

P R O S P E R I T Y



C U L T U R E



C O M M U N I T Y

H E R I T A G E

HISTORIC DRUMMONDVILLE
NIAGARA FALLS
COMMUNITY IMPROVEMENT PLAN



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1. INTRODUCTION

1.1 BACKGROUND AND CONTEXT

The City of Niagara Falls retained RCI Consulting in association with Marshall Macklin Monaghan Limited and du Toit Allsopp Hillier, to develop with local stakeholders and residents a community improvement plan for the Main and Ferry Area in Niagara Falls. During the development of the vision as part of the first phase of the Community Improvement Plan, feedback from the public and City staff was favourable relating to the renaming of the study area as “Historic Drummondville”. Hence, this Community Improvement Plan is called the Historic Drummondville Community Improvement Plan (CIP).

Historic Drummondville is located centrally in the built up portion of Niagara Falls, northwest of the Horseshoe Falls between Lundy’s Lane, Clifton Hill and Fallsview, three popular tourist areas. Historic Drummondville consists of a commercial crossroads at the intersection of Main Street and Lundy’s Lane/Ferry Street, as well as adjacent residential areas as shown in the study area as defined by the City and shown in Figure 1.1.

Historic Drummondville was once a prosperous commercial district. However, as seen in many of the older commercial areas in North American cities over the last 30 years, Historic Drummondville has experienced an economic decline. At 26%, the business vacancy rate for business addresses along Main and Ferry Streets is very high. There is also a high percentage of marginal retail uses operating in this area. This area has also not been able to capture any significant tourist business to compensate for this economic decline.

The economic decline in this area has been accompanied by physical deterioration of commercial buildings, storefronts and properties as well as some nearby residential properties. This economic and physical decline has been accompanied in recent years by a relatively high proportion of certain types of criminal activity in the area. During the public meetings that were held in preparation of this Plan, business owners in Historic Drummondville indicated that the perception of criminal activity in the area was in part responsible for the decreased business levels, high vacancy rates, and lack of investment in the area.

1.2 PURPOSE OF THE CIP

The purpose of this CIP is to provide a framework to guide public sector investment and stimulate private sector investment in Historic Drummondville. Specifically, the purpose of the CIP is to:

- a) Define an appropriate community improvement project area;
- b) Develop a Land Use Plan that defines the changes necessary to the planning policy and regulatory framework to provide the opportunity for and guide revitalization in Historic Drummondville;
- c) Develop Conceptual Urban Design Guidelines to assist the City and the Main and Ferry Business Improvement Association (BIA) in their review and response to proposals for rehabilitation, infill, intensification and new development;
- d) Develop a customized package of financial incentives to promote private sector investment and redevelopment; and

- e) Plan physical improvements within the project area that are designed to lead and stimulate private sector investment and redevelopment.

This CIP contains a synthesis of several other reports including:

- SWOT Analysis Report (April 2006);
- Land Use Plan (September 2006); and
- Conceptual Urban Design Guidelines (September 2006).

The preparation of this CIP was guided by a comprehensive public consultation process as described in the next section, as well as numerous meetings and feedback from a Technical Advisory Committee made up of City and Regional staff and representation from the Main and Ferry BIA. The consulting team worked closely with the Technical Advisory Committee and City staff to ensure that the critical community improvement needs in the Historic Drummondville area were properly identified, and that the Land Use Plan, Conceptual Urban Design Guidelines and the Incentive Programs contained in this Plan will effectively address those needs.

Figure 1.1 – Main and Ferry Study Area



1.3 METHODOLOGY

To provide a strong foundation for the preparation of a CIP for Historic Drummondville, a comprehensive analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis) was conducted. The SWOT Analysis included a review of municipal policy documents and an extensive walking tour of the area with City staff and representatives of the local BIA during which notes and photographs were taken. This was augmented with additional visits to the area during various times of day by members of the consulting team, including additional observations, notes and photographs. The SWOT Analysis contains a comprehensive analysis of:

- Existing policy framework;
- Physical characteristics and land use attributes;
- Urban design and built form characteristics;
- Infrastructure; and
- Socio-economic conditions.

This analysis also included an inventory of businesses in the study area, prepared with assistance from the Main and Ferry BIA. The SWOT Analysis distilled the critical community improvement needs that must be addressed if revitalization of the Historic Drummondville area is to occur.

The results of the SWOT Analysis were presented at a public meeting on January 17, 2006, that was attended by approximately 95 people. Attendees at the public meeting participated in a Visioning Workshop to help develop a Vision for Historic Drummondville. Those attending the public meeting were also invited to submit comment sheets with their views on their vision and the top five changes for the Historic Drummondville area. Eighteen people submitted comment sheets.

Based on the input received from participants at the first public meeting and the comment sheets, a Vision for the Historic Drummondville area was developed. Based on the SWOT Analysis and the Vision, a Draft Land Use Plan, Draft Conceptual Urban Design Guidelines and Preliminary Financial Incentive Programs were developed. These were presented at a second public meeting held on June 27, 2006. This public meeting was advertised in a similar manner to the first public meeting and was attended by approximately 90 people. Participants at this second public meeting were divided into workshop groups and asked to provide their comments on the Draft Land Use Plan, Conceptual Urban Design Guidelines and Financial Incentive Programs. Participants were also provided with an opportunity to submit comment sheets and 10 comment sheets were received.

The feedback received at the second public meeting, along with comments from the Technical Advisory Committee and City staff were used to refine and finalize the Land Use Plan, Conceptual Urban Design Guidelines and Financial Incentive Programs. The Land Use Plan and Conceptual Urban Design Guidelines were prepared as separate reports.

1.4 PLAN CONTENT

Chapter 2 of this Plan outlines the planning policy framework presently guiding land use and infrastructure decisions in Historic Drummondville.

The SWOT Analysis in Chapter 3 synthesizes information on the physical and economic conditions in Historic Drummondville and identifies the critical needs that must be addressed if revitalization of this area is to occur. A full copy of the SWOT Analysis is available under separate cover.

Chapter 4 defines the Historic Drummondville Community Improvement Project Area.

Chapter 5 outlines the Community Vision that was developed for Historic Drummondville based on input received during the public and stakeholder consultation process. This Vision guided preparation of the Land Use Plan, Conceptual Urban Design Guidelines and this CIP.

Chapters 6 and 7 contain summaries of the Land Use Plan and Conceptual Urban Design Guidelines, respectively. Full copies of these reports are available under separate cover.

Chapter 8 contains a comprehensive tool kit of incentive programs specifically designed to address the critical needs, and over time, help achieve the vision for the Historic Drummondville Community Improvement Project Area.

Chapter 9 lists and describes other actions required to implement the CIP, including the organization(s) responsible for implementing these actions and recommended timing.

Chapter 10 contains a program to monitor implementation and performance of the CIP while Chapter 11 concludes the CIP.

2. LEGISLATIVE AUTHORITY AND POLICY FRAMEWORK

In defining a new direction for Historic Drummondville, principles of good planning must be applied to local land use decisions. These principles are described in legislation and policy documents produced by the Province, and policy documents produced by the Regional Municipality of Niagara (the Region) and the City of Niagara Falls.

This chapter outlines the planning policy framework that guides the application of good planning principles through local land use policies. This overview of the existing policy framework will outline the direction these guiding policy documents provide in relation to making land use and infrastructure decisions to assist in the revitalization of Historic Drummondville. This chapter also describes the applicable zones and permitted uses in Historic Drummondville as regulated by the City's Zoning By-Law.

2.1 SECTION 106 - MUNICIPAL ACT, 2001

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

Prohibited actions include:

- Giving or lending money or municipal property;
- Guaranteeing borrowing;

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

Section 106(3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers under the provisions of Section 28(6) or (7) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001*. 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 is approved by the Minister of Municipal Affairs and Housing, the Municipality may exercise authority under Section 28(6) or (7) 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.

2.2 SECTION 28 - PLANNING ACT

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

Section 28(1) of the *Planning Act* defines “community improvement” as “the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, reconstruction and rehabilitation, 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, works improvements or facilities, or spaces therefore, as may be appropriate or necessary”.

Once a municipality has designated a “Community Improvement Project Area”, prepared and adopted a CIP for this project area, and the CIP is approved by the Minister of Municipal Affairs and Housing, the municipality may:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3) of the *Planning Act*);
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28(6));
- 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
- Make grants or loans to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, to pay for the whole or any part of the cost of rehabilitating such lands and buildings (Section 28(7)).

Section 28(7.1) of the *Planning Act* specifies that the total of all grants and loans made under Section 28(7) 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 cost of rehabilitating the land and buildings. The financial incentive programs

contained in Chapter 8 of this Plan contain safeguards to ensure that this legislative requirement is met.

2.3 PROVINCIAL POLICY STATEMENT 2005

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

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

PPS 2005 is organized into three principal policy sections including Building Strong Communities, Wise Use and Management of Resources,

and Protecting Public Health and Safety. Within these sections, the Province outlines the guiding policy framework for land use decisions made by upper- and lower-tier municipalities. Municipal official plans are required to be consistent with all applicable Provincial policies by adopting appropriate land use designations and policies. Within this context, the *Planning Act* requires that any policy changes proposed for the Main and Ferry area “shall be consistent with” PPS 2005.

2.4 PLACES TO GROW

Places to Grow, the Growth Plan for the Greater Golden Horseshoe (GGH), is a Provincial initiative to manage growth across the GGH, including Niagara Region, to ensure that planning decisions are coordinated with strategic investments in community infrastructure. This plan provides a framework to build stronger and more prosperous communities through the better management of growth to 2031. The Growth Plan provides policy directions that:

- Direct growth to built-up areas where the capacity exists to best accommodate the expected population, household and employment growth while providing strict criteria for settlement area boundary expansion;
- Promote transit-supportive densities and a healthy mix of residential and employment land uses;
- Preserve employment lands for future economic opportunities;
- Identify and support a transportation network that links urban growth centers through an extensive multi-modal system anchored by efficient public transit and highway systems for moving people and goods;

- Plan for community infrastructure to support growth;
- Ensure suitable water and wastewater services are available to support future growth; and
- Identify a natural system and prime agricultural areas, and enhance the conservation of these valuable resources.

2.5 SMART GROWTH IN NIAGARA

The Region has undertaken to define a vision for urban growth and community redevelopment and revitalization through its Smart Growth initiative, Smarter Niagara. This report was fully endorsed by Regional Niagara and its member municipalities, including the City of Niagara Falls. The Region’s Smart Growth initiative is defined through 10 principles and an associated list of supporting criteria.

The ten principles 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.

In the context of this study, principles 1, 2, 3, 4, 5, 7, 8, 9 and 10 directly apply as they relate to redevelopment of existing urban areas.

Based on these principles and the nature of the proposed community improvement plan for Historic Drummondville, the following Smarter Niagara supporting criteria are relevant to this Plan:

2.5.1 LAND USE

1. Does the project fall within an identified area for infill or redevelopment?
2. Does the development encourage the use of vacant buildings and sites within the urban area?
3. Does the development utilize innovative development approaches?
4. Does the development promote a mix of housing, shops, work places, schools, parks and civic facilities?
5. Does the development promote integration of uses within easy walking distance to transit stops?
6. Does the development offer diverse housing?
7. Does the project include civic spaces for activities that will draw people at all hours of the day and night for all four seasons?

8. Does the project follow Regional density guidelines?

2.5.2 TRANSPORTATION

9. Does the project create a pedestrian scale?
10. Does the development create walkable communities and accommodate public transit?
11. Is the development located in an area where infrastructure is already in place?
12. Does the development create mixed-use districts and reduce the amount of travel needed to obtain basic services?

2.5.3 ENVIRONMENT

13. Does the project include squares, greens, and parks in strategic locations?

These relevant principles and criteria have been integrated into this CIP through the Vision, Land Use Plan, Conceptual Urban Design Guidelines and Incentive Programs.

2.6 REGIONAL NIAGARA POLICY PLAN

The Regional Niagara Policy Plan provides the strategic direction for all land use decisions in Niagara. The Policies of Section 3, Regional Strategy for Development and Conservation, and Section 5, Urban Areas, are of particular relevance to this CIP. The following describes these sections.

Section 3, Regional Strategy for Development and Conservation, identifies seven strategic objectives. 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.

Of these objectives, four are of particular relevance to this CIP. These objectives include:

- To recognize the diversified opportunities and needs in Niagara by balancing both urban development and conservation of natural resources. The relevant principles are the development and efficient use of lands within urban boundaries first, and minimization of conflicts between incompatible land uses;
- To facilitate and maintain a pattern of distinctive and identifiable urban communities. The relevant principles are 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. The relevant principles are the creation of tourism development

opportunities and 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. The relevant principle is to recognize the importance of quality of life in community development through housing, employment, services, agriculture, environmental quality, and natural features.

Section 5, Urban Areas, outlines the Region's overall interest in quality of life as influenced by the availability of housing, employment opportunities and services within urban areas. The Region identifies its interest in balancing urban development with resource conservation through such principles as making effective use of urban land through a mix of uses and density of development along with energy conservation. To this end, Section 5 describes thirteen objectives and thirty-eight policies for urban areas. Section 5 of the Regional Niagara Policy Plan provides support for the efficient use of land within existing urban boundaries through infilling, redevelopment, and increased densities.

2.7 INVESTING IN URBAN COMMUNITIES PROPOSED REGIONAL POLICY PLAN AMENDMENT #183

Proposed Policy Plan Amendment #183 is intended to introduce new and revised policies to the Regional Policy Plan to implement the Region's Smarter Niagara initiative. This proposed amendment, referred to as Places for People: Investing in Urban Communities, will introduce new objectives and policies to Section 3, Regional Strategy, Section 5, Urban

Areas, and Section 12, Implementation. While some of these proposed amendments represent only minor wording changes, other changes represent a significant shift in the approach of the Regional Policy Plan towards the revitalization of existing urban communities.

For example, revised objective 3.7 indicates a shift in the principles behind the Regional strategy, with a focus on:

- Promoting revitalized and renewed downtowns;
- Emphasizing the redevelopment of abandoned or underutilized industrial or commercial (brownfield) areas;
- Encouraging more intensive development at existing nodes and corridors, such as in downtowns and at the major shopping centers;
- Offering a range of housing types and tenures for people of all income levels in each neighbourhood;
- Fostering attractive neighbourhoods with a high quality of design that emphasize walking, cycling and public transit as a preferred alternative to car usage; and
- Respecting historical buildings and areas.

Similarly, new objectives which clearly illustrate the intent of the policy changes made to the Policy Plan are proposed in Section 5. These include the following objectives:

5.4 Enable further development of existing urban areas to:

- Create attractive, livable and sustainable neighbourhoods and communities;
- Encourage walking, cycling and transit development and use;
- Reduce air pollution;
- More efficiently use existing services, land and infrastructure; and
- Reduce loss of agricultural and environmental resources.

5.6 Redevelop and intensify existing nodes and corridors, including downtowns, by focusing development within them.

5.7 Promote the revitalization, reuse and redevelopment of abandoned or under-used sites.

5.8 Promote well-designed infill, intensification and redevelopment that will effectively maximize the use of existing community and servicing resources and strengthen the existing community fabric.

5.9 Endorse mixed-use development throughout the urban area to strengthen neighbourhoods.

5.10 Give pedestrians and cyclists a high priority in urban design through the inclusion of sidewalks, walkways, and linkages in all public and private development.

The proposed changes to the Urban Area policies in the Policy Plan are designed to achieve these Smart Growth objectives. It must be noted that Proposed Policy Plan Amendment #183 has not been adopted, and as such these proposed policies have no official standing. Until the time of adoption of this amendment, the existing Policy Plan which provides a lower level of policy support for community revitalization remains in place. However, these proposed policies illustrate the Region's intent in revising the Policy Plan as a tool to implement Smarter Niagara.

2.8 CITY OF NIAGARA FALLS OFFICIAL PLAN

The City of Niagara Falls Official Plan was approved by the Ministry of Municipal Affairs and Housing in October of 1993. This plan has undergone subsequent amendments to reflect local social and economic conditions, as well as changes in Provincial policy. This section provides an overview of the City's planning policy framework as it relates to community improvement, special policy areas, the City's conservation strategy, as well as the general land use policies applicable to the study area.

2.8.1 COMMUNITY IMPROVEMENT (EXISTING OFFICIAL PLAN)

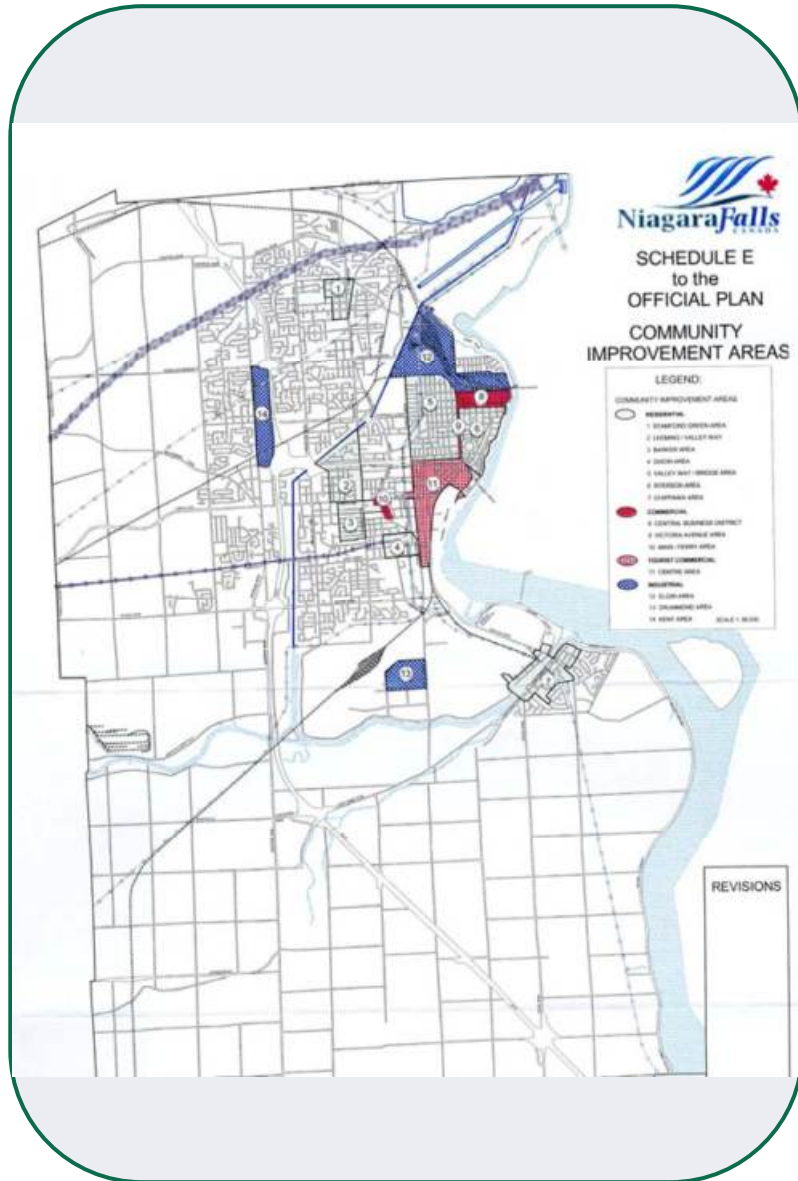
Part 4, Section 11 of the Official Plan, Community Improvement, defines community improvement areas as generally older areas of the municipality that show signs of building deterioration and general lack of property maintenance. Schedule E, Figure 2.1, of the Official Plan

identifies the Main/Ferry Area as Community Improvement Area No. 10, a commercial community improvement area.

The Official Plan indicates that Community Improvement Project Areas may be characterized by the following:

- A significant portion of the housing stock in need of rehabilitation;
- Inadequate engineering or transportation services such as storm and sanitary sewers and watermains, street lighting, roads, curbs, sidewalks and public transit;
- Inadequate community services such as public indoor/outdoor recreational facilities, public open space and public social facilities;
- Encroachment of incompatible land uses;
- Inadequate parking facilities;
- Poor overall streetscape and urban design;
- Existing or potential Business Improvement Areas;
- Buildings in need of physical improvements or repairs, including facade treatment;
- Vacant lots with redevelopment or infill potential to better utilize the land base in urban areas; and
- Undeveloped properties which have potential for redevelopment or expansion to better utilize the land base (i.e., residential apartments above commercial uses in downtown areas).

Figure 2.1 – Official Plan Schedule E



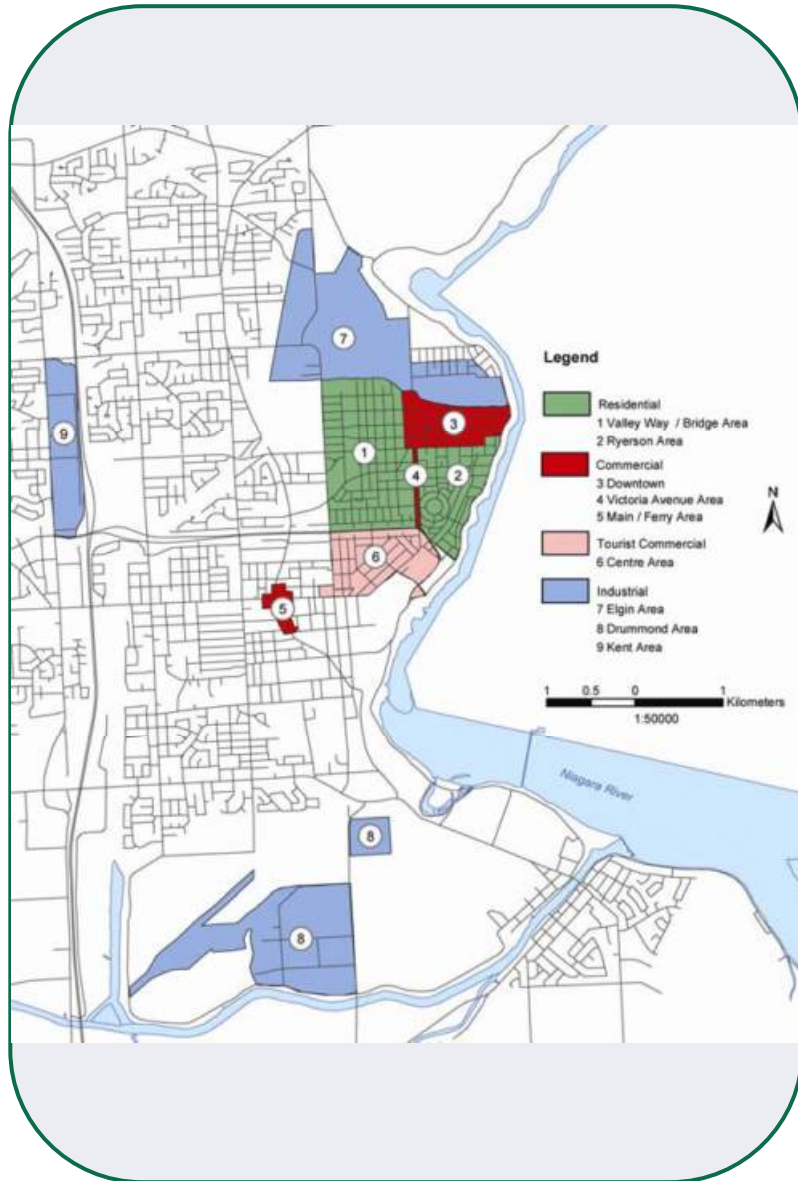
2.8.2 COMMUNITY IMPROVEMENT (NEW ADOPTED POLICIES)

New Official Plan policies for community improvement have been prepared as part of the City-wide Brownfields CIP study. These policies were adopted by City Council in February of 2006. This Official Plan amendment is currently before the Region for final approval. The new Community Improvement policies:

- a) Include criteria to be considered when designating a community improvement project area;
- b) Allow designation of all or any part of the urban area of the city as a community improvement project area;
- c) Include provision for the offering of grants and loans to promote community improvement; and
- d) Outline a range of actions that can be taken by the municipality to promote community improvement.

