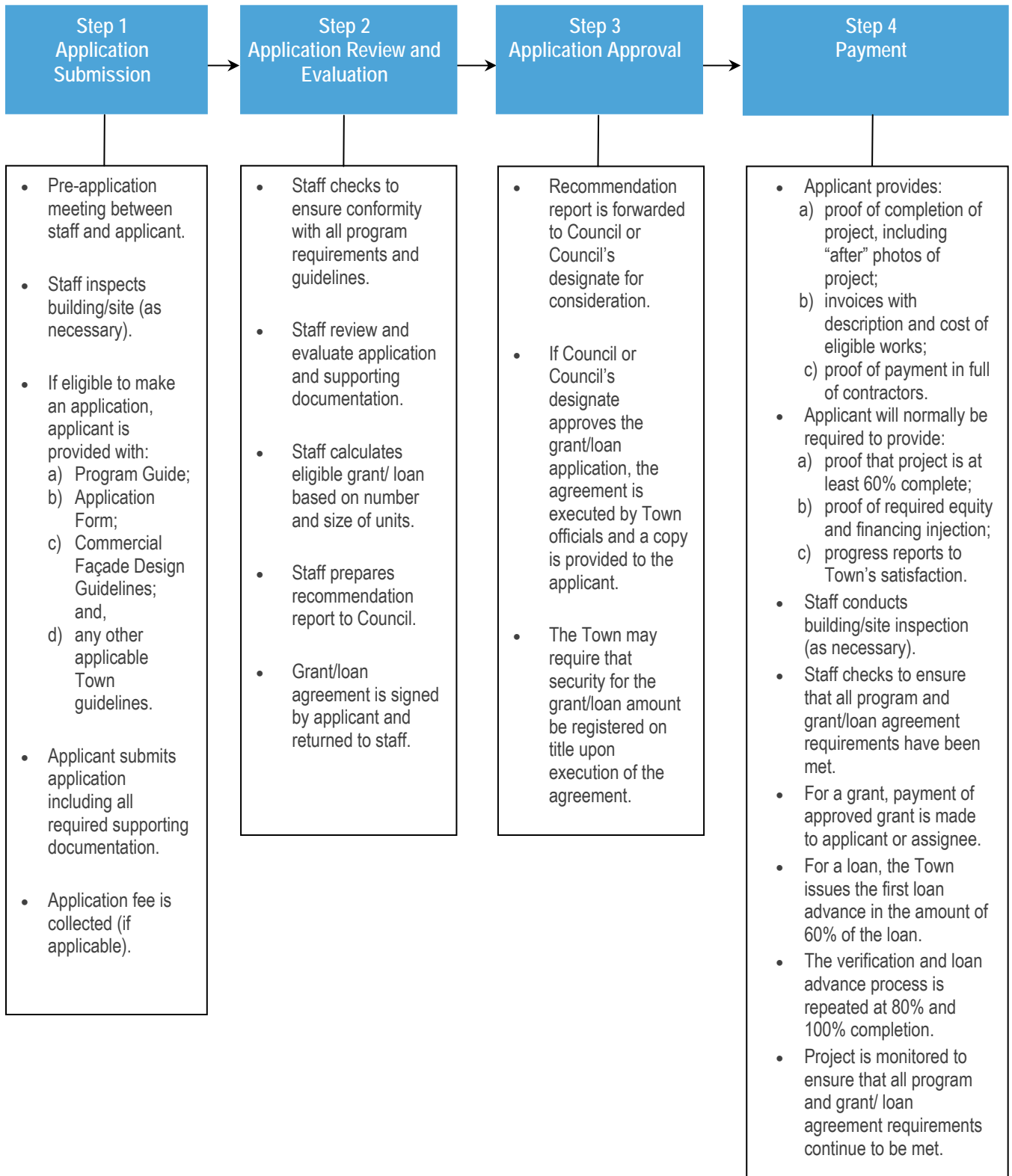
100% completion, if all program requirements and grant/loan agreement requirements have been met to the Town's satisfaction, then further advances of the loan will be made to the applicant.

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.