The Main/Ferry Area has been identified as a “General Area for Community Improvement” in Appendix V to the Official Plan (see Figure 2.2). However, Appendix V does not form part of the Official Plan and can be amended without amendment to the Official Plan. Therefore, once the revised Community Improvement policies have been approved by the Region, the name of the Main/Ferry Area will be changed to the Historic Drummondville Area and the boundary of this area as defined in Figure 4.2 will be shown in Appendix V to the Official Plan, without amendment to the Official Plan.

Figure 2.2 – Appendix V to the Official Plan



2.8.3 CONSERVATION STRATEGY

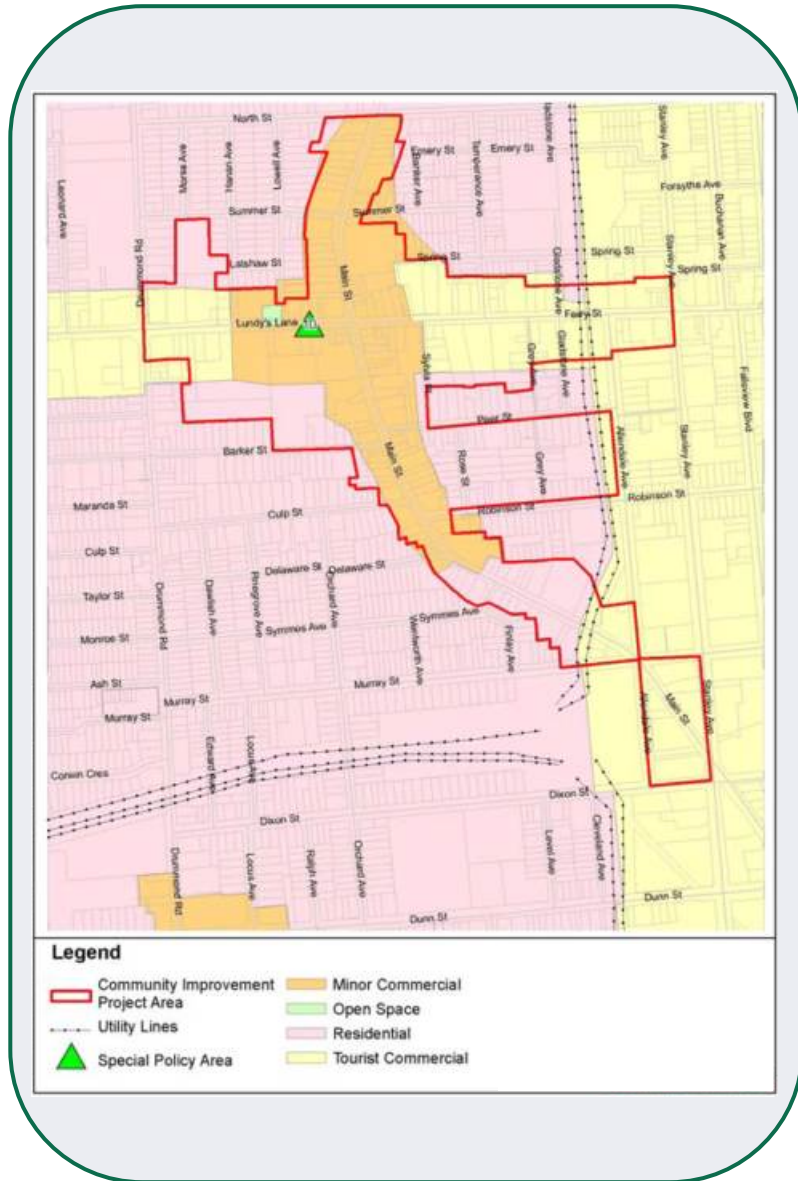
The Official Plan provides policies related to heritage resources within the City's conservation strategy. Within these policies, the Official Plan states that particular buildings, structures, sites and the resulting overall physical structure of an area assist in defining the heritage of a community. Although these elements may not be specifically designated under the *Ontario Heritage Act*, sensitivity should be used in assessing development applications in such areas so as not to destroy the existing scale, atmosphere and identity. These features should be preserved through cooperative efforts, possibly seeking formal designation (S. 3.2.7).

The Official Plan also states that the City will foster creative and functional uses of heritage resources in the economic and social life of the community. Encouragement shall be given to appropriate types of development or uses which propose to incorporate a building or group of buildings with historic or architectural value. Incentives, bonuses or exceptions to development requirements may be considered for those proposals which incorporate heritage conservation properties in development or redevelopment projects (S. 3.2.8).

2.8.4 LAND USE POLICIES

There are fifteen land use designations in the Official Plan. Of these, four apply to Historic Drummondville. These include Minor Commercial, Tourist Commercial, Residential, and Open Space. Also, Schedule A, Future Land Use, identifies the Main and Ferry area as Special Policy Area No. 10, as shown in Figure 2.3 and described at the end of this section. The following describes the applicable designations and their permitted uses, as well as any associated policies.

Figure 2.3 – Official Plan Schedule A



Minor Commercial

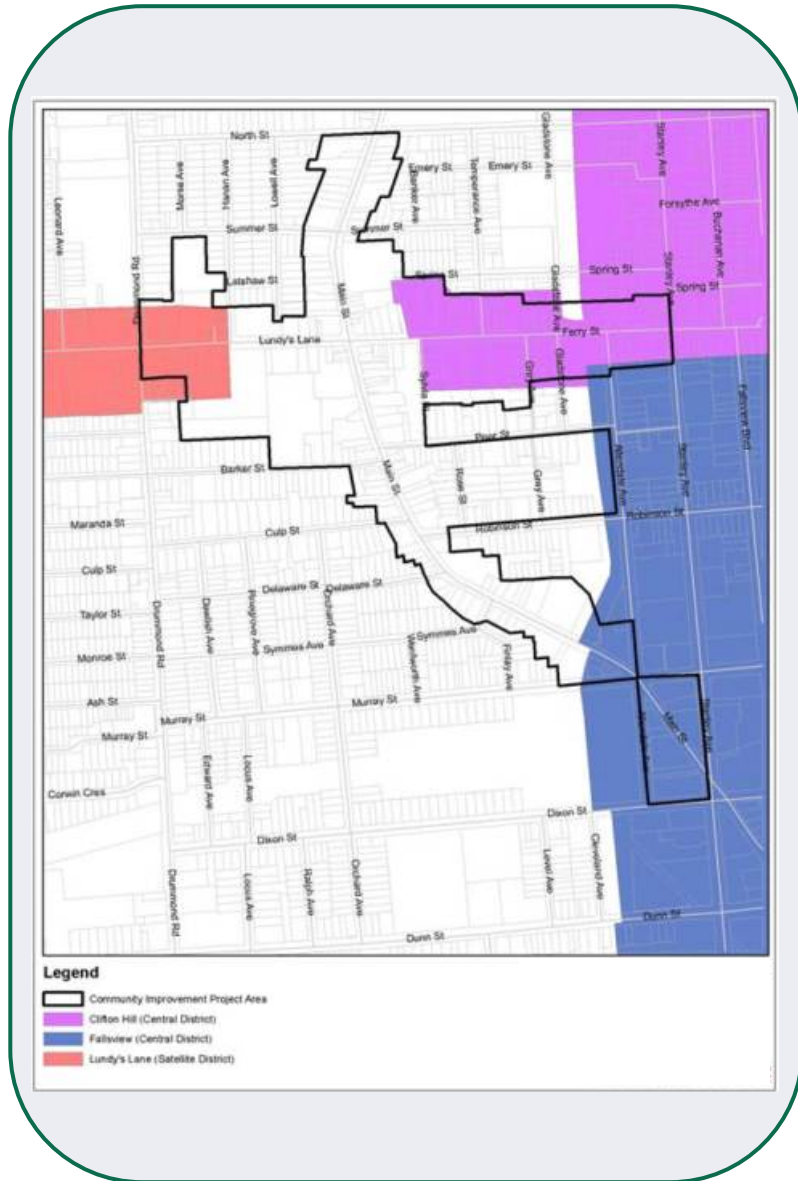
Minor Commercial districts represent a moderate concentration of commercial space with an approximate range in size from 3,700 square metres to 10,200 square metres of gross leasable retail floor area. The predominant land uses include a wide range of retail outlets and personal service shops and limited offices, all on a small scale to serve a segment of the population. In addition, mixed use development, recreational uses and community and cultural facilities such as churches and libraries may be permitted (S. 3.3.1).

Other policies specifically related to the Minor Commercial designation are designed to facilitate the consolidation of commercial properties to permit the development of an appropriate amount and form of commercial floor space. A special exception to these policies is provided to the Main and Ferry area where a compact built form, close to the sidewalk is encouraged in order to maintain the existing pedestrian oriented environment (S. 3.3.1.4).

Tourist Commercial

As shown in Figure 2.4, Schedule F of the Official Plan identifies a portion of the study area at its eastern boundary as being within the Central Tourism District, specifically the Clifton Hill Tourism District, and another portion of the study area as being within the Lundy's Lane Satellite Tourism District.

Figure 2.4 – Official Plan Schedule F



The Central Tourist District is comprised of the Queen Victoria Park, Clifton Hill and Fallsview Subdistricts. It is intended that the Central Tourist District continue to be the focal point for tourism activities in the City, including a wide mix of tourist attractions, accommodations and services in Clifton Hill (S. 4.2.2).

The Official Plan identifies the Lundy's Lane Satellite District as a multi-functional commercial area catering to both City residents and tourists, and that a portion of the district also provides opportunities for cultural heritage preservation (S. 4.2.3).

Residential uses are permitted throughout the Clifton Hill and Lundy's Lane Tourist Districts as mixed use developments or may be permitted if there are commercially designated lands in excess of demand (S. 4.2.9).

Clifton Hill Subdistrict

The Clifton Hill Subdistrict functions as the commercial-entertainment centre of the Tourist Area, preserving its festival atmosphere. A wide range of commercial/entertainment uses are permitted including but not limited to tourist retail, hotels, restaurants, cafes, nightclubs, museums, art galleries, theatres and other tourist-related uses, all of which provide a pedestrian focus at street level. Tourist-related uses to the west of Victoria Avenue are to provide an appropriate transition and relationship with the adjacent residential and institutional uses located within this Subdistrict (S. 4.2.16).

The Clifton Hill Subdistrict maintains a direct connection to Lundy's Lane and provides improved access to the Fallsview Subdistrict through the Grand Boulevard concept (S. 4.2.17). New development within the Clifton Hill Subdistrict is to be consistent with respect to the relationship of new

development to public streets and open spaces and with respect to the development's built form (S. 4.2.18).

Given the extensive area encompassed by the Clifton Hill Subdistrict and the large tracts of land occupied by non-tourist serving uses, such as industry, housing and schools, the Official Plan indicates that discretion will be exercised in phasing tourist commercial development into these areas in order to concentrate tourism activities along the streets of Clifton Hill, Victoria Avenue, and Ferry Street, and to minimize impacts on existing land uses. To accomplish this phasing, the implementing Zoning By-law shall defer tourism development until expansion is required and adequate services are available (S. 4.2.19).

The Official Plan indicates that a comprehensive Streetscape Master Plan for the Clifton Hill Subdistrict is to be undertaken, in cooperation with area BIAs, to provide detailed urban design guidelines and identify streetscape improvements, road and sidewalk widths, sidewalk paving, street lighting, the location and type of street trees, street furniture details, the treatment of public utilities in the street allowance and signage (S. 4.2.20). This was completed as part of the City's Streetscape Master Plan (January, 2003).

Lundy's Lane Satellite District

The Lundy's Lane District functions as a commercial corridor for City residents, a supporting commercial corridor for tourist functions, and a heritage district at Drummond Hill. It is intended to provide a wide variety of retail-commercial and tourist-commercial uses at a small and medium scale. Permitted uses include auto-related service commercial uses, hotel and motel accommodations, campgrounds, recreational uses, restaurants, supporting retail facilities and historically-related tourist

opportunities (S. 4.2.26). The portion of Lundy's Lane to the east of Dorchester Road will continue to function primarily as a tourist commercial strip with a focus on supporting retail uses (S. 4.2.27).

The Official Plan is clear in its support of the enhancement of the Lundy's Lane Battlefield site and its retention as a historically important open space together with other related historical uses such as the Lundy's Lane Museum (S. 4.2.28).

The Official Plan also outlines the intent to establish an attractive streetscape for the Lundy's Lane Satellite District with the provision of:

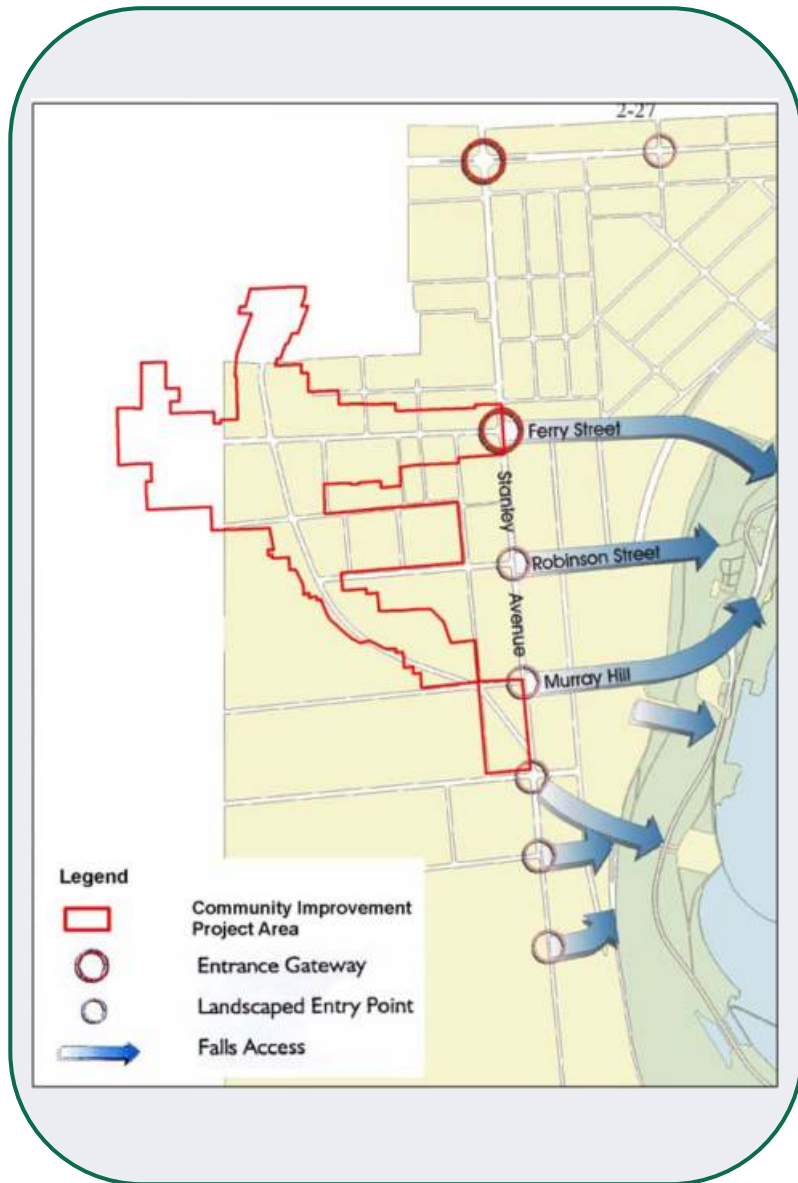
- A uniform setback, closer to the street line with a consistent landscaped setback;
- A consolidation of vehicular access points on site and with neighboring properties where possible; and
- Front yard surface parking limited to one row, with additional parking provided to the rear of buildings (S. 4.2.29).

The Official Plan also requires new developments within the Lundy's Lane Satellite District to be consistent with respect to the relationship of new developments to public streets and open spaces and with respect to the development's built form (S.4.2.30).

Gateways

The Official Plan outlines a strategy for the development of gateway features to highlight key entrances to the Central Tourist District, as shown in Figure 2.5. These entrance gateways are to be located at main entry points, including the intersection of Ferry Street and Stanley Avenue.

Figure 2.5 – Gateways



Entrance gateways are envisioned to direct visitors to the City’s Tourist Districts and provide information as to the various attractions and commercial functions available (S. 4.3.2). The gateways will be constructed as part of a tourist area greening program and will be designed to visually attract visitors through distinctive landscaping, paving, and lighting (S. 4.3.4).

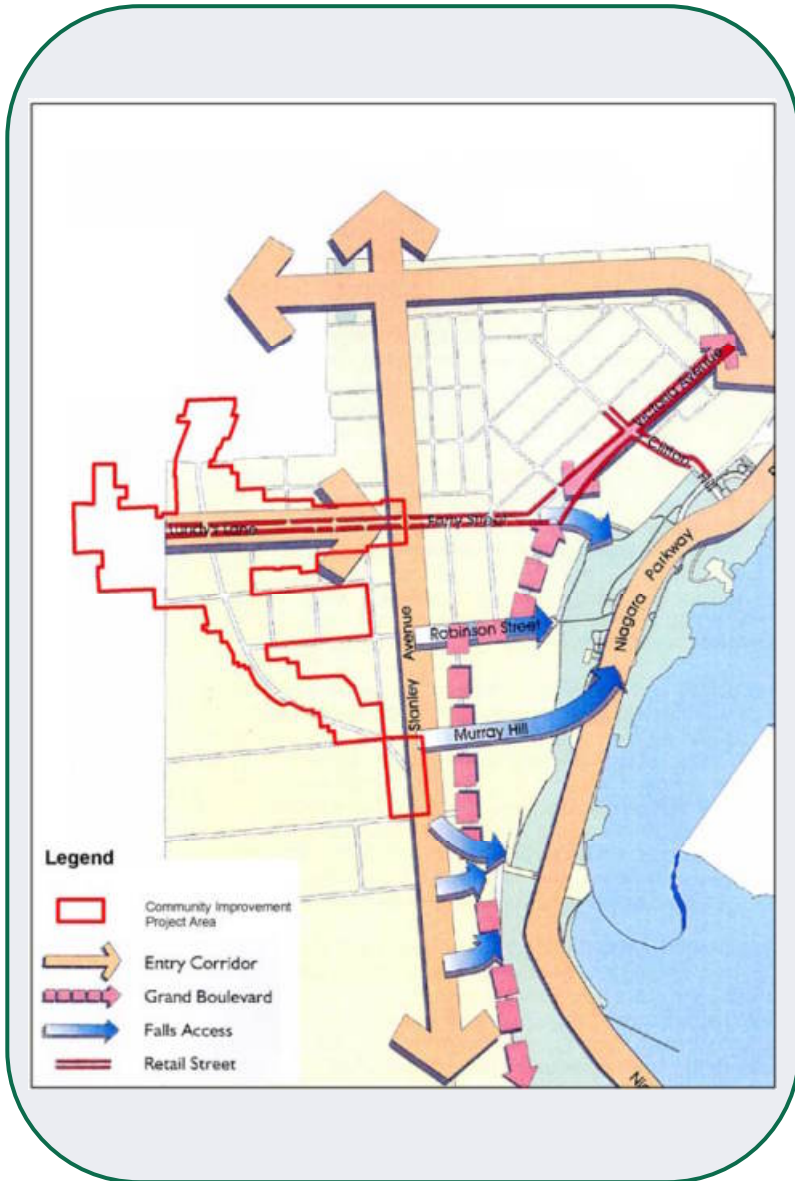
Circulation System and Streetscapes

The Official Plan also outlines a strategy for the streetscaping of the roads and streets used to access the Central Tourist District. Figure 2.6 identifies a hierarchy of streetscape types, including entry corridors and retail streets.

Entry Corridors are the main points of access through which visitors arrive at the Niagara Falls Tourist Area and are to be automobile-oriented streets whose main purpose is to accommodate vehicular traffic within an attractive, sign-posted and landscaped streetscape (S. 4.3.7). Retail Streets are to be comfortable and animated places which offer a variety of activities, amenities and experiences to pedestrians (S. 4.3.8).

The Official Plan indicates that a Streetscape Master Plan will be established to guide the physical setting of the Tourist Area through streetscape improvements such as reconstructed sidewalks, the planting of street trees, and landscaping treatments (S. 4.3.10).

Figure 2.6 – Street Hierarchy



Open Space System

The Official Plan also outlines a strategy for the development of an open space system to help achieve the City’s vision of becoming an international tourist destination through improvements to the public realm including the provision of public plazas, landscaped open spaces and streetscape greening programs as illustrated in Figure 2.7 (S. 4.3.11).

The Official Plan includes policies to provide for contributions to public realm improvements related to the development and redevelopment of lands within each Tourist District in keeping with Section 42(6) of the *Planning Act* (S. 4.3.15).

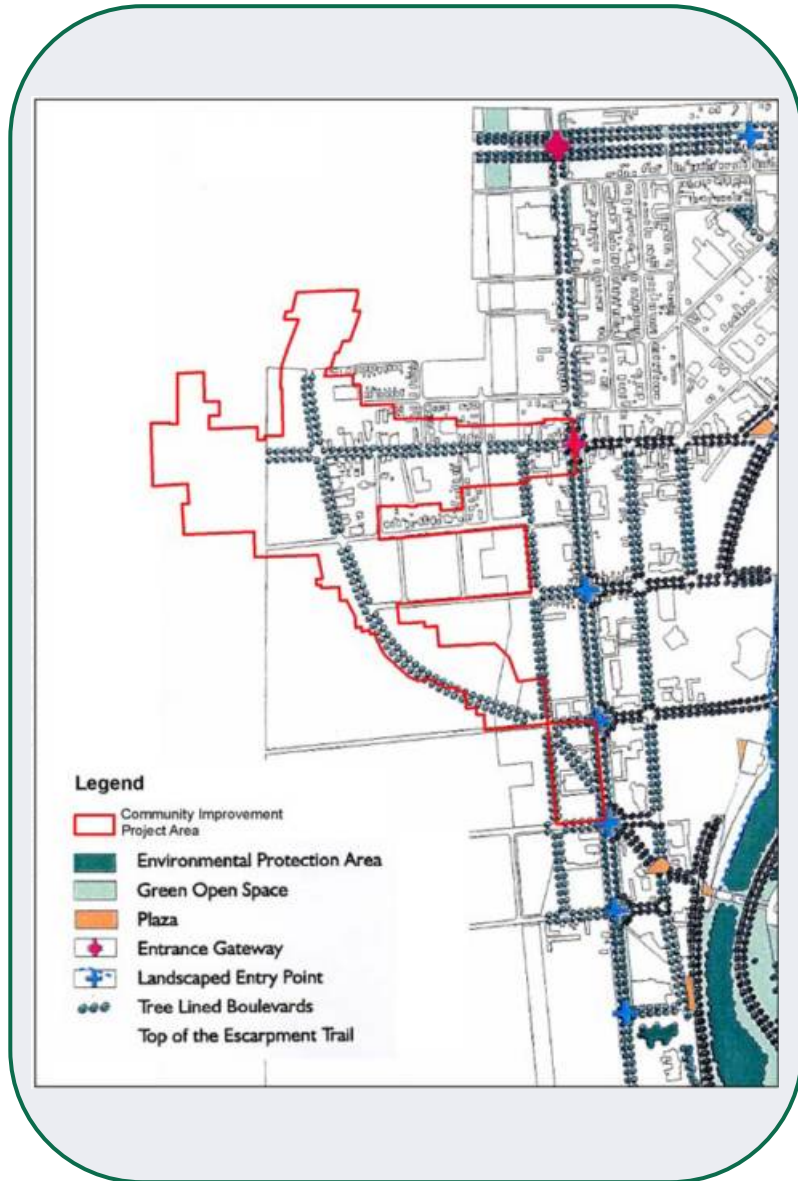
Building Heights

The Official Plan restricts building heights throughout the tourist area to four storeys, in accordance with the provisions of the Zoning By-law (S.4.4.2). However, the Plan provides consideration of additional building heights through site specific Zoning By-law amendments up to the maximum height set out in Figure 2.8.

In relation to the height classifications illustrated in Figure 2.8, the Official Plan provides flexibility with regard to building heights, using general parameters for building heights rather than strict height limits. The following parameters apply:

- High-rise - 13 to 30 storeys;
- Medium-rise - 9 to 12 storeys; and
- Low-rise - 5 to 8 storeys (S. 4.4.3).

Figure 2.7 – Open Space Strategy



The maximum height may be allocated if a proposed development meets the following criteria:

- The applicant has submitted all required rezoning information;
- The applicant agrees to provide sidewalk and streetscape improvements in accordance with Section 4.4.4 of the Official Plan;
- In cases where buildings exceed 10 storeys, the applicant has submitted requisite wind and shadow studies and has completed an architectural peer review; and
- The proposed development, in the opinion of Council, adheres to the intent of the Official Plan and applicable design criteria (S. 4.4.2).

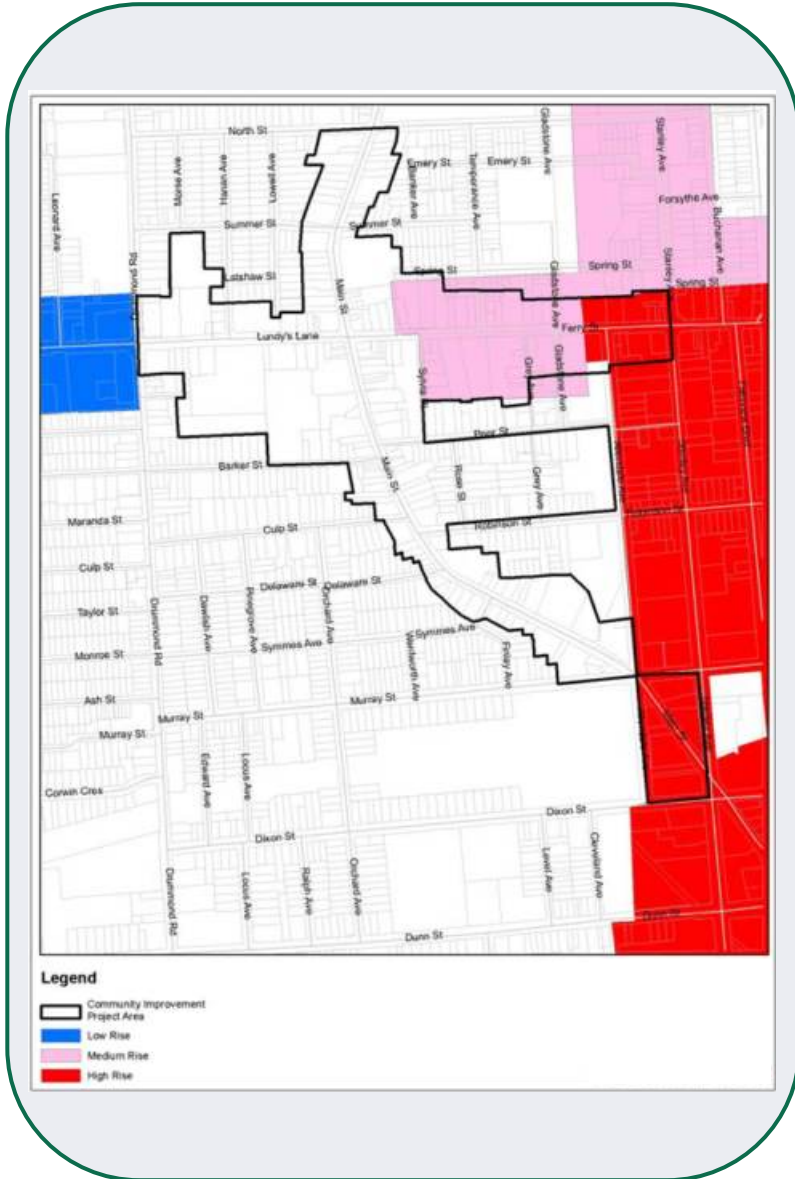
The City has used Section 37 of the *Planning Act* which authorizes increases in height or density in return for community facilities. The City also applies a 2% cash in lieu of parkland dedication for Tourist Commercial development.

Residential

The predominant use of land in areas designated Residential is for dwelling units of all types catering to a wide range of households. Predominant dwelling types include single detached and semi-detached dwellings, townhouses, apartments and other forms of residential accommodation, both ownership and rental (S. 1.1).

A variety of ancillary uses may also be permitted where they are compatible with the residential environment. Ancillary uses include, but are not limited to schools, churches, nursing homes, open space, parks,

Figure 2.8 – Building Heights



recreational and community facilities, home occupations, public utilities and neighbourhood commercial uses (S. 1.2).

In interpreting compatibility, ancillary uses will be judged according to the following principles:

- Ancillary uses which primarily serve area residents shall be conveniently and appropriately located (S. 1.2.1);
- Ancillary uses with the potential of generating a significant amount of traffic should generally be located on major collector or arterial roads to minimize disturbances to area residents (S. 1.2.2); and
- Bed and Breakfast accommodations within owner-occupied homes may be permitted by zoning by-law amendments where they are considered to be compatible with the residential neighbourhood. The establishment of such facilities will be carefully regulated as to their location, size and traffic generation in order to minimize potential disturbances to adjacent properties and to protect the character and identity of the overall neighbourhood (S. 1.2.3).

Open Space

The uses permitted within the Open Space designation include major public parks, conservation areas, cemeteries, golf courses, private clubs, and recreational areas. Uses ancillary to recreational, conservation and open space uses may also be permitted provided such uses will not harm or interfere with the open space nature of the land (S. 13.1).

Special Policy Area

The Official Plan states that the designation of Special Policy Area “10” is representative of the Drummond Hill area of Lundy’s Lane. This area contains historic significance as the location of the Battle of Lundy’s Lane in the War of 1812. It is intended that the lands in this area will be protected and preserved to commemorate the Battle of Lundy’s Lane (S. 14.10).

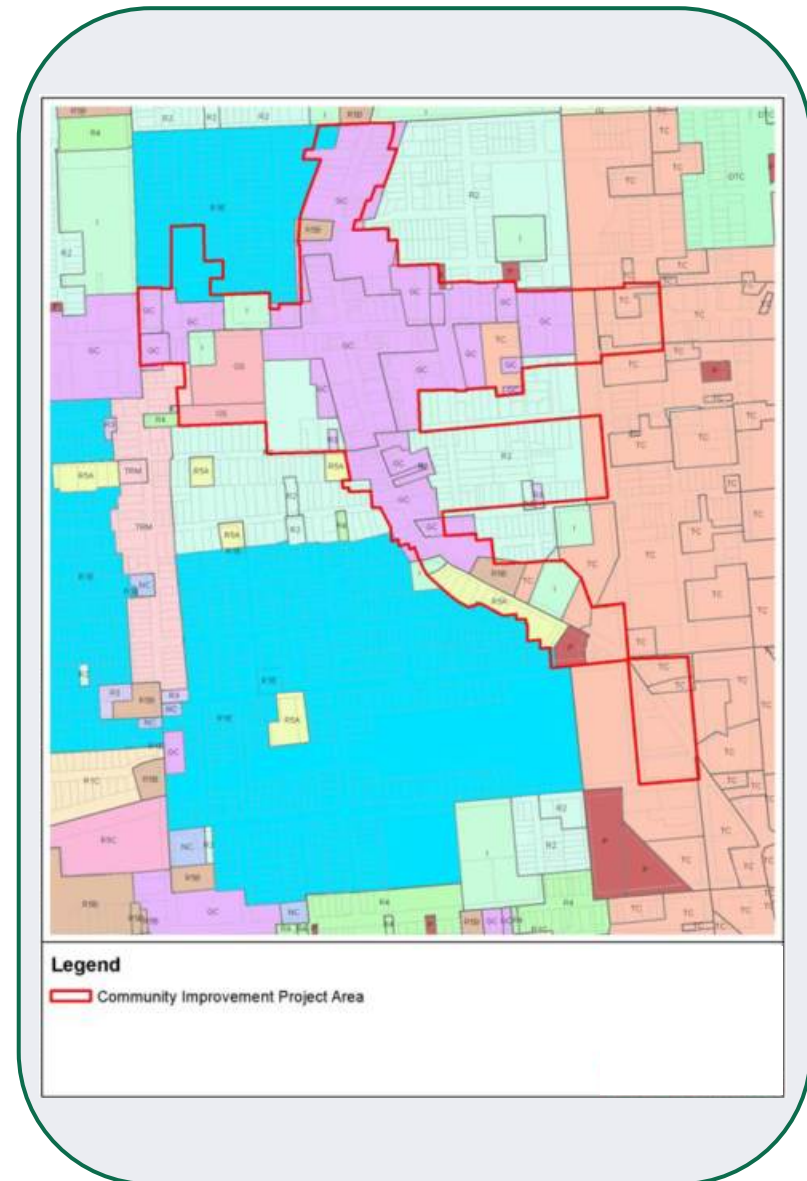
2.9 CITY OF NIAGARA FALLS ZONING BY-LAW 79-200

The City of Niagara Falls Zoning By-law 79-200 (as amended) applies to Historic Drummondville. Historic Drummondville has several commercial and residential zones, as well as institutional and open space zones, whose permitted uses are listed in Appendix A. Figure 2.9 illustrates the zoning of Historic Drummondville. It should be noted that the City is developing a new Zoning By-law which is intended to replace Zoning By-law 79-200.

2.10 TRANSPORTATION MASTER PLAN

The City of Niagara Falls completed a Transportation Master Plan (TMP) in 1998 to assess and identify the transportation infrastructure requirements to address the mobility needs of the City of Niagara Falls. The TMP documented existing transportation conditions, developed forecasts of future travel demands to identify capacity constraints, and then recommended a number of transportation system improvements

Figure 2.9 – Zoning By-law 79-200 Schedule



required to address existing constraints and anticipated growth over the next 20 years.

The TMP identified two categories of transportation constraints: those that occur regularly as a result of average weekday traffic flows during the p.m. peak hour; and those caused by visitors traveling to, from and around the City on a typical summer Saturday. For example, both Lundy's Lane and the Ferry Street/Stanley Avenue intersection were identified as weekday (p.m. peak hour) constraints. The Ferry Street/Stanley Avenue intersection was identified as one of the highest collision locations in the City. The cause for typical summer Saturday constraints was in part attributed to the lack of signage to major facilities (except the Falls), attractions and parking and the lack of an integrated transit service. The TMP noted that providing clear and concise direction and information signage to both visitors and residents is paramount to ensuring an effective transportation system.

The TMP identified the need for additional north-south capacity in the Stanley Avenue corridor to accommodate development of the new Fallsview Casino and other development in the Fallsview area. The TMP recommended the creation of an Allendale/Fallsview (formerly Buchanan) couplet system between North Street and Dunn Street, and operational improvements to Stanley Avenue (Totten Sims Hubicki Associates, 2002). The operational improvements to Stanley Avenue included the possible closure of sections of Main Street between Allendale Avenue and Fallsview Boulevard. This closure of Main Street was evaluated under a Class Environmental Assessment, Schedule B Project. The impact of the resulting roadway alterations affecting Main Street are described in the

SWOT Analysis in Chapter 3. Other recommendations in the TMP indirectly relevant to Historic Drummondville include:

- a) An upgraded People Mover system operating on its own right-of-way to replace the existing shared right-of-way service, including ancillary bus service and well defined transfer points between;
- b) An Urban Design Study of Lundy's Lane to determine how the corridor could be made more friendly for all users; and
- c) Reconstruction of Lundy's Lane with streetscaping including pedestrian and bicycle facilities.

2.11 ECONOMIC DEVELOPMENT STRATEGY

The City of Niagara Falls Economic Development Strategy was prepared in 1996. While this Strategy does not directly address economic development in Historic Drummondville, it does stress economic diversification as a way to deal with the economic decline in Niagara Falls that may have been masked by the City's booming tourist sector. The Economic Strategy recommends developing and exploiting opportunities associated with the Casino. The Economic Strategy also recommends the fostering of a close working relationship between the City's economic development officials and the Chamber of Commerce. Presumably in the context of Historic Drummondville, this recommendation could be extended to include the BIA.

2.12 TOURIST AREA DEVELOPMENT

STRATEGY

The Tourist Area Development Strategy, prepared in 1998, identified a Central Tourist District containing Queen Victoria Park, Clifton Hill and Fallsview, and four satellite tourist districts including Lundy's Lane, Whirlpool, River Road and Chippawa. The Strategy envisioned each district playing a specific role depending upon its location within the City.

The Lundy's Lane Satellite Tourist District was to cater to accommodations and retail markets not catered to in the Central Tourist District. The Tourist Area Strategy notes that historically-related attractions would best be located in Chippawa and around the Lundy's Lane Battlefield site. Policy 2.3 of the Strategy notes that the Lundy's Lane Satellite District shall function primarily as a multi-functional tourist service area providing automobile-oriented accommodations, food services, supporting retail facilities, and historically related tourist opportunities. Policy 2.26 of the Strategy states that the portion of Lundy's Lane to the east of Dorchester Road shall function primarily as a tourist commercial strip with a focus on improved urban design. The portion of Ferry Street between Drummond Road and the hydro corridor shall function as a historic district relating to the battle of Lundy's Lane and Historic Drummondville. The Strategy stresses support for historical-tourism opportunities such as the Lundy's Lane Museum.

Policy 2.30 recommended that an Area District Plan for the Lundy's Lane Satellite District be undertaken, in cooperation with area Business Improvement Areas, to provide detailed urban design guidelines and identify detailed streetscape improvements, road and sidewalk widths,

sidewalk paving, street lighting, the location and type of street trees, street furniture details, the treatment of public utilities in the street allowance and signage. This plan was prepared by Paula Berketo. However, Main Street was not included as part of the Lundy's Lane Satellite Tourist District. Policy 3.6 of the Tourist Area Development Strategy identifies Entry Corridors, including Lundy's Lane, as the main point of access through which visitors arrive at the Niagara Falls Tourist Area.

3. SWOT ANALYSIS

A SWOT analysis was undertaken for Historic Drummondville to provide a strong foundation for the preparation of the Community Improvement Plan (CIP). A comprehensive analysis of the strengths, weaknesses, opportunities and threats (SWOT Analysis) was conducted to determine the nature and importance of various issues affecting the area. This analysis was presented in the SWOT Analysis Report, which should be referred to for a complete review of the context of Historic Drummondville.

This SWOT Analysis Report contains a comprehensive analysis of the:

- Existing policy framework;
- Physical characteristics and land use attributes;
- Urban design and built form characteristics;
- Infrastructure; and
- Socio-economic conditions.

The results of the SWOT Analysis were presented at a public meeting on January 17, 2006, that was attended by approximately 90 people. The attendees also participated in a Visioning Workshop to help develop a Vision for Historic Drummondville. Those attending the public meeting were also invited to submit comment sheets with their views on their vision and the top five changes for Historic Drummondville. Based on the input received from those who attended and the comment sheets submitted, a Vision for Historic Drummondville was developed. The Vision for Historic Drummondville is discussed in Section 5 of this Report.

The following subsections summarize the policy framework, the precincts identified in the study area based on the inventory of the physical, land use and urban design characteristics, the infrastructure and socio-economic characteristics of the study area, and the analysis of the precincts in the Historic Drummondville.

3.1 POLICY FRAMEWORK

The relevant aspects of the policy framework for historic Drummondville include:

- The Provincial Policy Statement 2005 (PPS), the Places to Grow Growth Plan for the Greater Golden Horseshoe, the Regional Smarter Niagara Initiative and proposed Regional Official Plan Amendment #183, all support infill, intensification and redevelopment in existing urban areas;
- The City of Niagara Falls recently adopted revised community improvement policies that guide the designation of community improvement project areas and the preparation of community improvement plans; and
- The City's Tourist Area Development Strategy promotes the Lundy's Lane Satellite District (Ferry Street between Drummond Road and the hydro corridor) as a historic district relating to the battle of Lundy's Lane and Historic Drummondville.

3.2 STUDY AREA INVENTORY

3.2.1 PRECINCTS

Based on a review of physical characteristics, land use, urban design and built form, the Main and Ferry area was divided into seven district precincts, as shown in Figure 3.1.

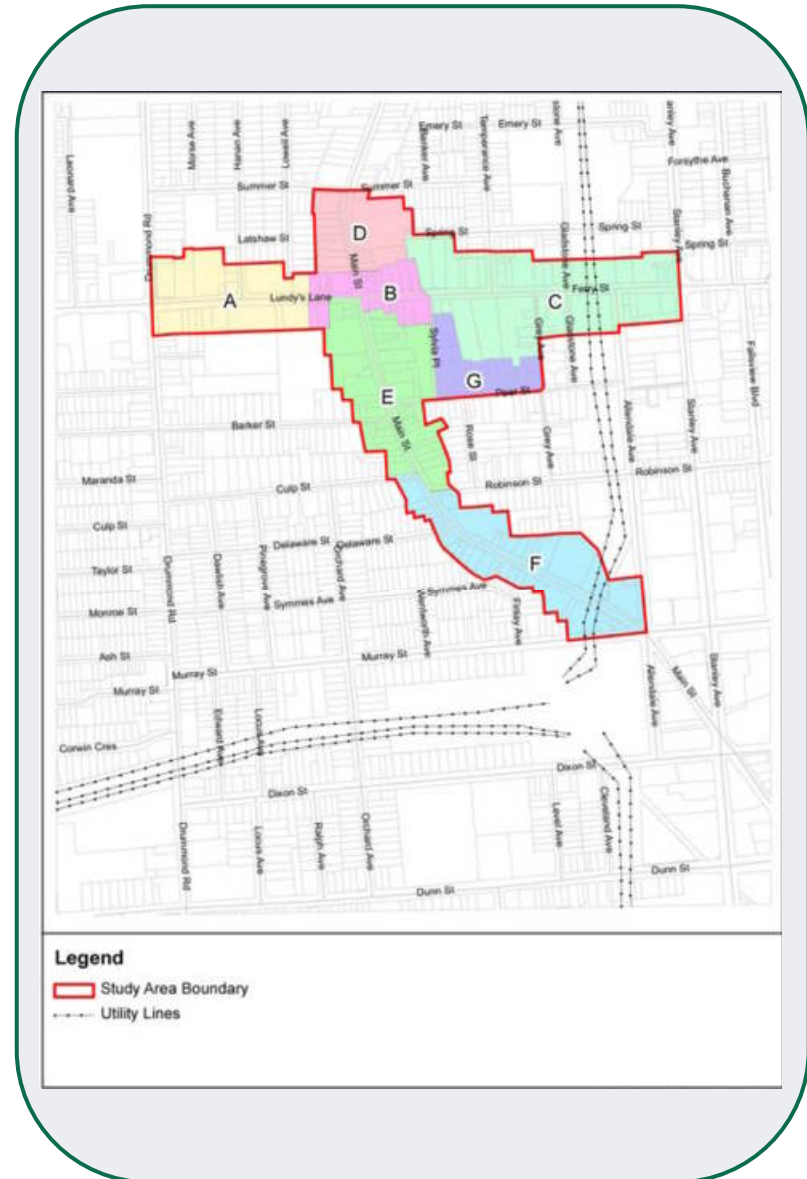
Precinct A comprises the gateway to the Main and Ferry area from the west and contains the site of the historic battle of Lundy’s Lane and Drummond Hill Cemetery.