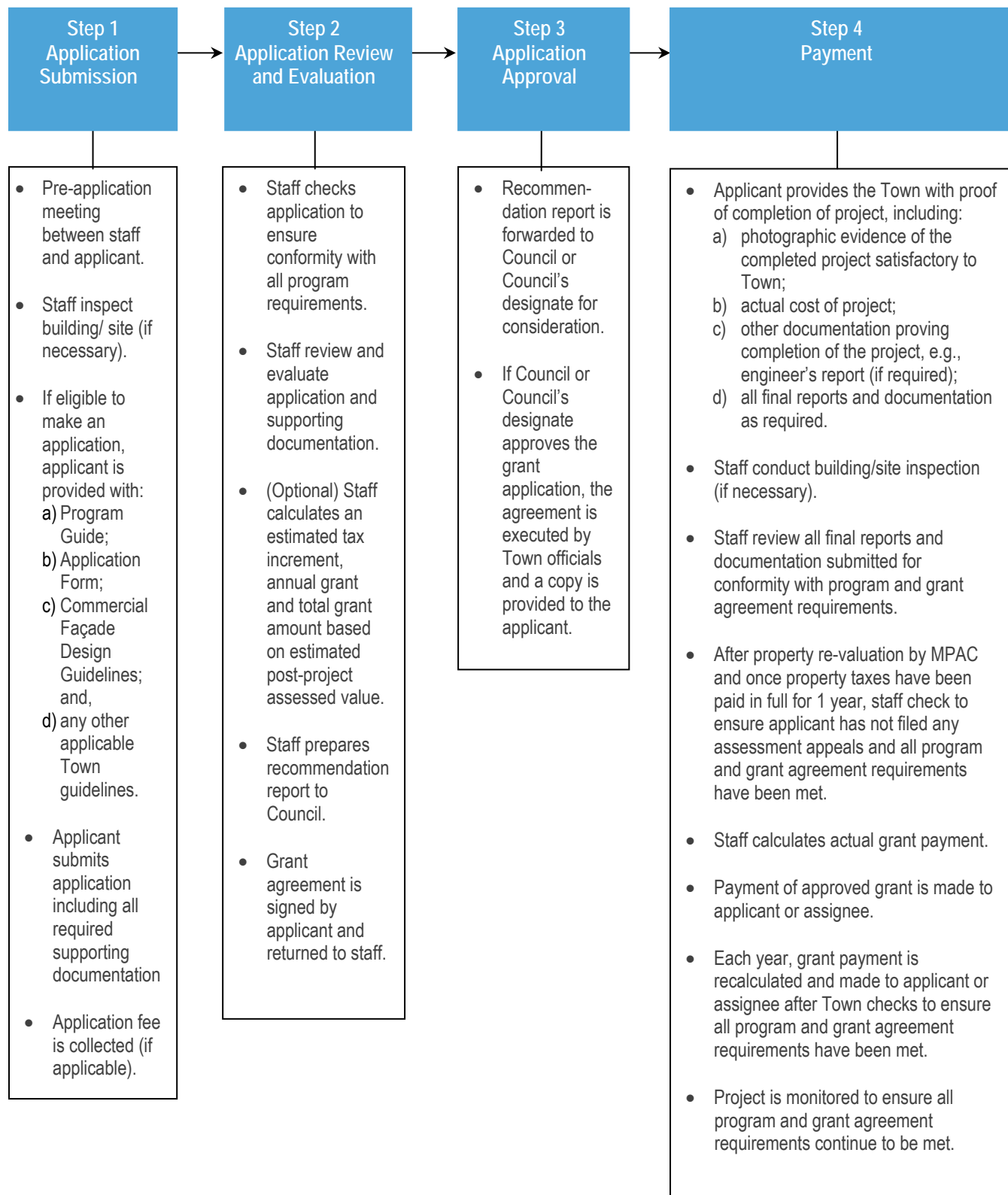
Once the project is complete, an occupancy permit has been issued, and the property has been re-valued by the Municipal Property Assessment Corporation, the property owner will be sent a new tax bill. After the property owner has paid in full the new property taxes for one (1) year, the Town will check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