Precinct B consists of the intersection of Main Street and Ferry Street along the Ferry Street frontage. This portion of Ferry Street is predominantly “main street” style retail at grade with office or residential uses above. The Lundy’s Lane Historical Museum is located on the south side of Ferry Street in the former Stamford Town Hall.

Precinct C consists of the properties fronting Ferry Street, east of Sylvia Place and west of Stanley Avenue. Precinct C forms the eastern gateway into the Main and Ferry area from the adjacent Clifton Hill area. This precinct is characterized by tourism commercial uses, including several hotels and motels, as well as several automotive servicing related uses. There are also several vacant properties.

Precinct D is located along Main Street bounded by Ferry Street to the south and Summer Street to the north. This precinct forms the northern gateway into the Main and Ferry area. This precinct contains a mix of retail and service uses including a large grocery store, a restaurant, a

Figure 3.1 – Precinct Areas



corrections services office, and several vacant retail units with residential uses above.

Precinct E is bounded by Ferry Street in the north, and generally follows the rear yards of the commercial frontage on both the east and west sides of Main Street until the southern boundary at the intersection of Main Street with Culp Street and Robinson Street. Notable uses in this area include two funeral homes, a large adult entertainment complex, several pawn shops and an employment centre. There are numerous ground level retail vacancies. This precinct extends eastwards up to Sylvia Place, and includes the Farmers' Market and the associated municipal parking area.

Precinct F is located along Main Street from Culp Street to Murray Street. Precinct F represents a shift from the commercial uses of Precinct E to the north to predominantly residential uses. There are a mix of single detached and multiple unit residential dwellings.

Precinct G is bounded by Sylvia Place, Peer Street, and Gladstone Avenue, and is located behind the commercial uses southeast of the Main Street and Ferry Street intersection. The precinct is predominantly occupied by single detached residential units.

3.2.2 INFRASTRUCTURE

Main Street and Lundy's Lane, which becomes Ferry Street at its intersection with Main Street, are the two major arterial roads running through the Main and Ferry area. Based on the Main Street Closure Study Class Environmental Assessment, a raised median was constructed during the summer of 2005 at Stanley Avenue preventing left turns from Stanley Avenue onto Main Street and left turns from Main Street onto

Stanley Avenue. This has resulted in significantly reduced tourist traffic along Main Street which in turn has resulted in reduced business activity on Main Street.

There are three municipal parking lots in the Main and Ferry Area and parking at all three municipal lots is free to encourage shopping in the area. The largest municipal parking lot at Sylvia Place is host to the Farmer's Market during the summer and fall months. This parking lot is accessible from Peer Street by vehicle and from a pedestrian walkway to Ferry Street and three pedestrian walkways to Main Street. The walkways to Main Street are gravel or paved alleyways that are visually uninviting.

The Main and Ferry Area is well connected to the rest of the city by transit. Niagara Transit also operates a Falls Tourist Shuttle Service that runs along Ferry Street and connects the Main and Ferry area to the Fallsview Tourist Area and Clifton Hill.

Water and sewer capacities are deemed adequate to accommodate additional development in the Main and Ferry Area. Storm and sanitary sewers along Ferry Street are currently a combined system. Construction work to separate these two systems along Ferry Street is scheduled for 2010-2014.

3.2.3 SOCIO-ECONOMIC CONDITIONS

Main Street in Niagara Falls has a great deal of history. While some buildings that shaped that history are still standing today, most of these buildings have been significantly altered and some are not well maintained. It is no surprise that the physical condition of buildings in some precincts in the Main and Ferry Area has deteriorated along with the economic activity in these precincts. With a 26% vacancy rate for

businesses addresses along Main and Ferry Streets, this area clearly has a serious business vacancy problem. There is also a high percentage of marginal retail uses operating out of physically deteriorated buildings. The area has a concentration of hotels/motels, tattoo parlours, adult entertainment and pawn shops.

The current poor business conditions and high vacancy rates in the Main and Ferry area have also been experienced in the older commercial areas of many North American cities over the last 30 years. It appears that in recent years, the Main and Ferry Business Area has also not been able to capture any significant tourist business to compensate for this economic decline. The physical deterioration of the Main and Ferry area is in part a direct result of the economic decline of this area from a once viable and prosperous commercial district.

Analysis of crime statistics for the Main and Ferry area and interviews with Regional Police and BIA representatives indicate that crime, and particularly prostitution and drug use, are a serious problem in the Main and Ferry area. BIA representatives feel that the perception of the criminal activity in the area is in part responsible for decreased businesses levels and increased vacancy rates.

3.3 SWOT ANALYSIS

3.3.1 PHYSICAL CHARACTERISTICS AND LAND USE

Strengths:

- The physical location of the Main and Ferry area between Lundy's Lane and the Central Tourist District and Fallsview Tourist District provides a significant amount of vehicle traffic along Ferry Street.
- The existence of the Farmer's Market and the size of this area is an advantage in a mixed use commercial area.
- The residential building stock in areas to the west of the study area is in good condition.

Weaknesses:

- The lack of a retail commercial identity prevents the Main and Ferry area from being distinguished based on the type of commercial/retail opportunities available.
- Several of the existing land uses in high profile locations such as cheque cashing services and pawn shops are generally lower order retail uses, and do not attract local or tourist commercial activity.
- The condition of many residential properties and dwellings in the area between Peer Street and Robinson Street out to Allendale

Avenue to the east of the study area boundary is poor. This area is showing signs of blight and decay.

Opportunities:

- The “main street” streetscape on both Main and Ferry Streets provides an excellent pedestrian shopping environment and can provide great exposure for retail, restaurant and service uses.
- Revitalization of the Farmers’ Market and the Sylvia Street parking lot could act as a catalyst for surrounding commercial uses and at least one pedestrian connection between Main Street and the Sylvia Place parking lot is wide enough to allow for programming of this space. Potential uses of this space could include an outdoor café, patio, and/or vendor stalls in the summer for arts and crafts.
- There are several large vacant and underutilized properties in the area that offer redevelopment potential for significant infill developments that could act as catalysts for other revitalization and renewal projects in the area.

Threats:

- Adult entertainment uses can discourage non-related retailers from locating in proximity to these uses.
- Several buildings in the study area are in a state of disrepair, which may compromise the integrity of these buildings to the point where rehabilitation is not feasible. This could result in the clearing of buildings, resulting in more vacant parcels and potentially the loss of character buildings reflective of the heritage of the area.

3.3.2 URBAN DESIGN AND BUILT FORM

Strengths:

- The retail frontage emanating outwards from the intersection of Main Street and Ferry Street provides an excellent pedestrian environment, with the feel of a historic town centre.
- The local and tourist amenity associated with the site of the Battle of Lundy’s Lane, the Battle Ground Hotel Museum, the Lundy’s Lane Museum, and the Underground Railroad provide potential for using the heritage of the area to brand and identify the area.
- The churches in the area also provide points of heritage and architectural interest.
- The gentle bow shape curve of Main Street creates an interesting pedestrian and driving environment that highlights the facades of the buildings on both sides of the street.

Weaknesses:

- The Main and Ferry area has no strong visual identity.
- The high vacancy rate of retail units and vacant land parcels create dead spaces in the pedestrian environment.
- The existing pedestrian walkways connecting the Sylvia Place parking lot to Main Street are uninviting, and may be perceived as a personal safety hazard.

- The grade separation between the Drummond Hill Cemetery and Ferry Street makes it difficult to identify and understand how to access this historic site.

Opportunities:

- The development of a gateway to the Central Tourist District can also act as a gateway to the Main and Ferry area.
- The development of a gateway to the Lundy's Lane Tourist District can also act as a gateway to the Main and Ferry area.
- There is an opportunity to build upon the historic nature of the area originating from the proximity of the site of the Battle of Lundy's Lane, the two museums and its town centre feel.
- The pleasing bow shape of Main Street can be capitalized on by ensuring key vistas are accentuated by architectural features of buildings, scenes of activity (i.e. outdoor cafes), or monuments.
- Several sites, such as the former Coca Cola Plant, and the larger vacant properties along Ferry Street, offer the potential for significant infill developments that could act as catalysts for other revitalization and renewal projects.
- Street furniture and streetscape elements, such as lighting, paving, and plantings that identify the study area as unique place between Lundy's Lane and Clifton Hill may help foster a sense of place.

Threats:

- Adult entertainment uses typically create dead space on a retail frontage which detracts from the pedestrian environment.
- The proliferation of roof top and wall mounted billboards creates visual clutter that detracts from the inherent charm of the area.

3.3.3 INFRASTRUCTURE

Strengths:

- The Main and Ferry area is fully serviced with water and sewer services and the condition of roads in the area is fair to good.
- The area is well served and connected by public transit to most parts of the City.
- Virtually all of the arterial and collector road network in the area has sidewalks on both sides of the roadway.
- Main Street is very wide throughout its entire length.
- Free parking is available in three centrally located municipal parking lots and metered parking is available on both sides of Main and Ferry Streets.

Weaknesses:

- The median barrier at Main Street and Stanley Avenue results in the routing of significant volumes of tourist traffic away from the Main Street business area. This is a major weakness of the road system in the area.

- The tourist transit shuttle does not access Main Street and has only one stop in the Main and Ferry area at the Lundy's Lane Museum.
- Storm and sanitary sewers along Ferry Street are currently a combined system and are scheduled to be separated between 2010 and 2014.

Opportunities:

- Because Main Street is very wide throughout its entire length, this presents interesting opportunities to upgrade Main Street and incorporate urban design features such as street lighting and sidewalk furniture.
- At present the hydro corridor traversing the study area from north to south presents both a physical and visual barrier to development, however, the open space buffer and trail corridor uses proposed under the Hydro Corridor Secondary Land Use Project would reprogram this space to create a more active and attractive open space linkage in the City.
- There is an opportunity when the People Mover is upgraded to upgrade shuttle/transit service in the Main and Ferry area and possibly utilize Main Street in addition to Lundy's Lane and Ferry Street.
- The design and construction work that must be done on Ferry Street to separate storm and sanitary sewers may present an opportunity to implement street and sidewalk upgrades and introduce urban design elements.

- In the short-term, there may be an opportunity to utilize enhanced signage and beautification at Stanley Avenue and Murray Street to connect tourist traffic from the Fallsview Area to Main Street.
- In the longer term, the reopening of Main Street to through traffic and traffic from the Fallsview tourist area is important to the economic survival of many businesses in the area and the attraction of new businesses.

Threats:

- Continued restriction of traffic access to Main Street at Stanley Avenue is a persistent threat to the economic health of the Main and Ferry business area.

3.3.4 SOCIO-ECONOMIC CHARACTERISTICS

Strengths:

- Proximity to both the Fallsview and Clifton Hill tourist areas should be a major strength of the Main and Ferry area, but this strength has not been exploited.
- Proximity to residential areas to the south, west and north.
- The historic role of the Main and Ferry area and some of the existing businesses provide a strong business foundation in the area.

Weaknesses:

- The area has a very high commercial vacancy rate and this is negatively impacting operating businesses in the area.
- The physical deterioration of buildings and properties in the area acts as a disincentive for shoppers to come to the area.
- The proliferation of lower order stores such as pawn shops and tattoo parlours and adult entertainment establishments in the area present a poor image.
- Low rent motels along Ferry Street and Lundy's Lane present a poor image.
- Poor overall building, facade and property maintenance by some landowners and uninviting and dated storefronts and product offerings.

Opportunities:

- There is a significant opportunity to capture more shoppers from the major tourist areas.
- Residential neighbourhoods to the south and west could provide retail shoppers for the goods and services in the Main and Ferry area.
- There is an opportunity to build on the heritage retail niche.

Threats:

- If the Main and Ferry area cannot establish a unique retailing identity, the sheer size of the Lundy's Lane retail commercial area will cause tourists and locals to continue to bypass the Main and Ferry area as a shopping destination.
- Criminal activity in the Main and Ferry area presents a serious threat to the ability of businesses in the area to attract and keep customers shopping in the area.

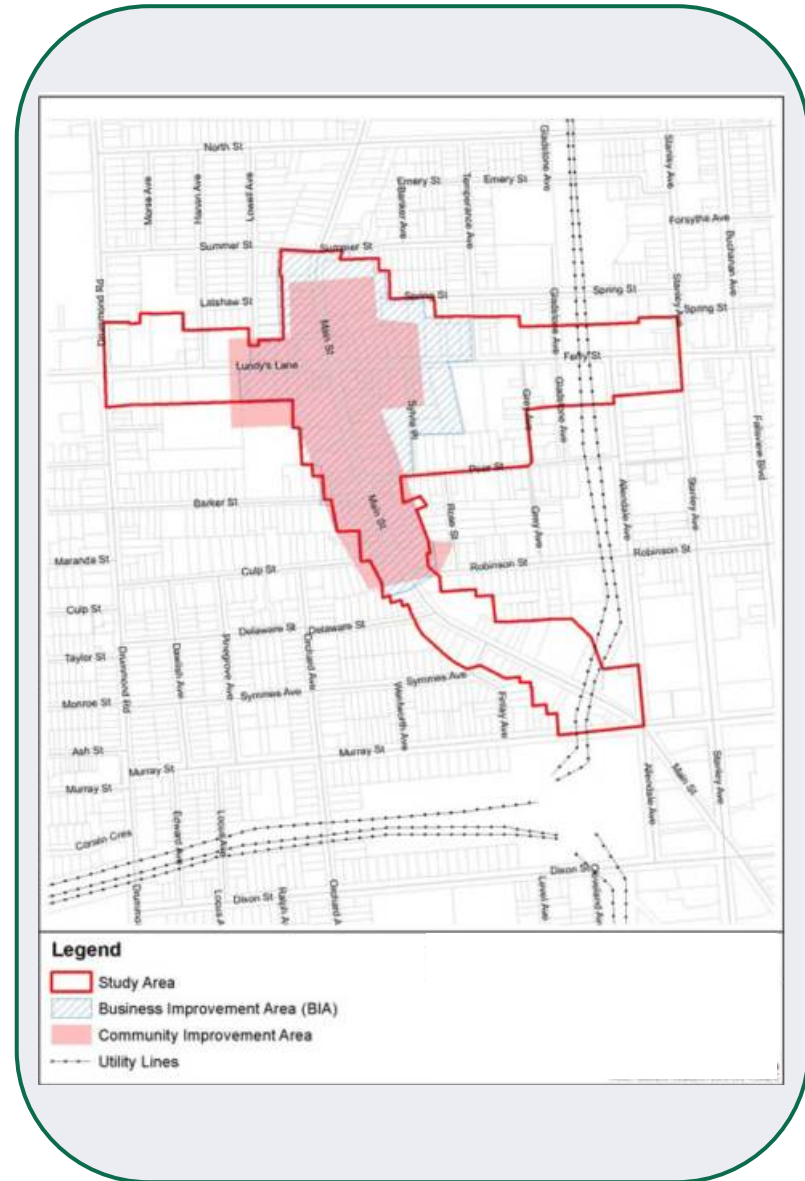
4. COMMUNITY IMPROVEMENT PROJECT AREA

As shown in Figure 4.1, the existing Main/Ferry Community Improvement Area boundary is roughly the same as the existing Main and Ferry BIA boundary. The main focus of the SWOT Analysis contained in Chapter 3 of this CIP was to analyze both the factors that are preventing and the factors that would promote commercial revitalization of Historic Drummondville. Nevertheless, the condition of lands adjoining the study area was also taken into consideration in determining an appropriate community improvement project area.

The results of the SWOT Analysis suggested that the Historic Drummondville Community Improvement Project Area should be larger than the existing Main/Ferry Community Improvement area and larger than the Study Area identified by the City. The recommended Historic Drummondville Community Improvement Project Area is as shown in Figure 4.2.

This area extends east along Ferry Street to Stanley Avenue and west along Lundy's Lane to Drummond Road. The northern boundary of the area extends north to North Street as a vacant property and a few properties requiring improvement were identified on Main Street between Summer Street and North Street. The southern boundary of the area extends south past the intersection of Main Street with Murray Street and Allendale Avenue to capture the next block bound by Murray Street, Stanley Avenue, Dixon Street and Allendale Avenue, including the median barrier at Stanley Avenue and Main Street.

Figure 4.1 – Main/Ferry Community Improvement Area



This area has been included in the community improvement project area as a result of the Main Street traffic restriction presented by the barrier and the long-term redevelopment potential presented by vacant and underutilized properties in this block.

The Community Improvement Project Area includes the Battle Ground Hotel Museum, the Drummond Hill Cemetery and the pedestrian trail behind the Drummond Hill Cemetery. These areas have been included to recognize their heritage significance and their role as an integral part of the revitalization of Historic Drummondville. The Battlefield Public School and adjacent residential properties on Barker Street have been included in recognition of the potential long term role that these properties could play in connecting the Battlefield Precinct to Main Street and the Cultural Market Precinct.

The residential uses immediately to the west of Main Street including Barker, Culp, Delaware and Symmes Streets were examined. General building conditions in this area were found to be good with signs of recent renovations. Therefore, this area was not included in the community improvement project area. Similarly, the dozen or so properties along Peer Street between Sylvia Place and Gladstone Avenue are generally in good condition and the housing stock here has been well maintained and in some cases renovated. Therefore, this area was excluded from the community improvement project area.

Figure 4.2 – Historic Drummondville Community Improvement Project Area



Conversely, the residential area immediately to the east of Main Street between Peer and Robinson Streets east to Allendale Avenue exhibited fair to poor conditions with many residential dwellings in need of rehabilitation and repair. This area is showing signs of decay and blight and could therefore benefit significantly from a residential rehabilitation program. Consequently, this area has been included in the Community Improvement Project Area.

5. COMMUNITY VISION AND PARTICIPATION

The attendees of the January 17, 2006 public meeting participated in a Visioning Workshop to help develop a Vision for Historic Drummondville. Attendees were also invited to submit comment sheets with their vision and their top five changes for Historic Drummondville. Based on this input and the findings from the SWOT Analysis a Vision was developed for Historic Drummondville.

This Vision builds on the existing strengths of the area, such as its significant heritage attributes, and encourages more pedestrian and vehicular traffic in the area. The Vision also contains clear themes and directions for significant changes in Historic Drummondville.

The following summary of the vision outlines the salient points of this proposed future for Historic Drummondville.

The vision focuses on the following five key elements:

Gateways & Focal Points

- Announcing arrival in Historic Drummondville; and
- Creating a sense of place and sense of history.

Main Street

- Revitalizing the pedestrian environment;
- Establishing a point of interest;
- Enhancing the retail frontage;

- Connecting to the Sylvia Place Market; and
- Providing a clear link to the Lundy's Lane and Fallsview Tourist Districts.

Battlefield Precinct

- Celebrating the history of the area;
- Connecting the battlefield site to Main Street;
- Providing more historic interpretation;
- Creating a destination; and
- Creating a land use base that supports programming of the Precinct.

Medical/Commercial Precinct

- Offering medical-related services and local community commercial uses in the neighbourhood; and
- Re-establishing local shopping opportunities and habits.

Cultural Market Precinct

- Creating a major draw for local residents and tourists;
- Reinvigorating an existing community use;
- Accommodating new commercial uses;
- Defining unique public and private spaces;
- Fostering a vital marketplace atmosphere and cultural development; and



HISTORIC DRUMMONDVILLE, NIAGARA FALLS - COMMUNITY IMPROVEMENT PLAN

- Providing community meeting space.

The Vision is further defined through the proposed policies and targeted improvements of the Land Use Plan and the design approaches and key elements of the Conceptual Urban Design Guidelines, as well as the financial incentive programs of the CIP.

6. LAND USE PLAN

The purpose of the Historic Drummondville Land Use Plan is to clearly define the changes necessary to the planning policy and regulatory framework to provide the opportunity for revitalization based on the Vision for Historic Drummondville. Specifically, the Land Use Plan identifies the changes required to the City of Niagara Falls Official Plan and City of Niagara Falls Zoning By-law 79-200, and how these changes are necessary to support the Vision for Historic Drummondville.

The Land Use Plan plays a significant role in providing the basis for the preparation of the CIP and contains proposed improvements designed to spur the upgrading and improvement of Historic Drummondville. The Land Use Plan document should be reviewed in its entirety to understand the land use changes proposed for Historic Drummondville.

The following subsections summarize the land use elements as they relate to the Vision, the targeted improvements for Historic Drummondville, and the conformity of the Plan with the planning policy framework.

6.1 LAND USE ELEMENTS

Five land use elements have been identified that are directly related to the Vision for Historic Drummondville. Each element will act as a catalyst for revitalization and will help distinguish Historic Drummondville.

6.1.1 GATEWAY AND LANDSCAPED ENTRY POINTS

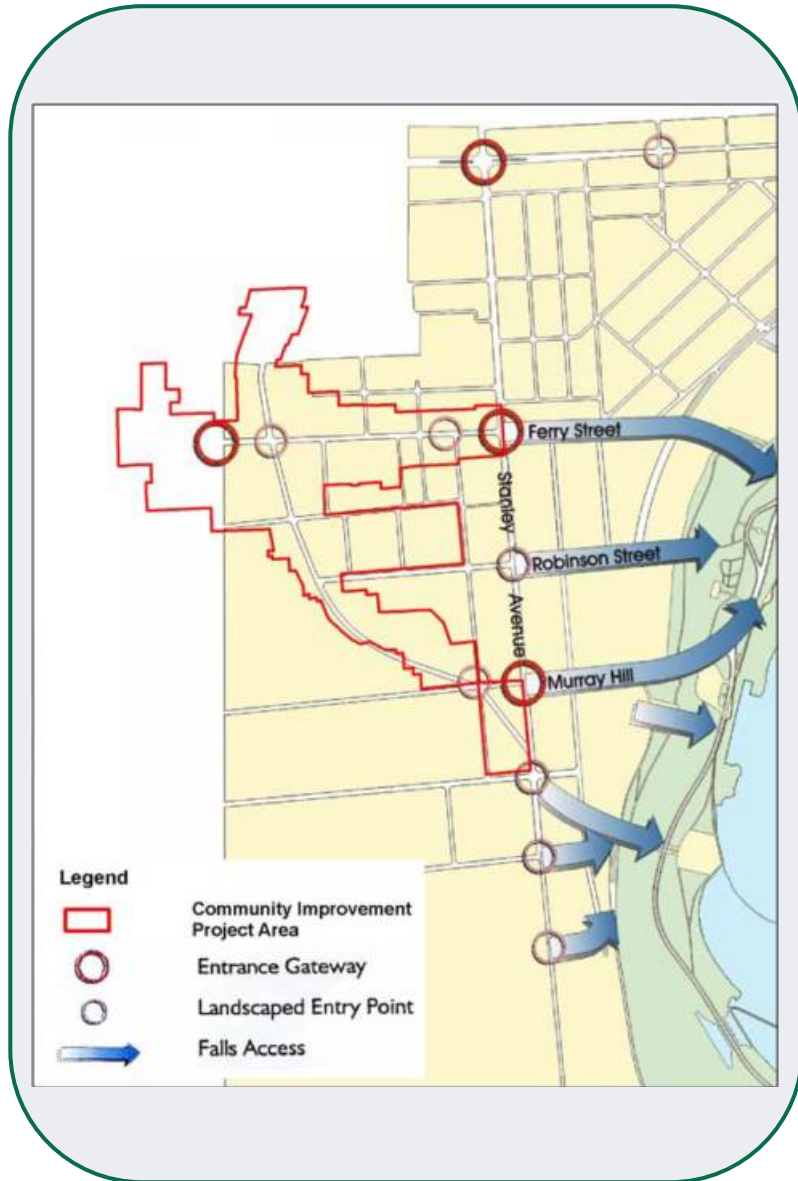
The Vision for Historic Drummondville includes the creation of one new gateway into the community and three new landscape entry points to define the boundaries and centre of the community. The purpose of the gateway is to announce to people entering Historic Drummondville from Lundy's Lane that they are entering a distinct and unique area within the City that is defined by its history and heritage, and contrasts and complements the tourist activities to the east, west, and south of Historic Drummondville. The purpose of the landscaped entry points is to define two entry points to Historic Drummondville as well as the intersection of Main Street with Lundy's Lane/Ferry Street to highlight the heritage of this 'main street' style intersection, and to act to invite people to stop, shop and recreate in Historic Drummondville. The proposed landscape entry point at the road closure of Murray Street will both highlight this entrance to Historic Drummondville and beautify the closed road right-of-way. The proposed new gateway and landscaped entry points are illustrated on Figure 6.1.

Road improvements associated with the gateway and the landscaped entry points will be required to properly direct traffic, create a more pedestrian friendly environment, and to create streetscaping elements that will both define the gateways and the focal point at the intersection of Main Street with Lundy's Lane and Ferry Street. While not directly impacting land use, these changes will require the reprogramming of municipal and Regional roads and public sidewalks.

The gateway and landscaped entry points will also act to recreate the link to Fallsview and Clifton Hill which will:

- Add traffic along Main Street to help struggling retail;

Figure 6.1 – Revised Gateways



- Add eyes on the street for safety; and
- Recreate the historic prominence of Main Street.

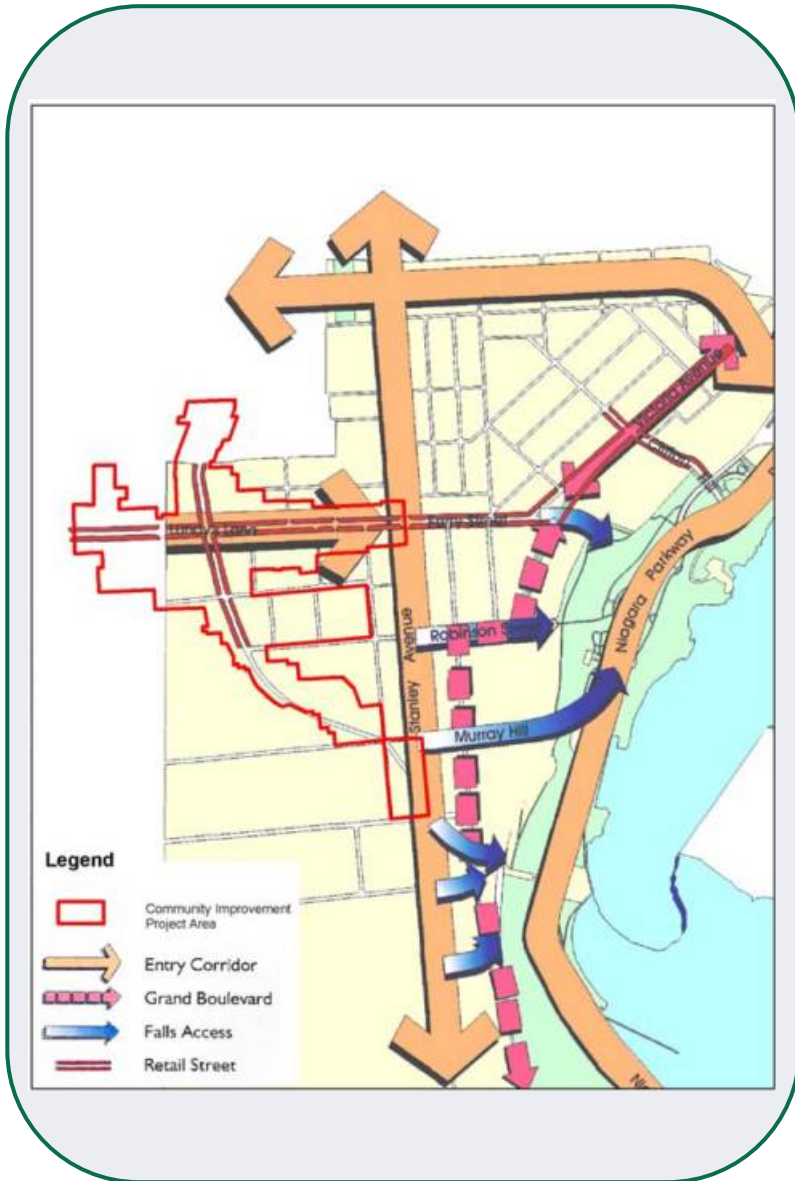
6.1.2 MAIN STREET

The Vision for Main Street is one that reinforces the existing character of the area by creating a revitalized pedestrian and vehicular environment that will result in a unique sense of place for the historic streets. It is intended that a retail environment will develop that will not only attract tourists and regional shoppers, but that will also serve the day to day needs of the local population. In order to facilitate this retail revival, policy changes are recommended to identify Main Street as a Retail Street, and to clarify the commercial uses encouraged in the existing policies specific to Historic Drummondville in the Official Plan.

Figure 6.2 illustrates a necessary change to the Figure 2 – Street System, of the Official Plan to identify the length of Lundy’s Lane/Ferry Street as Retail Street, from Drummond Road to Victoria Avenue. It is also recommended that Main Street be identified as a Retail Street from Summer Street in the north to Culp and Robinson Streets in the south.

These recommendations support the vision by recognizing the important retail role a revitalized Main Street would have in the City in a manner consistent with the policies of the Official Plan (S. 4.3.8), while providing added incentive for vacant lands to be redeveloped as low-rise residential structures with retail uses at grade. Residential infill and unit conversion to create residential dwellings above-grade will be encouraged, as will the maintenance of a range and mix of housing types and tenures, including

Figure 6.2 – Revised Street Hierarchy



seniors and affordable housing, along and in proximity to the Main Street Precinct.

6.1.3 BATTLEFIELD PRECINCT

The Vision for Historic Drummondville identifies the Battlefield Precinct as being a high profile, interpretive tourist attraction that is connected to and reinforces the revitalization of Main Street. It is intended that the site of the Battle of Lundy's Lane be celebrated in a manner that recognizes the national and international significance of this site, while tying it to the historic core of Drummondville. This will allow for the development of tourist activities based on the heritage aspects of the community that will also support the retail renaissance of the area. The long-term preservation of the Drummond Hill Cemetery, the Battle Ground Hotel Museum, and the adjacent school yard is critical in building a cohesive precinct, while providing pedestrian connections between the historic Lundy's Lane Battlefield site and Main Street.

In order to properly protect and conserve the key heritage features, and to provide for the development linkages and interpretive facilities, key sites need to be redesignated and rezoned to ensure their long-term availability for reuse. These changes are illustrated in Figures 6.3 and 6.4.

The proposed land use designation and zoning changes will provide a land use regime on the lands in proximity to the Battlefield site that will ensure the long-term protection of these lands from inappropriate development and will provide for the future development of the precinct as a historic cultural destination.

Figure 6.3 – Revised Official Plan Schedule A

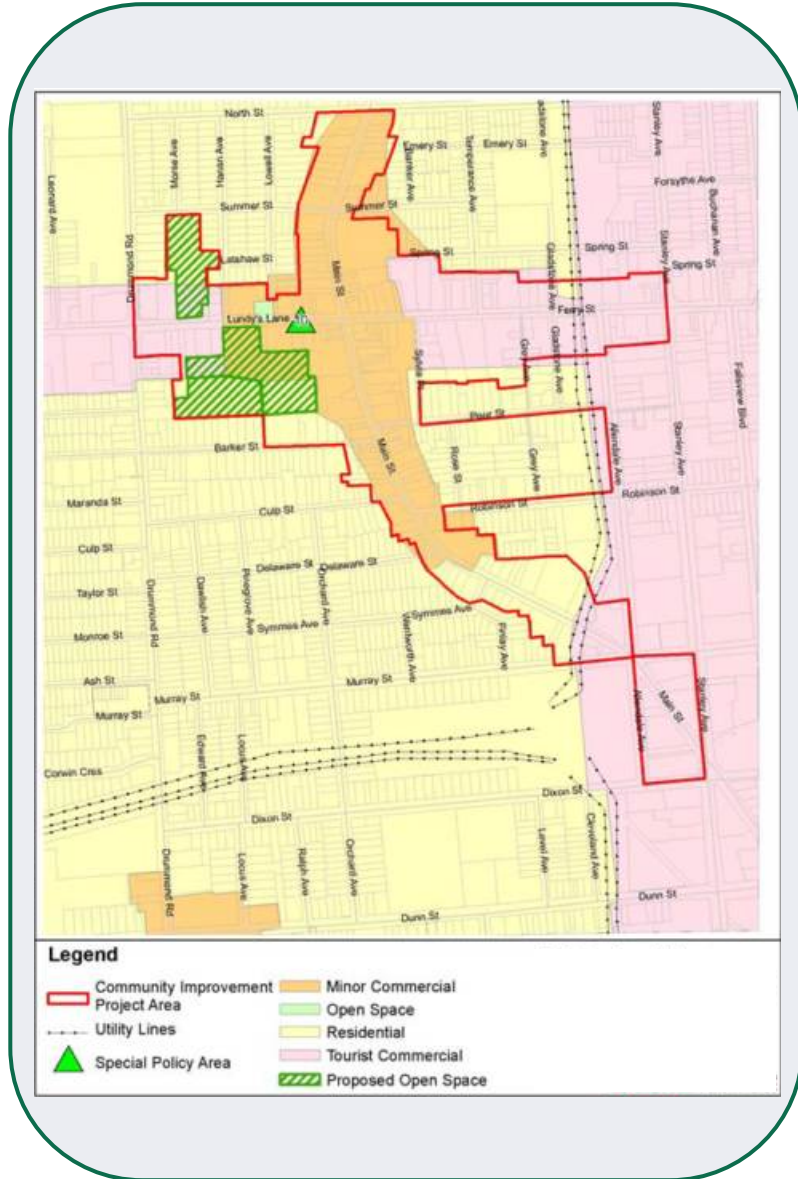
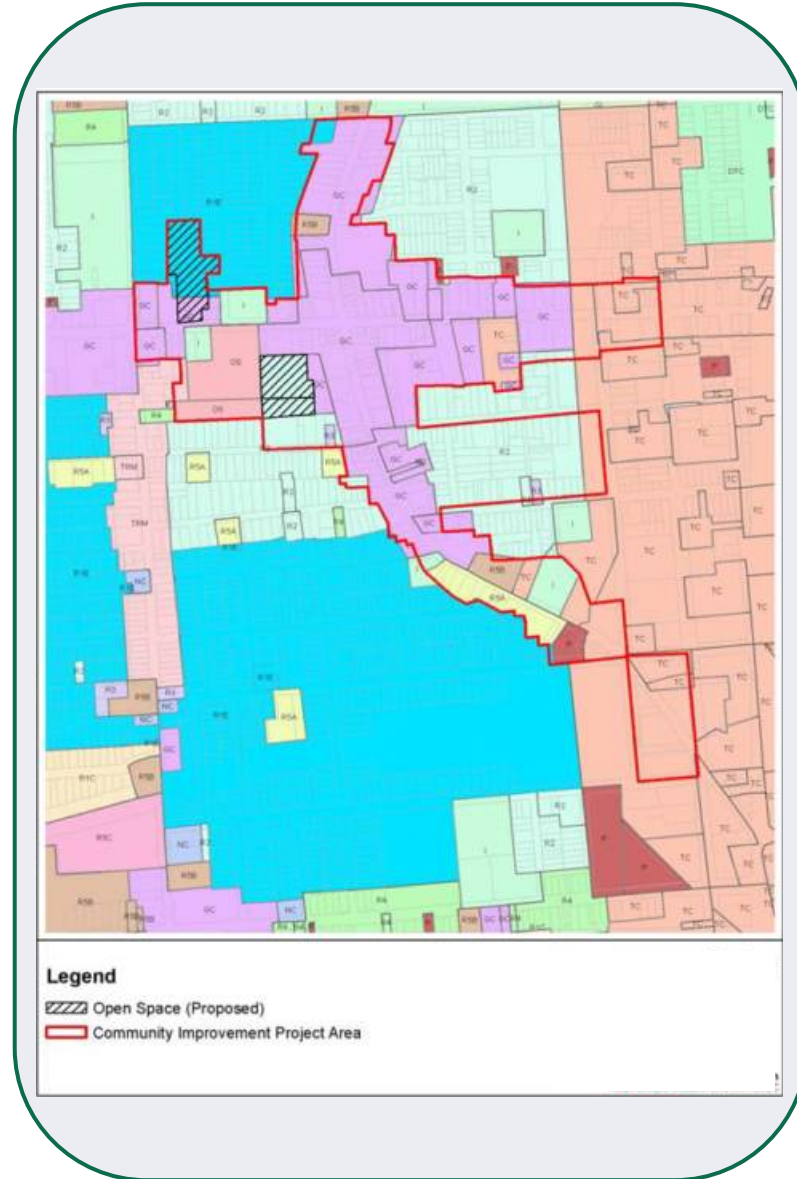


Figure 6.4 – Revised Zoning Schedule



6.1.4 MEDICAL/COMMERCIAL PRECINCT

The Vision for the Medical/Commercial Precinct is the redevelopment of key underutilized sites on the east side of Main Street between North Street and Lundy's Lane/Ferry Street, to provide both medical-related and commercial uses intended to serve the local residents of Historic Drummondville.

No changes to the land use policy or zoning regime are required to implement this element of the Vision for Historic Drummondville. This builds on the opportunity created by proximity to the Greater Niagara General Hospital and recognizes the different character of this portion of Historic Drummondville.

6.1.5 CULTURAL MARKET PRECINCT

The Vision for the Cultural Market Precinct is one that redevelops and reinvigorates the Sylvia Place Farmers' Market as "The Vintners' Marketplace", an expanded, highly active retail attraction for both tourists and residents that doubles as a focal point for community activities. New programming and high profile uses are envisioned, such as a permanent farmers' market that offers fresh produce daily, freshly prepared specialty foods, a Vintages wine store specializing in the wines of the Niagara Peninsula, and related retail uses, to attract tourists, and local and regional shoppers to this unique shopping experience. Coupled with these uses will be community meeting spaces to be used during the week by local community based programs. It is also envisioned that the Market will spill outdoors in the summer to add vitality to the public and private spaces around the market, in the form of patios, dining courtyards, and outdoor retail booths. The Cultural Market Precinct will take advantage of

the redesigned laneways and vacant lots connecting Vintners' Marketplace to Main Street to allow for the easy flow of pedestrians between the retail shopping and dining opportunities along Main Street and those of the Marketplace. The visibility and presence of the Marketplace on both Main Street and Ferry Street will be improved to identify the location as an activity focal point and to attract residents and tourists.

No changes to the land use policy or zoning regime are required to implement this key element of the Vision for Historic Drummondville.

6.2 TARGETED IMPROVEMENTS

Creating a critical mass of redevelopment activity in Historic Drummondville will be a significant undertaking that will require commitment from local politicians, City staff, local landowners and tenants, the business improvement association, residents and other local stakeholders. To make the Vision of Historic Drummondville become a reality, champions of targeted improvements from the Vision will need to step forward to work towards achieving the ends that will reinvigorate this community.

6.2.1 SPECIFIC PROJECTS

Several projects in particular will rely upon a committed team of stakeholders, municipal staff and politicians to become reality. Specific projects that will need to be championed include:

- "The Vintners' Marketplace" - In order to better define this project an architect and economic specialist should be retained to study key issues including, but not limited to, a functional

analysis of the existing structure, the parking lot and adjacent municipal lands; to identify opportunities for acquiring linkages to Main Street and key buildings (should they be deemed necessary); increasing exposure to Ferry Street; development phasing; and to complete a feasibility study and business plan.

- “The Battlefield Precinct” - In order to better define this project, the Battlefield Master Plan should be reviewed to address several key issues, including acquisition of the Battlefield School site should it become surplus, along with potential acquisitions and/or access agreements to allow pedestrian movement between Main Street and Drummond Hill.
- Road Improvements - The existing road network is deficient in two respects:
 - The public realm associated with the programming and streetscaping of the municipal road right-of-way does not identify Historic Drummondville as a distinct place within the larger City; and
 - Enhanced connectivity between Historic Drummondville and the Fallsview Tourist District needs to be promoted. The mechanism for doing this should be studied and could include implementation of one of the following:
 - a) Investigate renaming Murray Street between Stanley Avenue to Allendale Avenue to Main Street;
 - b) Use of signage to redirect traffic from Stanley Avenue along Murray Street and onto Main Street;

c) As part of an Environmental Assessment, reevaluate the road connection to Historic Drummondville at Stanley Avenue, including the following options:

- i) Implement road improvements at the Stanley Avenue intersection to reestablish a direct connection from the Fallsview Tourist District and points south to Historic Drummondville; or
- ii) Close Main Street at Stanley Avenue to vehicular traffic and reprogram land uses in the portion of Main Street between Allendale Avenue and Stanley Avenue.

6.3 CONFORMITY WITH THE PLANNING POLICY FRAMEWORK

The changes proposed for Historic Drummondville as part of the CIP maintain the intent of the Provincial Policy Statement 2005, the Growth Plan for the Greater Golden Horseshoe (GGH), the Regional Policy Plan, and the City’s Official Plan.

7. CONCEPTUAL URBAN DESIGN GUIDELINES

The Conceptual Urban Design Guidelines will help to ensure that the Vision developed for Historic Drummondville is realized as the CIP is implemented and the rehabilitation and redevelopment of the area takes place over time. The following section summarizes the Conceptual Urban Design Guidelines. The Conceptual Urban Design Guideline document should be reviewed in its entirety to understand the design approaches and elements proposed for Historic Drummondville.

7.1 PURPOSE OF THE CONCEPTUAL URBAN DESIGN GUIDELINES

The Conceptual Urban Design Guidelines are intended to assist the City and the Main and Ferry Business Improvement Association (BIA) in their review and response to intensification, infill and new development proposals. The Guidelines provide a clear vision and framework for appropriate relationships between buildings, streetscapes and public spaces. The Guidelines promote crime prevention by promoting more “eyes on the street” and removing the physical opportunities for crime, in keeping with the principles of CPTED (Crime Prevention Through Environmental Design). The Conceptual Urban Design Guidelines address the unique challenges and opportunities for Historic Drummondville such as:

- Building upon the success of the Fallsview Casino based retail district;

- Adopting guidelines that are respectful of the historic nature of Historic Drummondville while promoting long-term intensification; and
- Undertaking design review (facade, signage and massing) for development approvals.

The Conceptual Urban Design Guidelines are intended to address the following key objectives:

- Preserve and highlight the unique character of Historic Drummondville;
- Encourage new development while preserving and enhancing existing high quality built form;
- Reinforce the identity of the area as a predominantly low to mid-rise main street retail area;
- Expand and improve the quality and comfort of the public realm (streetscape and open space network) to enhance accessibility and promote year round use;
- Reduce crime and vandalism by improving the physical/social environment through enhanced urban design;
- Promote the introduction of higher order retail and service type businesses in area;
- Encourage redevelopment/revitalization of underused sites and their enhancement of the public realm; and
- Protect and strengthen surrounding established residential areas.

7.2 CONCEPTUAL URBAN DESIGN GUIDELINES

The Conceptual Urban Design Guidelines address the following general categories:

- Heritage Theme – a concept for developing a heritage theme for the neighbourhood;
- Gateways and Landscaped Entry Points – enhancing the entry points and transitions to Historic Drummondville;
- Streetscapes – guidelines for components of the sidewalk and boulevards;
- Streetscape Furnishings – guidelines for pedestrian paving, lighting and sidewalk furniture;
- Public Space, Nodes and Linkages - guidelines for key open spaces and the off-street linkages between them; and
- Built Form – guidelines for building rehabilitation, renewal, redevelopment and development on vacant sites (intensification).

7.2.1 HERITAGE THEME

An essential requirement in developing a unified feel to a community is to establish a streetscape design theme. The theme should reinforce the

best of what already exists. In a place with strong historic identity such as Historic Drummondville, an historic or renovation theme is appropriate.

As a force that unifies the stylistic mix of buildings, the streetscape design should reflect elements of the architectural styles in the area, while retaining a design integrity of its own. Each streetscape element should therefore retain a historic sense of order and use of materials while expressing this in a contemporary way.