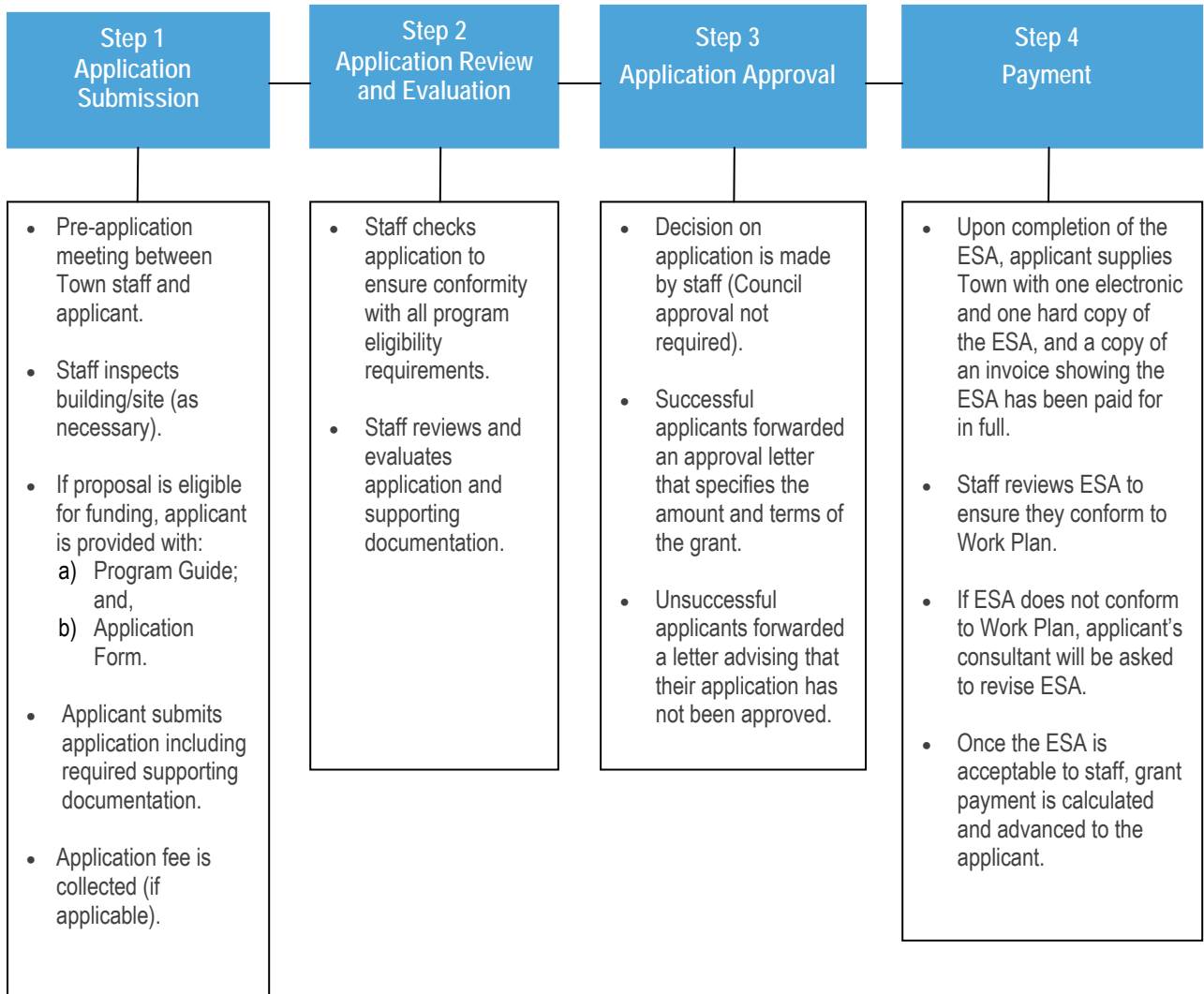
Step 3 Application Approval

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.