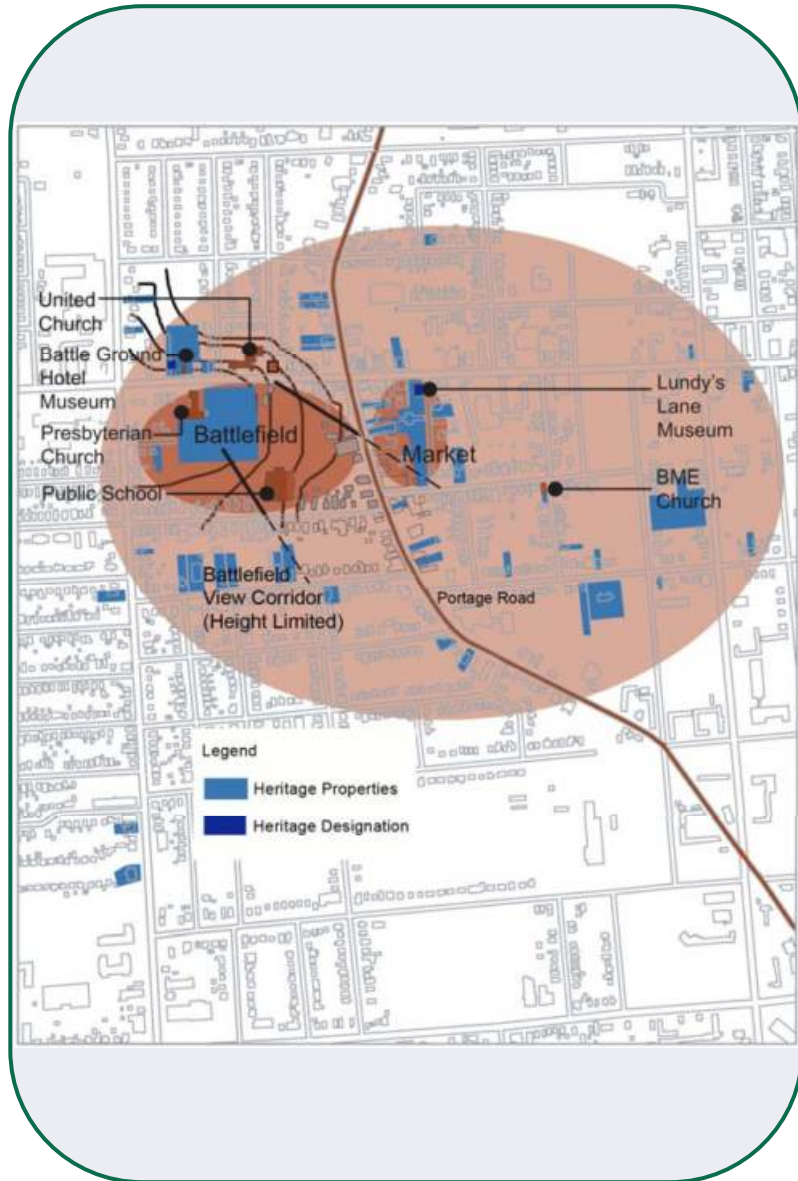
While there are several heritage resources in the Community Improvement Project Area, as shown in Figure 7.1, it is recommended that the issue of heritage district designation within the Community Improvement Project Area not be reviewed until the physical rehabilitation and improvement of the area has progressed, i.e., in 5 to 10 years.

7.2.2 GATEWAYS AND LANDSCAPED ENTRY POINTS

The Historic Drummondville gateways are the points of transition from Lundy's Lane, Fallsview and Clifton Hill to or from the community. As people enter, the unique identity of the area should be visible and apparent at these thresholds. In terms of the design of gateways, building upon the existing heritage features or other unique features is the best method of reinforcing or distinguishing the identity of an area.

The Drummond Hill Gateway should continue to identify and recall the historic battlefield to the passerby. The existing relief carvings on the retaining wall are an excellent step in signaling the entry from Lundy's Lane. Additional design features that should be considered include flags,

Figure 7.1 – Heritage Resources



banners, and a vertical marker or monument. More direct pedestrian access to the battlefield open spaces is also recommended.

The Fallsview gateway at Murray and Main Streets should extend from Murray Hill at Stanley Avenue. The existing closure of Murray Street at Main Street provides an opportunity to reprogram this former right-of-way as a landscaped entry point that beautifies this intersection and highlights this entrance to Historic Drummondville. The closure of Main Street at Stanley Avenue has diverted traffic from Historic Drummondville. Appropriate signage, landscaping and built form would contribute to improving connectivity between Historic Drummondville and the Fallsview Tourist District, as well as other points south.

The Gateway to and from Clifton Hill should signal the transition to Historic Drummondville by taking advantage of the Hydro corridor as a landscape and open space linkage opportunity. Unique streetlamps, landscaping, furniture and possibly banners should also distinguish Historic Drummondville from Clifton Hill. This should be complemented by the Lundy's Lane Museum (Old Town Hall) which could be illuminated at night, together with improvements to the forecourt and the entrance to the Market behind.

To the north, the Hospital precinct anchors Historic Drummondville which could be augmented with streetscape enhancements and possible signage.

7.2.3 STREETScape DESIGN

The following overall principles should be applied to all streetscapes in the Historic Drummondville Community Improvement Project Area:

- The major visual impact of the gateways should be oriented towards car drivers and transit users;
- Sidewalk widening or other streetscape improvements need to be balanced with vehicular and parking space needs;
- Shelters and seating should be coordinated with transit stops and linkage nodes;
- Landscaping should be used to create presentable street edges to parking lots and vacant sites as an interim improvement measure; and
- As new development occurs, vehicular access points across sidewalks should be minimized and consolidated with other adjoining property access to minimize pedestrian vehicle conflicts.

Sidewalk space on Ferry Street should be increased where possible to improve the accommodation and comfort for pedestrians. Traffic movement and parking should be studied to reduce road space in favour of pedestrian sidewalk space. Increased sidewalk space should be used to provide streetscape plantings, furniture and opportunities for cafes and setting out sidewalk retail activity. Additionally, the existing parking or turning lane might be given over to sidewalk space to create additional room for pedestrians and street furniture at street crossings or special places such as the area in front of the Museum. Figure 7.2 shows the existing Ferry Street streetscape, while Figure 7.3 shows what an enhanced Ferry Street streetscape could look like. Also, new development should promote continuous public related building frontages such as retail uses. Main Street has the varied character of a traditional

shopping street near its intersection with Ferry Street, and a more residential quality farther south resulting from the original pattern of single family houses. Near the intersection with Ferry Street, the streetscape should embody the same urban streetscape design approach as Ferry Street. Where the street opens to front yards, the character should shift to a more landscape intensive approach. Adjustment to the roadway width where on street parking can be reduced would further enhance the sidewalk environment and improve planting opportunities. Figure 7.4 shows the existing Main Street streetscape, while Figure 7.5 shows what an enhanced Main Street streetscape could look like.

Detailed design for road improvements should be undertaken in conjunction with the adoption of the CIP, and should reflect both the Conceptual Urban Design Guidelines and the site specific detailed urban design scheme being developed by Paula Berketo for the Main and Ferry Business Improvement Association.

7.2.4 STREETScape FURNISHINGS

The streetscape should be enhanced with furnishings that bring distinction to the area and increase pedestrian safety and comfort. The Conceptual Urban Design Guidelines include general recommendations for the following:

- Street lighting;
- Tree planting;
- Sidewalk, crosswalk and street paving;
- Street furniture; and

Figure 7.2 – Existing Ferry Street Streetscape

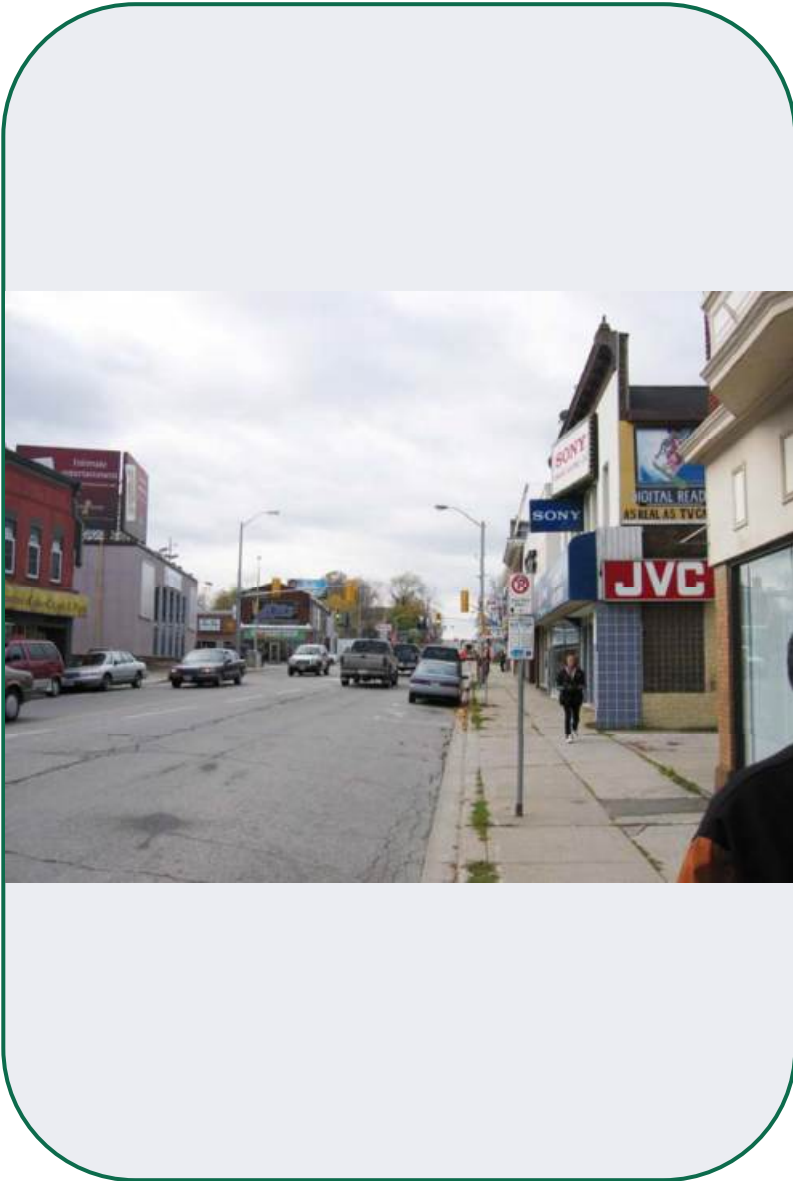


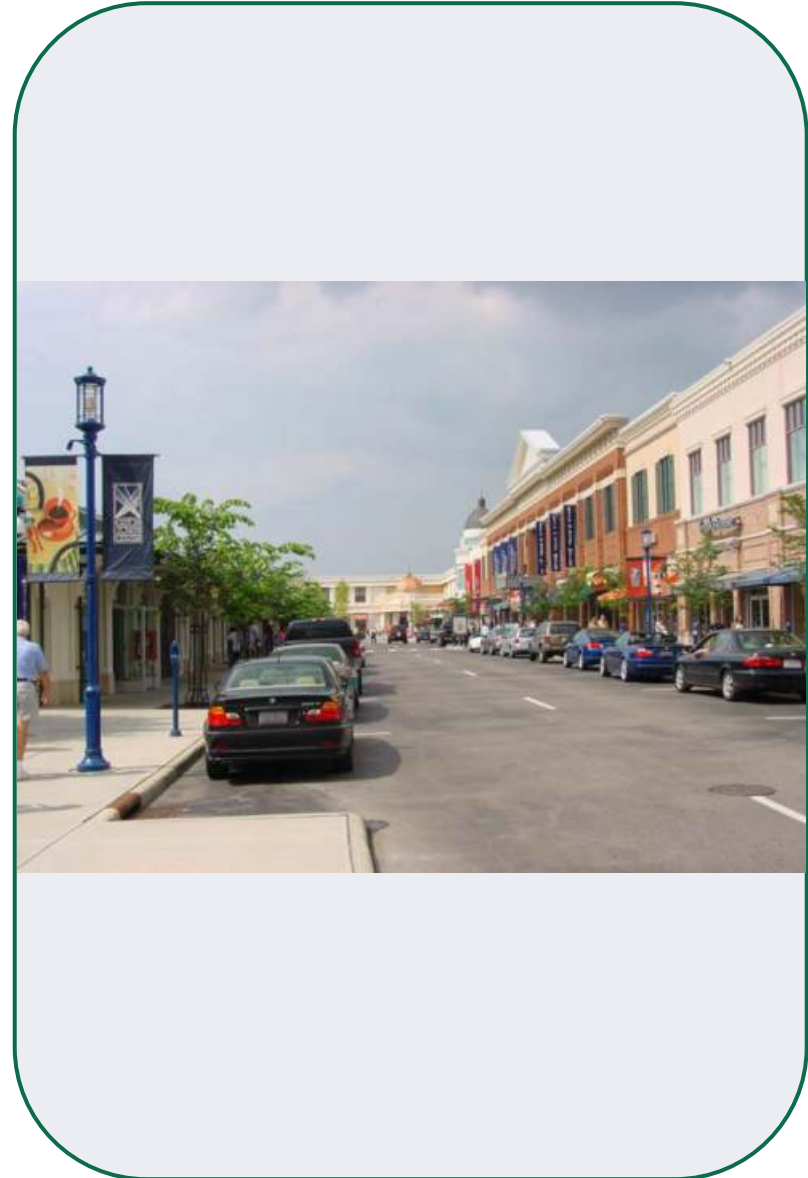
Figure 7.3 – Potential Ferry Street Streetscape



Figure 7.4 – Existing Main Street Streetscape



Figure 7.5 – Potential Main Street Streetscape



- Cross-sectional placement guidelines for sidewalks.

Street lighting on Main and Ferry Streets should incorporate heritage styling and differentiate Historic Drummondville. Lighting on Main Street should be of a pedestrian scale, i.e., approximately 4-5m tall. Feature lighting could also be utilized at the intersection of Main and Ferry Streets, the Lundy’s Lane Museum and other sites.

Increased sidewalk widths will provide improved conditions for tree planting, which in turn, will promote a gracious sidewalk canopy. A number of maple species could be considered.

The sidewalk, crosswalk and even street paving materials should complement the proposed heritage streetscape theme. Alternatively, paving that makes reference to the limestone geology of the area would also be appropriate. The transit hub area on Main Street is a prime example of an area that could benefit from enhanced lighting, paving, and street furniture.

While street furniture systems should be comfortable and functional, they should also be in keeping with the theme for Historic Drummondville. Provision should also be made for bike stands, planters, litter bins, and trees while providing ample usable sidewalk area.

7.2.5 PUBLIC SPACE, NODES AND LINKAGES

Historic Drummondville should be strengthened by improving the quality and accessibility of its parks and open space network. These open spaces link the neighbourhood together while enhancing the public realm and providing for pedestrian and bicycle access from other neighbourhoods and areas. The parks and open space network should be comprised of the following components:

- Public parks (i.e. Lundy’s Lane Battlefield);
- Linear parks and walkways (i.e. hydro corridor trails, pathway and alleyway links to the market and Drummond Hill battlefield site);
- Enhanced streetscapes along the road rights-of-way (i.e. redeveloped “Main Streets”); and
- Unique focal points (i.e. the marketplace and heritage museum).

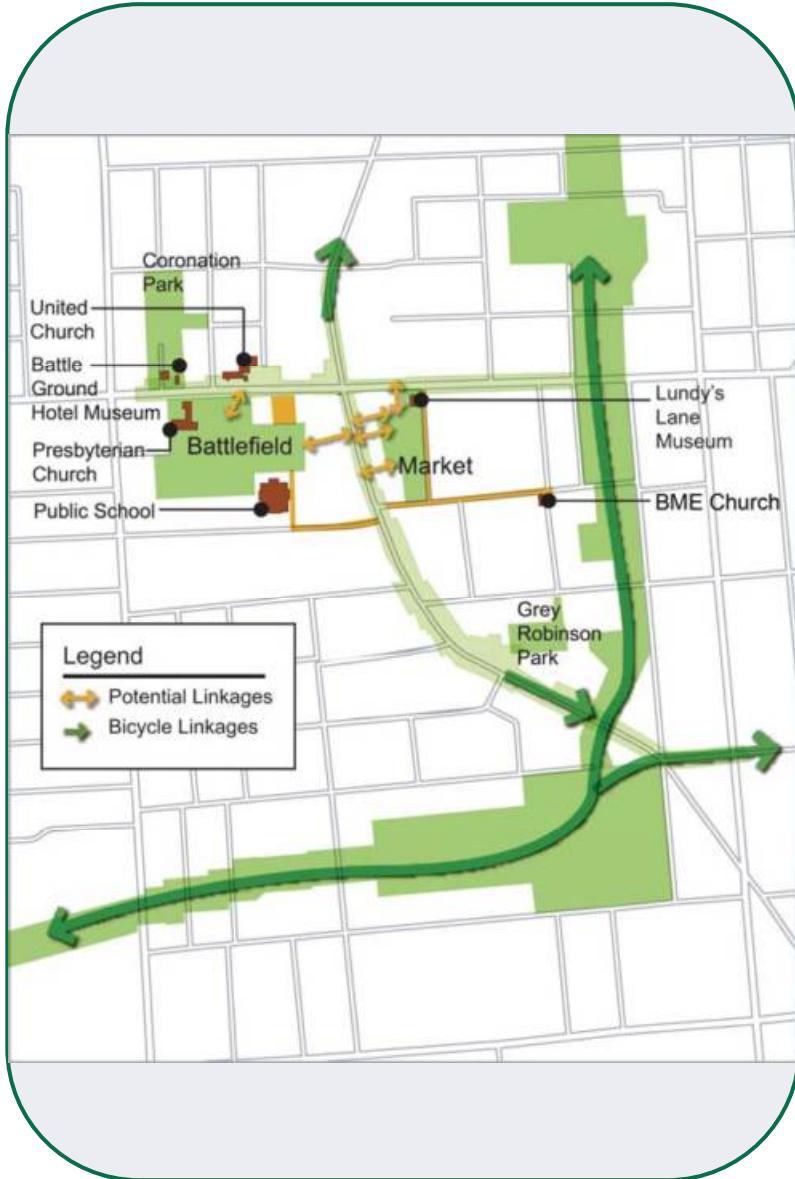
As shown in Figure 7.6, redevelopment and new building development should facilitate and enhance this open space network by reinforcing existing open spaces and providing for new linkages and access points to the open space network, where possible.

7.2.6 BUILT FORM

New building development should complement the overall theme of Historic Drummondville. The Conceptual Urban Design Guidelines generally address the following characteristic of built form and architectural design:

- Contextual relationships;
- Scale and grain of development;
- Development opportunities; and
- Architectural treatments including faced treatment, signage and awnings.

Figure 7.6 – Open Space Network



The Community Improvement Project Area is generally comprised of 2-3 storey commercial, mixed use and residential buildings. As the area is redeveloped, it is important that the scale of redevelopment and new development projects not overwhelm the existing building form. This means new buildings should generally be no more than a few stories taller than existing buildings and take setback and architectural rhythm cues from adjacent or nearby buildings.

Historic Drummondville consists largely of fine grained commercial buildings punctuated by alleys and side yards. This network of lanes and passages can attract vandalism and other criminal activity. However, if well designed and illuminated as recommended in this CIP and the Conceptual Urban Design Guidelines, criminal activity in these spaces can be virtually eliminated and these spaces can add significant interest and character to Historic Drummondville.

Street frontage can have an enormous unifying influence on the character of a street. To enhance the 'Main Street' character of both Main and Ferry Streets, infill development should preserve the existing continuous street frontages. Where development is taking place on vacant land, continuous street frontages should be introduced.

Currently there is little cohesion to the built form or style of the facades for the majority of buildings on Main and Ferry Streets. With a view to improving continuity and upgrading retail commercial frontages, the following guidelines should be followed:

- Store frontages (doors, display windows and sign bands) should be closely joined and aligned with neighbors to create a sense of continuity;

- Shop fronts should express individuality as well as unity with the area;
- Displays and spill-out activities such as cafes should complement sidewalk activities of walking and shopping;
- There should be express mixed uses – public at grade, private uses above; and
- Store frontages and facades should be well proportioned, of human scale, oriented to the pedestrian and composed of materials of enduring quality and considered detailing.

8. INCENTIVE PROGRAMS

8.1 INTRODUCTION

In order for the Vision and Land Use Plan for Historic Drummondville to be realized, the critical needs as identified during the SWOT Analysis and the public consultation process must be addressed and overcome. These critical needs relate primarily to the condition of buildings and land within the Community Improvement Project Area. These critical needs include:

- Improving building maintenance;
- Rehabilitating and redeveloping dilapidated buildings;
- Redeveloping key vacant and underutilized properties;
- Protecting and enhancing the key heritage features in the community;
- Updating and renovating uninviting and dated storefronts;
- Improving the condition of residential dwellings in the area between Peer Street and Robinson Street to Allendale Avenue; and
- Increasing the number of people living in the area who can support existing and new businesses in the area.

The financial incentive programs contained in this CIP represent a comprehensive tool kit of programs specifically designed to address the critical needs, and over time, help achieve the Vision for the Historic Drummondville Community Improvement Project Area. Requirements

have been built into the programs to help ensure that the Vision will be achieved while protecting the financial interests of the City of Niagara Falls.

The financial incentive programs contained in this Plan are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the Historic Drummondville Community Improvement Project Area. These incentive programs can be used individually or together by an applicant.

This Plan contains the following financial incentive programs:

- 1 Commercial Building and Facade Improvement Grant Program;
- 2 Revitalization Grant Program;
- 3 Residential Loan Program; and
- 4 Peer-Robinson Residential Rehabilitation Grant Program.

For each of the financial incentive programs contained in this CIP, this section describes the purpose, type, duration, eligibility criteria and program requirements. The financial incentive programs are summarized in Figure 8.1. These financial incentive programs are augmented and complemented by a proactive program of Implementation Actions, including Municipal Leadership activities, which is described in Chapter 9 of this CIP.

Finally, one other program which does not actually form part of this Plan is listed in Figure 3.1 and described in Section 8.8 of this CIP. The Development Charge Exemption Program provides an exemption from 75% of the City development charge payable on a residential, commercial and mixed use development and redevelopment projects that create



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additional residential units and/or commercial space. An amendment to the City's Development Charges By-law and the Region's Development Charge Exemption/Waiver program will be required to implement this program. As these amendments to the City's Development Charges By-law and the Region's Development Charge Exemption/Waiver program are outside the scope of the *Planning Act*, the Development Charge Exemption Program has only been referenced in this Plan, and does not form part of this Plan.