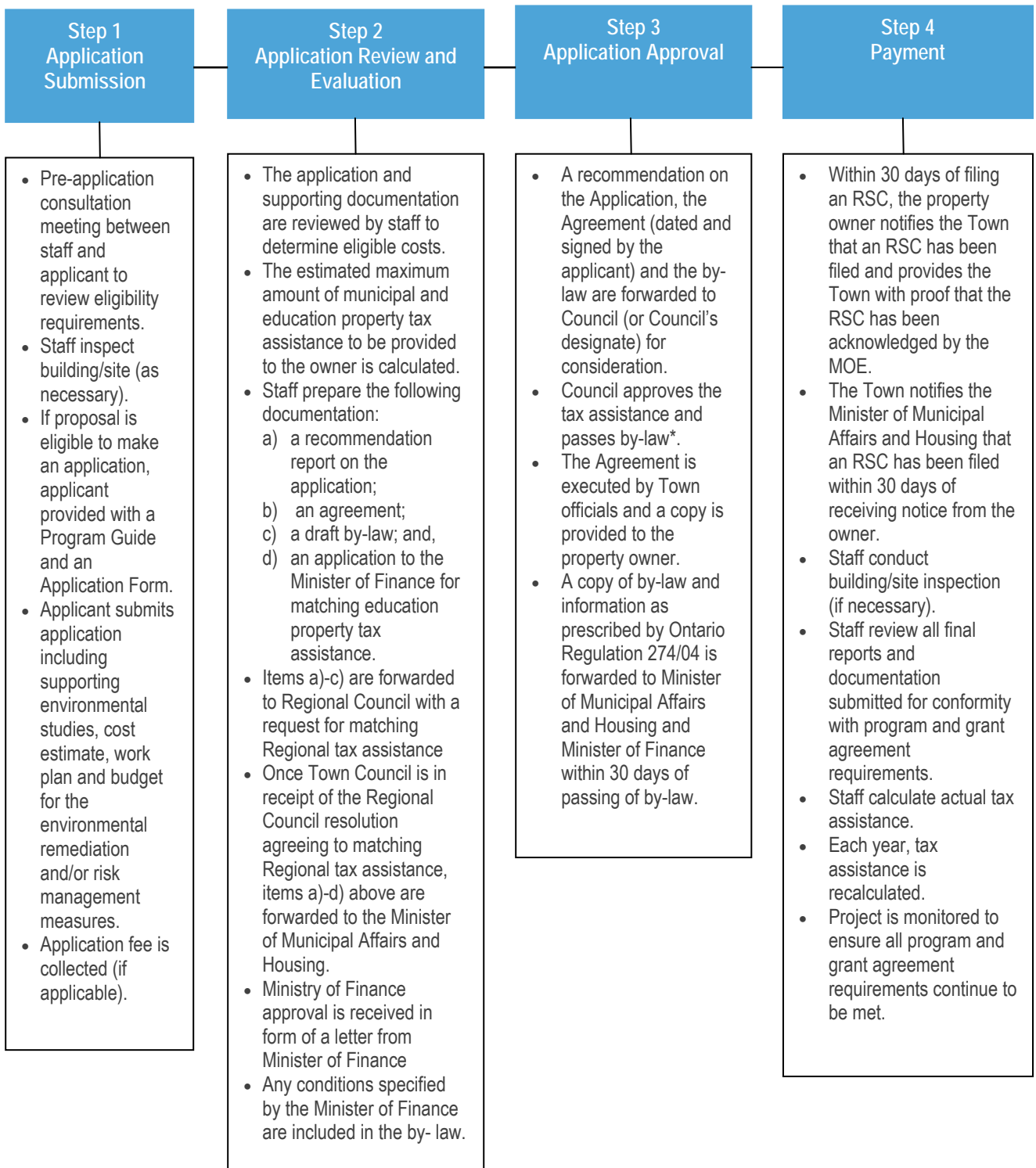
Step 4 Payment

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 Tax Assistance Program Administration



APPENDIX M

LANDSCAPING 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 request that applications for this program will be accompanied by supporting documentation, including but not necessarily limited to:

- a) electronic and printed photographs of the existing landscaping, driveway access/egress and 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 guidelines, and other appropriate reference material as determined by staff.

For buildings designated under the *Ontario Heritage Act*, the eligible works should be supported by documentation in the form of historic photographs or drawings clearly showing the landscaping 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 be forwarded to the applicant to be dated and signed. Once the signed agreement applicant 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 the applicant and 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 agreement;
- e) invoices clearly showing the amount paid for all eligible works have been submitted;
- f) written verification that all contractors have been paid in full has been provided; and,
- g) staff are satisfied with all reports and documentation submitted.

Prior to issuance of the grant payment, 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 to ensure that the project continues to be in compliance with the grant agreement requirements. Staff will take appropriate remedies as specified in the grant agreement if the applicant defaults on the agreement.

Figure M-1 Landscaping Improvement Grant Program Administration