Figure 8.1 – Summary of Incentive Programs

PROGRAM	DESCRIPTION	DURATION
Commercial Building and Facade Improvement Grant Program	<p>Matching grant equivalent to 50% of the cost of eligible storefront and front, rear and side facade improvement/restoration works, and eligible interior and exterior building maintenance and improvement works.</p> <p>The maximum matching grant for eligible storefront and front facade improvement works is \$10,000.</p> <p>The maximum matching grant for eligible interior and exterior building maintenance and improvement works is \$10,000.</p> <p>The maximum matching grant can be increased by up to \$5,000 at the discretion of Council for:</p> <ul style="list-style-type: none"> a) rear and/or side facade improvement/restoration works for those properties located adjacent to the Sylvia Place Market; b) rear and/or side facade improvement/restoration works for those properties whose side and/or rear facades are highly visible from Main Street, Ferry Street or Lundy's Lane; and b) properties designated under the <i>Ontario Heritage Act</i>. <p>The maximum matching grant per property is \$25,000.</p>	Approximately ten (10) years, subject to the availability of funding as approved by Council.
Revitalization Grant Program	<p>Annual grant equivalent to 80% of the increase in Municipal taxes in Years 1-5 after rehabilitation, 60% in Years 6 and 7, 40% in Year 8, and 20% in Years 9 and 10.</p> <p>The rehabilitation project must result in an increase in assessment value and property taxes.</p>	Approximately ten (10) years, subject to the availability of funding as approved by Council.
Residential Loan Program	<p>0% interest loan on the basis of \$20 per sq. ft. of habitable space created, to a maximum loan of \$20,000 per unit.</p> <p>Maximum loan of \$500,000 per property.</p> <p>Loan is repayable in equal monthly payments over 5 years and a lump sum payment of outstanding funds at the end of the 5 year term.</p>	Approximately ten (10) years, subject to the availability of funding as approved by Council.



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PROGRAM	DESCRIPTION	DURATION
Peer-Robinson Residential Rehabilitation Grant Program	<p>Matching grant equivalent to 50% of the cost of eligible exterior building maintenance and property improvement works to residential properties within the area bounded by Main Street, Peer Street, Allendale Avenue and Robinson Street.</p> <p>Minimum grant of \$2,000 property. Maximum grant of \$10,000 per property.</p> <p>Maximum of one application per property.</p>	Approximately five (5) years, subject to the availability of funding as approved by Council.
Development Charge Exemption Program ¹	Exemption from payment of 75% of the City development charge on residential, commercial and mixed use development and redevelopment projects that create additional residential units and/or commercial space.	Approximately five (5) years, subject to the availability of funding as approved by Council.

¹ Note that this program does not form part of this CIP.

8.2 GLOSSARY OF TERMS

The following defines the terms used in this CIP.

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

“City” - The City of Niagara Falls.

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

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

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

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

“Region” - The Regional Municipality of Niagara.

“Mixed Use” - Includes commercial/residential, commercial/institutional, and residential/institutional uses.

8.3 GENERAL PROGRAM REQUIREMENTS

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

- a) An application for any financial incentive program contained in this CIP must be submitted to the City prior to the commencement of any works to which the financial incentive program will apply and prior to application for building permit;
- b) 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;
- c) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details as required by the City to satisfy the City with respect to costs of the project and conformity of the project with the CIP;
- d) Review and evaluation of an application and supporting materials against program requirements will be done by City staff, who will then make a recommendation to City Council or Council’s designate. The application is subject to approval by City

- Council or Council's designate. As a condition of application approval, the applicant must enter into an agreement with the City. This Agreement will specify the terms, duration and default provisions of the grant/loan. This Agreement is also subject to approval by City Council or Council's designate;
- e) Where other sources of government and/or non-profit organization funding (Federal, Provincial, Municipal, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the Application. Accordingly, the loan/grant may be reduced on a pro-rated basis;
- f) The City reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;
- g) The City is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant and/or loan;
- h) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the City, the City may delay, reduce or cancel the approved grant and/or loan, and require repayment of the approved grant and/or loan;
- i) The City may discontinue any of the programs 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;
- j) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land shall conform to all municipal by-laws, policies, procedures, standards and guidelines;
- k) All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the City;
- l) 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;
- m) 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;
- n) The size and placement of existing signage including, but not limited to, rooftop signs and all billboards, will be taken into consideration on a case-by-case basis by the City when determining eligibility to apply for and receive any of the financial incentive programs contained in this Plan. The City may require conformity to the Sign By-law and/or removal of existing signage as a condition of approval of any of the financial incentive programs contained in this Plan;
- o) Approval of an application for any of the financial incentive programs contained in this Plan will be based on compatibility of the proposed use with the Vision, Land Use Plan, Conceptual

Urban Design Guidelines, and any other guidelines applicable to the Historic Drummondville Community Improvement Project Area;

- p) When required by the City, outstanding work orders, and/or orders or requests to comply, and/or other charges from the City must be satisfactorily addressed prior to grant and/or loan approval/payment;
- q) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant/loan commitment;
- r) City staff, officials, and/or agents of the City may inspect any property that is the subject of an application for any of the financial incentive programs offered by the City; and
- s) The incentive programs contained in this CIP can be used individually or together by an applicant, but the total of all grants and loans provided in respect of the particular lands and buildings of an applicant under the programs contained in this CIP and any other CIPs, shall not exceed the cost of rehabilitating said lands and buildings.

8.4 COMMERCIAL BUILDING AND FACADE IMPROVEMENT GRANT PROGRAM

8.4.1 PURPOSE

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

To promote the maintenance and physical improvement of existing buildings and properties in order to meet the current Building Code, improve aesthetic quality, and to provide safe and usable commercial and residential space.

8.4.2 DESCRIPTION

The Facade Improvement component of this grant program will provide a matching grant of 50% of the cost of eligible storefront improvement and front facade improvement and restoration works to commercial and mixed use buildings, up to a maximum grant per property of \$10,000. At the discretion of Council, the matching grant for the Facade Improvement component can be increased by up to \$5,000 per property for properties:

- a) adjacent to the Sylvia Place Market where eligible rear and/or side facade improvement/restoration works are being proposed;
- b) whose side and/or rear facades are highly visible from Main Street, Ferry Street or Lundy's Lane where eligible rear and/or side facade improvement/restoration works are being proposed;
or
- c) designated under the *Ontario Heritage Act*.

The Building Improvement component of this program will provide a matching grant of 50% of the cost of eligible interior and exterior building

maintenance and improvement works to commercial and mixed use buildings, up to a maximum grant per property of \$10,000. At the discretion of Council, the matching grant for the Building Improvement component can be increased by up to \$5,000 per property for properties designated under the *Ontario Heritage Act*.

An applicant can make application for the Facade Improvement and Building Improvement component of the grant individually or together, but the maximum matching grant per property is \$25,000.

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

This program will commence on or after the date of approval of this Plan by the Minister of Municipal Affairs and Housing and will be offered for a period of approximately ten (10) years, subject to the availability of funding as approved by City Council.

8.4.3 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 City Council:

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

- i) repair or replacement of storefront, including repair or replacement of storefront doors and windows;
 - ii) repair or repointing of facade masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves and other architectural details;
 - iv) repair or replacement of awnings or canopies;
 - v) facade painting and cleaning/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 15% of the grant amount);
 - ix) architectural/design fees required for eligible works (to a maximum of 10% of the grant amount); and
 - x) other similar repairs/improvements as may be approved.
- b) The following types of building maintenance and improvement works on commercial and mixed use buildings are considered eligible for a matching grant 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 habitable space;
 - viii) installation/alteration of required window openings to residential spaces;
 - ix) required improvements to heating and ventilation systems; and
 - x) other similar repairs/improvements related to health and safety issues, as may be approved.
- c) The following types of facade restoration and improvement works and building maintenance and improvement works on commercial and mixed use buildings designated under the *Ontario Heritage Act* are considered eligible for a matching grant under this program:
- i) a Professional Design Study (to a maximum of 10% of the grant amount) that specifies the significant architectural features to be restored, the nature and method of preservation/restoration, and materials to be used;
 - ii) works that conserve or enhance elements specified in the Reasons for Designation accompanying the designating by-law under the *Ontario Heritage Act*;
 - iii) fences and outbuildings if specifically referred to in the Reasons for Designation;
 - iv) original siding and roofing materials including repair and replacement where necessary of wood clapboard or board-and-batten, repair and repointing of masonry buildings, stucco repair, repair or replacement of original roofing materials (slate, wood shingles, tile, etc.);
 - v) removal of modern material (synthetic siding, asphalt shingles, etc.) and replacement with documented original materials;
 - vi) reconstruction or construction of former and significant architectural features for which the appearance can be clearly determined from documentary sources (photographs, drawings, etc.);
 - vii) cleaning of masonry buildings if it is necessary for the building's preservation;
 - viii) all final finishes, such as paint and masonry are eligible for funding subject to approval;

- ix) interior works specifically referred to in the Reasons for Designation, including, but not limited to: woodwork, plasterwork, wall or ceiling murals, or metal work, and other decorative features; and
 - x) works required to maintain or preserve significant architectural features.
- d) For commercial and mixed use buildings designated under the *Ontario Heritage Act*, the facade restoration and improvement works and building maintenance 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. Eligible works will be guided by the Urban Design Guidelines and any municipally issued Heritage Design Guidelines, as amended from time to time, and appropriate reference material as determined by staff.
- e) The value of the grant provided shall not exceed 50% of the cost of the eligible works done;
- f) As a condition of grant application, the municipality may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with the Urban Design Guidelines and any municipally issued Heritage Design Guidelines; and

8.4.4 ADMINISTRATION

Guidelines for the administration of this program are attached as Appendix B. Appendix B does not form part of this Plan. The Guidelines for administration of this program may be changed from time to time, as required, without amendment to this Plan.

8.5 REVITALIZATION GRANT PROGRAM

8.5.1 PURPOSE

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

8.5.2 DESCRIPTION

The Revitalization Grant Program will provide an annual grant for up to ten (10) years to help offset the costs of rehabilitating and redeveloping properties as long as such development results in an increase in assessment, and therefore an increase in property taxes.

The annual grant will be equivalent to 80% of the increase in Municipal taxes in Years 1-5, 60% in Years 6 and 7, 40% in Year 8, and 20% in Years 9 and 10.

The grant will be paid annually once the eligible project is complete, building inspection has taken place, the property has been reassessed, and 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 Municipal Property Assessment Corporation (MPAC) following project completion. The grant will be recalculated every year based on post-project Municipal taxes in that year. Grant payments will cease when the total grant along with all other grants and loans provided equals the cost of rehabilitating the lands and buildings, or after 10 years, whichever comes first.

In order to avoid double dipping between the Brownfields Rehabilitation Grant Program available under the Brownfields CIP and the Revitalization Grant Program available under this CIP, application can be made for only one of these grant programs, per property, site or project.

This program will commence on or after the date of approval of this Plan by the Minister of Municipal Affairs and Housing and will be offered for a period of approximately ten (10) years, subject to the availability of funding as approved by City Council.

8.5.3 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 City Council:

- a) The following types of projects are considered eligible for the Revitalization Grant Program:
 - i) existing commercial, residential and mixed use buildings, vacant properties and parking lots where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property²;
 - b) As a condition of grant application, the City may require the applicant to submit a Business Plan, with said plan to the municipality's satisfaction;
 - c) As a condition of grant application, the City may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with any municipally issued urban design guidelines, as well as 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 City reserves the right to require repayment of the grant payments; and
 - 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

² This program does not apply to any project that creates less than two net residential units and it does not apply to the rehabilitation or upgrading of single detached residential dwellings, unless at least two net residential units are created.

payments shall cease and the City reserves the right to require repayment of the grant payments.

8.5.4 ADMINISTRATION

Guidelines for the administration of this program are attached as Appendix C. Appendix C does not form part of this Plan. The Guidelines for administration of this program may be changed from time to time, as required, without amendment to this Plan.

8.6 RESIDENTIAL LOAN PROGRAM

8.6.1 PURPOSE

To promote the construction of residential units through conversion of excess commercial and vacant space to residential units; residential intensification; and the infilling of vacant lots with residential units.

8.6.2 DESCRIPTION

The Residential Loan Program will provide a 0% interest loan on the basis of \$20 per square foot of habitable floor space created, to a maximum of \$20,000 per unit. 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 amount of the loan shall not exceed the cost of rehabilitating the lands and buildings. The maximum loan per property will be \$500,000.

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 used for ownership units, the loan may apply to buildings that fall under the *Condominium Act*. If the Residential Loan Program 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 loan term is the full 5 years, but may be repaid early without penalty.

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

This program will commence on or after the date of approval of this Plan by the Minister of Municipal Affairs and Housing and will be offered for a period of approximately ten (10) years, subject to the availability of funding as approved by City Council.

8.6.3 REQUIREMENTS

Only property owners (and their assignees) 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 City Council:

- a) The following types of projects are considered eligible for a loan under this program:
 - i) existing commercial building (or part thereof) converting to two or more residential units;

- ii) existing mixed use building adding two or more net residential units;
 - iii) renovations to existing residential units to bring them into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - iv) vacant commercial lot (including parking lots) converting to multi-residential units; and
 - v) vacant single residential lots converting to at least three multi-residential units.
- b) As a condition of loan approval, the City may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with any municipally issued urban design guidelines, as well as impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- c) As a condition of loan approval, the City may require the applicant to:
- i) post such security as may be required to secure a commercial loan, including registration of such security against title of the property; and
 - ii) meet specific insurance terms to protect the municipality's interests.
- d) If during the loan period, a building receiving a residential loan is demolished, all loan payments shall cease, and payments already made will be repayable to the City; and

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

8.6.4 ADMINISTRATION

Guidelines for the administration of this program are attached as Appendix D. Appendix D does not form part of this Plan. The Guidelines for administration of this program may be changed from time to time, as required, without amendment to this Plan.

8.7 PEER-ROBINSON RESIDENTIAL REHABILITATION GRANT PROGRAM

8.7.1 PURPOSE

To promote the maintenance and improvement of properties within the area bounded by Main Street, Peer Street, Allendale Avenue and Robinson Street.

8.7.2 DESCRIPTION

The Peer-Robinson Residential Rehabilitation Grant Program will provide a one-time matching grant of 50% of the cost of eligible exterior building maintenance and property improvement works to single detached and semi-detached residential properties within the area bounded by Main Street, Peer Street, Allendale Avenue and Robinson Street. The minimum

grant per property will be \$2,000, up to a maximum grant per property of \$10,000.

This program will commence on or after the date of approval of this Plan by the Minister of Municipal Affairs and Housing and will be offered for a period of approximately five (5) years, subject to the availability of funding as approved by City Council.

8.7.3 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 City Council:

- a) The following types of exterior building maintenance and property improvement works are considered eligible for a matching grant under this program:
 - i) cleaning, painting, repair or replacement of exterior facade materials;
 - ii) repair/replacement of front doors, windows and porches;
 - iii) repair/replacement of cornices, parapets, eaves and other architectural details;
 - iv) landscaping, including walkways and permanent plant materials (to a maximum 15% of the grant amount); and

- v) other similar repairs/improvements as may be approved.

- b) Only one application per property will be permitted;
- c) The value of the grant provided shall not exceed 50% of the cost of the eligible works done;
- d) As a condition of grant application, the municipality may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with the Urban Design Guidelines and any municipally issued Heritage Design Guidelines; and

8.7.4 ADMINISTRATION

Guidelines for the administration of this program are attached as Appendix E. Appendix E does not form part of this Plan. The Guidelines for administration of this program may be changed from time to time, as required, without amendment to this Plan.

8.8 DEVELOPMENT CHARGE EXEMPTION PROGRAM³

8.8.1 PURPOSE

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

8.8.2 DESCRIPTION

The Development Charge Exemption Program will provide an exemption from payment of 75% of the City development charge on residential, commercial and mixed use development and redevelopment projects that create additional residential units and/or commercial space. The 75% exemption will be applied at the time development charges are paid, i.e., building permit.

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

financial rationale for a lower development charge for redevelopment in the Historic Drummondville Area.

In an effort to promote new residential and commercial development in downtowns, built-up urban areas, and brownfield areas, the Region passed a development charge waiver/exemption program in 2002 (Regional Report CSD 151-2002/DPD 131-2002). This was followed in 2003 with a report that outlined the administrative procedures for implementation of the development charge waiver/exemption program (Regional Report CSD 39-2003/DPD 48-2003).

The Region's Development Charge Waiver/Exemption Program exempts a development from 75% of the Regional development charge if it is in a downtown, surrounding built-up urban area or brownfield area. Up to an additional 25% development charge exemption is provided depending on the inclusion of Smart Growth principles into the proposed development. Eligibility for the regional development charge exemption is determined by a Regional Development Charges Task Force.

The Historic Drummondville Community Improvement Project Area is not currently included in the Region's areas for 75%-100% exemption/waiver of Regional Development Charges as approved by Regional Council on April 17, 2003 in Regional Report DPD 48-2003/CSD 39-2003. However, provision is made in this Regional report for local municipalities to add additional areas within the urban boundary for exemption/waiver of Regional Development Charges, where the addition of such areas is supported by an approved CIP. Therefore, it is recommended that the City of Niagara Falls request that the Region add the Historic Drummondville Community Improvement Project Area to the Areas for Regional Development Charges Exemption/Waiver.

³ Section 8.8 does not form part of this CIP.

As the required amendments to the City's Development Charges By-law and the Region's Development Charge Exemption/Waiver Program are outside the scope of the *Planning Act*, the Development Charge Exemption Program has only been referenced in this Plan, and does not form part of this Plan. Therefore, it is recommended that the Development Charge Exemption Program be forwarded to Council as a separate recommendation and implementing amendment to the City's Development Charges By-law.

While the exemption of local municipal development charges is not required by the Region as a condition of the Regional program, it is encouraged by the Region. Combined with the Regional development charge exemption, an exemption for City development charges will likely prove to be a significant upfront financial incentive to promote redevelopment in the Historic Drummondville Community Improvement Project Area.

The Development Charge Exemption Program is not an application based program. Therefore, an application for a development charge exemption at the time of building permit application will not be required. The development charge exemption will be applied at the time development charges are normally paid, i.e., building permit.

The Development Charge Exemption Program will commence on or after the date of approval of enabling amendments to the Region's Development Charge Exemption/Waiver Program, and to the City of Niagara Falls Development Charges By-law. The Development Charge Exemption Program will be offered for an initial period of approximately five (5) years, with the option to extend the program for up to another five (5) years, subject to the availability of funding as approved by City Council.

8.8.3 REQUIREMENTS

Only property owners (and their assignees) are eligible for this program, subject to meeting the general program requirements, the following program requirements, and subject to the availability of funding as approved by City Council:

- a) The following types of projects are considered eligible for the program:
 - i) new residential development on vacant lots, including parking lots;
 - ii) residential conversion of existing commercial and mixed use buildings that creates additional residential units;
 - iii) new commercial development on vacant lots, including parking lots;
 - iv) conversion of non-commercial space to commercial space; and
 - v) redevelopment of mixed use buildings that creates additional residential units and/or commercial space.
- b) As a condition of development charge exemption, the City may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with the Urban Design Guidelines and any municipally issued Heritage Design Guidelines, as well as impact studies such as traffic studies, parking studies, and studies of microclimatic conditions (e.g., sun, shadow, wind);

- c) Property taxes must be in good standing at the time of application through to approval of the development charge exemption;
- d) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements at both the local and regional level;
- e) All improvements made to properties shall be made pursuant to a building permit, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals; and
- f) Outstanding work orders and/or orders or requests to comply from the City must be satisfactorily addressed prior to development charge exemption.

8.8.4 ADMINISTRATION

Development charges are paid at the time of building permit issuance. Therefore, at the time of application for a building permit, staff will determine program eligibility based on the eligibility criteria and notify the owner if they are eligible for a development charge exemption. If the owner is eligible for a development charge exemption, staff will apply the 75% exemption to development charges payable at the time the building permit is issued.

A separate report to Council will be developed to provide further details with respect to the implementation and administration of this program, including the necessary amendments to the Development Charges By-law.

9. IMPLEMENTATION ACTIONS

As described in the previous sections, there are a number of actions required to implement the Vision outlined in this CIP. This includes actions to implement the Land Use Plan (including targeted improvements), Conceptual Urban Design Guidelines, and the Incentive Programs. There are also a series of other actions that can be undertaken by the City that fall into the category of Municipal Leadership. Therefore, the actions required to fully implement this CIP can be divided into five categories:

- Targeted Improvements;
- Land Use;
- Urban Design;
- Incentive Programs; and
- Municipal Leadership.

Figure 9.1 at the end of this section summarizes these actions and identifies the organization(s) responsible for implementation, key stakeholders who can assist with implementation, and recommended timing for each action. Timing is usually tied to the timing of the adoption or approval of the CIP. Where recommended actions are to take place subsequent to the approval of the CIP, these are classed as short term (0-2 years), medium term (2-5 years) or long-term (5+ years).

9.1 TARGETED IMPROVEMENTS

A variety of the projects discussed in the Land Use Plan will require planning, programming, commitment of resources, and development by a champion or champions to realize these elements of the Vision for Historic Drummondville. Several projects in particular will rely upon a committed team of stakeholders, municipal staff and politicians to become reality. Preliminary work on the targeted improvements should begin with the adoption of the CIP.

9.2 LAND USE POLICIES AND REGULATIONS

In order to protect the lands associated with the Battlefield Precinct and promote the redevelopment and revitalization of Historic Drummondville, a number of policy and regulatory changes are required.

The City's Official Plan has established a 20 year planning framework to direct and manage growth and development in Niagara Falls. The Official Plan should be amended to address the planning policy and land use designation recommendations contained in Chapter 3 of the Land Use Plan.

Zoning By-law 79-200 identifies land uses as specific zones and provides standards for development in Historic Drummondville. The existing Zoning By-law should be amended to provide the regulatory framework necessary to stimulate redevelopment in this community. The Zoning By-law should be amended as recommended in Chapter 3 of the Land Use Plan.

City staff should initiate the formal Official Plan amendment and Zoning By-law amendment concurrent with the adoption of the CIP for Historic Drummondville.

9.3 CONCEPTUAL URBAN DESIGN GUIDELINES

The Conceptual Urban Design Guidelines should be implemented for plan review immediately upon approval of the CIP, and should be used to guide the development of detailed urban design guidelines that identify specific preferred approaches for Historic Drummondville.

9.4 INCENTIVE PROGRAMS

The Incentive Programs detailed in Chapter 8 should be implemented immediately upon approval of the CIP. This should include implementation of a proactive marketing program designed to communicate and market the financial incentive programs to existing business and property owners in Historic Drummondville, as well as to developers, investors, business owners, and real estate professionals throughout Niagara Falls. This marketing program should also include information on available development opportunities and business locations within Historic Drummondville.

9.5 MUNICIPAL LEADERSHIP

One of the most critical needs identified during the public consultation process was the need for the City to provide proactive leadership and support for revitalization of Historic Drummondville. During the public consultation sessions, we heard this meant a wide ranging role for the City, from actions complementary to the Land Use Plan, such as enforcing property standard by-laws, to taking a leadership role in a public-private partnership to plan and develop the Vintners' Marketplace. A proactive strategy of municipal leadership has been shown to be a key component of successful revitalization of older commercial areas in other Canadian and U.S. cities. Therefore, this section sets out a proactive Municipal Leadership Strategy for the City to follow in the course of promoting the revitalization of Historic Drummondville.

9.5.1 PURPOSE

The purpose of the Municipal Leadership Strategy (MLS) is to set the framework for the City to provide support and leadership on revitalization and redevelopment initiatives in Historic Drummondville. The recommended actions in the MLS represent a long-term strategy on the part of the City to focus its efforts and financial resources on public sector investments and actions that are designed to act as catalysts to leverage private sector investment in Historic Drummondville.

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

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

Therefore, the City may engage in any of these activities as part of its MLS in order to promote the undertaking of targeted improvements included in this CIP and other targeted improvement that are identified and approved by the City in the future. The MLS complements the Land Use Plan, Conceptual Urban Design Guidelines, and Incentive Programs.

9.5.2 DESCRIPTION

The MLS is a general program of municipal property acquisition, investment and involvement in public-private partnerships. The primary focus of the MLS is on the larger scale targeted improvement projects described in Section 9.1. The City may also participate in public-private partnerships to redevelop public and privately owned properties and/or public-private partnerships to construct and/or operate public facilities. An example of this would be a public-private partnership to develop the Vintners' Marketplace. Subsequent to preparation of a functional analysis, feasibility study and business plan, the municipality should consider issuing an RFP for private sector participation in construction and operation of the Vintners' Marketplace.

The MLS also includes other actions the City should take to implement this CIP. These actions are designed to support the key aspects of this CIP, namely the Land Use Plan, Conceptual Urban Design Guidelines and Incentive Programs. These complementary actions include:

- a) Accelerate the planned separation of storm and sanitary sewers along Ferry Street (2010-2014) to coincide with streetscaping improvements along Ferry Street;
- b) Review the location and supply of public and privately owned parking in Historic Drummondville, and make adjustments to the publicly owned supply as required over time. This may include offering surplus City-owned parking lots for development purposes and/or construction of a public parking facility in conjunction with development of the Vintners' Marketplace;
- c) Review by-law enforcement, particularly in the area of property standards, in Historic Drummondville and take appropriate action to enforce the property standards by-law, as required;
- d) Work with the Regional Police to increase the community policing presence in the area;
- e) Establish an Inter-departmental Incentive Programs Coordinating Committee to promote formal information exchange and adjustment to incentive program administrative procedures to incorporate lessons learned;
- f) Establish an Implementation Committee that will assist the City in monitoring and guiding implementation of the Historic Drummondville CIP. This Implementation Committee should include representation from:

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- City staff;
 - Regional staff;
 - Regional Police;
 - Main/Ferry Business Improvement Association;
 - Residents Association;
 - Regional Health Services;
 - Children and Family Services; and
 - Other agencies/organizations, as required.
- g) Develop a marketing program and dedicate staff resources to market the financial incentive programs, development and redevelopment opportunities, and business opportunities to developers, business owners and start-ups, investors and their support professionals;
- h) Recognize and contribute additional resources as required to administer the Historic Drummondville CIP programs;
- i) Seek out sponsorships from the Main/Ferry BIA, the Lundy's Lane BIA, and other community organizations to help fund the construction/maintenance of streetscaping and gateway projects;
- j) Establish annual property beautification and maintenance awards exclusively for Historic Drummondville;
- k) Celebrate and profile business and redevelopment success stories in Historic Drummondville in the local media and in marketing materials supplied to potential new investors and program applicants;
- l) Request from the Provincial government the authority to remove existing (grandfathered) signs that do not conform to the City's new sign by-law (once approved);
- m) Establish an official committee to promote Historic Drummondville for the Bicentennial of the War of 1812 which will take place in six years. One of the responsibilities of this committee would be to apply for available federal and provincial funding, and to elicit private sponsorships to:
- i) Help plan and undertake the necessary improvements to the Battlefield, Cemetery and associate features, including improved pedestrian accessibility; and
 - ii) Develop a program to market Historic Drummondville as the site of the Battle of Lundy's Lane leading up to the Bicentennial in 2012.
- n) Budget for and fund studies related to the Vintners' Marketplace, as well as exploring private-public partnership opportunities and financing for construction;
- o) Market Historic Drummondville as a viable bed and breakfast district to owners and operators of existing bed and breakfast operations in the Niagara Region;

- p) Establish a long term strategy to relocate uses that are not considered appropriate for Historic Drummondville; and
- q) Establish a long term strategy to remove or redesign billboards in Historic Drummondville.

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

9.5.3 ADMINISTRATION

The City will utilize the same administrative structure established to administer the financial incentive programs to administer the Municipal Leadership Strategy. The City will identify a lead department that will be primarily responsible for coordinating and administering the implementation of the Municipal Leadership Strategy. Authority under the Municipal Leadership Strategy would be exercised in order that redevelopment of land or buildings may occur in conformity with this CIP, subject to Council approval.

Figure 9.1 – Implementation Actions

A. TARGETED IMPROVEMENTS			
IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
<p>1. Convert the Sylvia Place Farmers' Market into the Vintners' Marketplace:</p> <p>a) Conduct a functional analysis of the existing market structure, parking lot and adjacent lands;</p> <p>b) Develop a preliminary conceptual plan and development phasing for the new Vintners' Marketplace;</p> <p>c) Prepare a feasibility study and business plan; and</p> <p>d) Consider use of an RFP to elicit interest in a public-private partnership to construct/operate the Vintners' Marketplace.</p>	City	City Main/Ferry BIA Current market vendors Local residents	<p>a) – d) = Short term (0-2 years)</p> <p>Construction of the Vintners' Market place = Medium term (2-5 years)</p>
<p>2. Review and revise the Battlefield Master Plan to address several key issues, including:</p> <p>a) Acquisition of the Battlefield school site, should it become surplus;</p> <p>b) Potential acquisitions/access agreements to allow pedestrian movement between Main Street and Drummond Hill; and</p> <p>c) Phased redevelopment of the Battlefield site to improve its interpretive heritage nature and create a greater sense of place.</p>	City	City City Heritage Committee	<p>Review/revision to Battlefield Master Plan = Short term (0-2 years)</p> <p>Implementation of the revised Battlefield Master Plan = Medium to Long term (2-5+ years)</p>
<p>3. Promote connectivity between the Fallsview Tourist District and Historic Drummondville. Study the mechanism for doing this, including implementation of one or more of the following:</p> <p>a) Investigate renaming Murray Street between Stanley Avenue to Allendale Avenue to Main Street;</p> <p>b) Using appropriate signage, redirect traffic from Stanley Avenue along Murray Street onto Main Street;</p> <p>c) As part of an Environmental Assessment, reevaluate the road connection to Historic Drummondville at Stanley Avenue and subsequently:</p> <p>i) Implement road improvements at the Stanley Avenue intersection to reestablish a direct connection from the Fallsview Tourist District and points south to Historic Drummondville; and/or</p> <p>ii) Close Main Street to Stanley Avenue to vehicular traffic and reprogram land uses in the portion between Allendale Avenue and Stanley Avenue.</p>	City	City Main/Ferry BIA Fallsview Tourist District Representatives	<p>a) = underway</p> <p>b) = investigate upon approval of the CIP</p> <p>Implement recommendations of study = Short to Medium term (1-5 years)</p>

B. LAND USE			
IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
1. Revise Figure 3.1, Gateways, in the Official Plan to identify the proposed Gateway and Landscape Entry Point features.	City	City Main/Ferry BIA Lundy's Lane BIA Clifton Hill Tourist District Representatives Fallsview Tourist District Representatives	OP Amendment = Short term (0-2 years) Gateway and Landscape Entry Point development = Medium term (2-5 years)
2. Revise Figure 3.2, Street System, in the Official Plan to identify the proposed Retail Street identification of Main Street and Lundy's Lane.	City	City Main/Ferry BIA	OP Amendment = Short term (0-2 years)
3. Revise S. 3.3.1.4 of the Official Plan to explain the commercial role (e.g., niche retail, heritage related retail) and built form of Historic Drummondville.	City	City Main/Ferry BIA	OP Amendment = Short term (0-2 years)
4. Amend Zoning By-law to clearly identify "Museum" and "Art Gallery" as permitted uses in the "General Commercial Zone (GC)" in Historic Drummondville.	City	City Main/Ferry BIA	ZBL Amendment = Short term (0-2 years)
5. Redesignate lands associated with the Battle Ground Hotel Museum, Coronation Park, Drummond Hill Cemetery, Drummond Hill Trail, Municipal Parking Lot 14, and Battlefield Public School to "Open Space".	City	City City Heritage Committee Main/Ferry BIA	OP Amendment = Short term (0-2 years)
6. Rezone lands associated with the Battle Ground Hotel Museum, Coronation Park, Municipal Parking Lot 14, and Battlefield Public School to "Open Space Zone (OS)".	City	City City Heritage Committee Main/Ferry BIA	ZBL Amendment = Short term (0-2 years)

C. URBAN DESIGN GUIDELINES			
IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
1. Fund the design and development of Gateway and Landscape Entry Point features to highlight the major access points and unique nature of Historic Drummondville.	City	City Main/Ferry BIA Lundy's Lane BIA Clifton Hill Tourist District Representatives Fallsview Tourist District Representatives	Short term (0-2 years)
2. Fund a study to create pedestrian linkages between the Vintners' Marketplace and the Battlefield Precinct, and cycling connections from Historic Drummondville to the rest of the City.	City	City Main/Ferry BIA	Short term (0-2 years)
3. Undertake detailed urban design guidelines for Historic Drummondville which address site specific redevelopment, as well as general themes and preferred approaches to streetscaping including lighting, planting, sidewalks, crosswalks, and street furniture, and architectural treatments for facades and awnings.	City Main/Ferry BIA	City Main/Ferry BIA	Short term (0-2 years)
4. Review the issue of heritage district designation within the Community Improvement Project Area.	City City Heritage Committee	City Heritage Committee Main/Ferry BIA	Long term (5+ years)

D. INCENTIVE PROGRAMS

IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
1. Implement the Commercial Building Facade and Improvement Grant Program	City	Property owners and tenants	Upon approval of the CIP
2. Implement the Revitalization Grant Program	City	Property owners	Upon approval of the CIP
3. Implement the Residential Loan Program	City	Property owners	Upon approval of the CIP
4. Implement the Peer-Robinson Residential Rehabilitation Grant Program	City	Residential property owners in the area bounded by Main Street, Peer Street, Allendale Avenue and Robinson Street	Upon approval of the CIP
5. Implement the Development Charge Exemption Programs: a) City to pass an implementing amendment to the City's Development Charges By-law; and b) City to apply to the Region to have the Historic Drummondville Community Improvement Project Area included as a development charge exemption/waiver area in Schedule B of Regional Development Charge By-law 90-2004.	City Region	Property owners/developers	Upon approval of the CIP

E. MUNICIPAL LEADERSHIP STRATEGY			
IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
1. Accelerate the planned separation of storm and sanitary sewers along Ferry Street to coincide with streetscaping improvements	City	Ferry Street property/business owners	Medium term (2-5 years)
2. a) Review location and supply of publicly and privately owned parking lots; and b) Adjust publicly owned parking supply as required.	City	Main/Ferry BIA	a) = Short term (0-2 years) b) = Medium to Long term (2-5+ years))
3. Review by-law enforcement and take appropriate action to enforce the property standards by-law, as required.	City	Property owners	Short-term (0-2 years)
4. Establish Inter-departmental Incentive Programs Coordinating Committee.	City	Property owners, business owners, developers, investors	Upon approval of the CIP
5. Establish an Implementation Committee that will assist the City in monitoring and guiding implementation of the Historic Drummondville CIP.	City	City and Regional staff Regional Police Main/Ferry BIA Residents Association Regional Health Services Children and Family Services Other agencies/organizations, as required	Upon approval of the CIP
6. Develop and implement a marketing program to market the incentive programs, development, redevelopment and business opportunities and potential business locations to developers, investors, business owners, and real estate professionals. This marketing program should also profile and celebrate local business and redevelopment success stories.	City Main/Ferry BIA Niagara Economic Development Corporation	Main/Ferry BIA Niagara Economic Development Corporation Property owners Developers, Investors Business owners and new business starts	Upon approval of the CIP and implementation of the financial incentive programs
7. Seek out sponsorships to help fund the streetscaping and gateway improvements	City Main/Ferry BIA	Lundy's Lane BIA Business owners	Short to Medium term (0-5 years)
8. Establish annual property beautification and maintenance awards for Historic Drummondville.	City	Main/Ferry BIA Park in the City Committee Property and business owners	Short term (0-2 years)

E. MUNICIPAL LEADERSHIP STRATEGY (CONTINUED)

IMPLEMENTING ACTION	RESPONSIBILITY	KEY STAKEHOLDERS	TIMING
9 Request the authority from the Provincial government to remove existing (grandfathered) signs that do not conform to the City's new sign by-law.	City	Main/Ferry BIA	Short term (0-2 years)
10. Establish an official committee to promote Historic Drummondville for the Bicentennial of the War of 1812. Budget for and fund improvements to the Battlefield Precinct.	City	Main/Ferry BIA Local Historical Society	Short term (0-2 years)
11. Budget for and fund studies related to the Vintners' Marketplace, as well as exploring private-public partnership opportunities and financing for construction.	City	City Main/Ferry BIA Business owners, developers, investors	Studies = Short term (0-2 years) Construction = Medium term (2-5 years)
12. Market Historic Drummondville as a viable bed and breakfast district.	City	Main/Ferry BIA	Short to Medium term (0-5 years)
13. Work with the Regional Police to increase the community policing presence.	City	Main/Ferry BIA Regional Police	Short term (0-2 years)
14. Establish a long term strategy to relocate uses that are not considered appropriate for Historic Drummondville.	City	Property owners, business owners	Strategy development = Short term (0-2 years)
15. Establish a long term strategy to remove or redesign billboards in Historic Drummondville.	City	Main/Ferry BIA Property owners, business owners	Strategy development = Short term (0-2 years)

10. MONITORING PROGRAM

10.1 PURPOSE

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

- a) The performance and impact of the incentive programs and utilize this information to make adjustments to the incentive programs; and
- b) Progress on the implementation actions to help ensure that the other actions required to achieve the Vision in this CIP are implemented.

10.2 DESCRIPTION

Figure 10.1 presents a list of the variables that should be monitored on an individual project and aggregate basis for the Incentive Programs and the Municipal Leadership Strategy. As well, the feedback received from users of the financial incentive programs should also be considered. It is important that the results of the monitoring program be utilized to help ensure that the Incentive Programs and the Municipal Leadership Strategy are effective for a range of project types and sizes in Historic Drummondville.

The City should also attempt to monitor the results of the programs in Figure 4 in terms of economic and social benefits. For example, both improvements in property values and social conditions in Historic Drummondville should be monitored.

It is recommended that the Technical Advisory Committee that was struck to assist the City with preparation of this CIP should be maintained and possibly augmented with other members of the Historic Drummondville business and resident community. This Committee should meet regularly after the CIP has been adopted to assist the City in monitoring implementation of the Historic Drummondville CIP.

Progress on implementation and the empirical results of the incentive programs and the Municipal Leadership Strategy should be reported on a regular basis (at least annually) to City Council. These monitoring results should also be used to recommend any adjustments that should be made to the terms and requirements of the financial incentive programs in order to improve these programs.

10.3 PROGRAM ADJUSTMENTS

The feedback from monitoring of the CIP may lead to minor revisions to programs contained in this CIP. Therefore, the City may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, or discontinue 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. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new programs to this Plan, or an expansion of the Community Improvement Project Area will require a formal amendment in accordance with Section 28 of the *Planning Act*. Any formal amendments to this Plan will require approval by the Minister of Municipal Affairs and Housing, and shall be undertaken in accordance with Section 28 of the *Planning Act*.

Figure 10.1 – Variables to be Monitored

Program	Variable
1) Commercial Building and Facade Improvement Grant Program	<ul style="list-style-type: none"> - Number of applications by type (facade (front/side/rear) and/or building improvement, designated heritage); - \$ amount of grant by type (facade or building improvement); - Type and cost (\$) of total facade improvements ; - Type and cost (\$) of total interior and exterior building improvements; - Cost (\$) of other building improvements ; - Increase in assessed value of participating properties; and - Increase in municipal (City and Region) and education property taxes of participating properties.
2) Revitalization Grant Program (RGP)	<ul style="list-style-type: none"> - Number of applications; - Total \$ cost of grants; - Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; - Square footage of commercial space rehabilitated or constructed; - Total \$ value of construction; - Increase in assessed value of participating properties; - Increase in municipal (City and Region) and education property taxes of participating properties; - Jobs created/maintained by the project; and - Number of program defaults.
3) Residential Loan Program (RLP)	<ul style="list-style-type: none"> - Number of applications; - Total \$ amount loaned out; - Square footage of habitable floor space created; - Number of units created by type (rental, ownership, 1 bedroom, 2 bedroom, 2+ bedroom); - Total \$ value of construction; - Increase in assessed value of participating properties; - Increase in municipal and education property taxes of participating properties; and - Number of loan defaults.
4) Peer-Robinson Residential Rehabilitation Grant Program	<ul style="list-style-type: none"> - Number of applications; - \$ grant by type of improvement; - Total \$ cost of grants; - Total \$ value of construction; - Increase in assessed value of participating properties; and - Increase in municipal (City and Region) and education property taxes of participating properties.

Program	Variable
5) Development Charge Exemption Program	<ul style="list-style-type: none"> - Total \$ development charges exempted; - Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; - Square footage of habitable floor space created; - Square footage of commercial space rehabilitated or constructed; - Total \$ value of construction; - Increase in assessed value of participating properties; and - Increase in municipal and education property taxes of participating properties.

11. CONCLUSION

As determined through the comprehensive SWOT Analysis, this CIP focuses on:

- Improving building maintenance;
- Rehabilitating and redeveloping dilapidated buildings;
- Redeveloping key vacant and underutilized properties;
- Protecting and enhancing the key heritage features in the community;
- Updating and renovating uninviting and dated storefronts;
- Improving the condition of residential dwellings in the area between Peer Street and Robinson Street to Allendale Avenue; and
- Increasing the number of people living in the area who can support existing and new businesses in the area.

The Vision, Land Use Plan, Conceptual Urban Design Guidelines, Incentive Programs and Municipal Leadership Strategy contained in this CIP are based on a critical needs analysis, including extensive input received from the business and residential community in Historic Drummondville. The adoption and approval of this CIP will provide the legislative basis and context for the implementation of a comprehensive framework of municipal actions and incentive programs designed to achieve the Vision contained in this CIP for Historic Drummondville. Successful implementation of this CIP will require a commitment by Council to significant capital funding for the targeted improvements, the incentive

programs and the provision of the resources required to monitor and administer implementation of the CIP. The revitalization of Historic Drummondville is important not only for the property and business owners in this area, but also for Niagara Falls as a whole.

APPENDIX A HISTORIC DRUMMONDVILLE ZONING - CITY OF NIAGARA FALLS ZONING BY-LAW 79-200

(This appendix does not form an operative part of the Community Improvement Plan)



HISTORIC DRUMMONDVILLE, NIAGARA FALLS - COMMUNITY IMPROVEMENT PLAN

Zone	Permitted Uses
General Commercial Zone (GC)	<ul style="list-style-type: none"> • Assembly hall • Auctioneering establishment • Bake shop • Bank, trust company, credit union, currency exchange • A building supplies shop and yard • Car rental establishment, truck rental establishment • Car wash, interior and exterior hand car cleaning • Clinic • Community building • Day nursery • Drive-in restaurant • Dry cleaning establishment • Farmer's market • Funeral home • Health centre • Hotel • Laundry

- Library
- Motel
- New car agency
- Nursing home
- Office
- Parking lot
- Personal service shop
- Photographer's studio
- Place of entertainment
- Place of worship
- Printing shop
- Private club
- Public garage, mechanical
- Receiving home within the meaning of *The Child Welfare Act*
- Recreational uses
- Restaurant
- Retail store
- Service shop
- Tavern



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	<ul style="list-style-type: none"> • Used car lot • Veterinarian office • Adult store provided the adult store is separated from another adult store by a minimum distance of 100 metres and from an adult entertainment parlour or body-rub parlour by a minimum distance of 300 metres, except for any adult stores situated at or between properties municipally know as 6443 and 6395 Lundy's Lane which shall be allowed to be separated from each other by a minimum distance of 30 metres. • Dwelling units in a building in combination with one or more of the uses listed in this section provided not more than 66% of the total floor area of such building is used for dwelling units and further provided that such dwelling units except entrances thereto are located entirely above the ground floor. • Body-rub parlour • Dancing studio • Tattoo studio
<p>Tourist Commercial Zone (TC)</p>	<ul style="list-style-type: none"> • Art gallery • Assembly hall • Automobile service station • Bake shop • Bank, trust company, credit union, currency exchange • Beer, wine or liquor store • Car rental establishment, truck rental establishment • Car wash, interior and exterior hand car cleaning

- Clothing store
- Convention centre
- Day nursery
- Drive-in restaurant
- Drug store
- Exhibitions of wax works, automobiles, handcrafts, natural or artificial curiosities, freaks of nature
- Food store
- Health centre
- Hotel
- Motel
- Museum
- Parking lot
- Personal service shop
- Photographer's studio
- Place of entertainment
- Place of worship
- Private club
- Public garage, mechanical
- Recreational uses



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	<ul style="list-style-type: none"> • Restaurant • Service shop • Sightseeing tours establishment, sightseeing tourist information centre • Souvenir store • Tobacco store • Tourist home • Adult store provided the adult store is separated from another adult store by a minimum distance of 100 metres and from an adult entertainment parlour or body-rub parlour by a minimum distance of 300 metres. • Dwelling units in a building in combination with one or more of the uses listed in this section provided not more than 50% of the total floor area of such building is used for dwelling units and further provided that such dwelling units except entrances thereto are located entirely above the ground floor. • Gasoline bar • Body-rub parlour • Timeshare sales office • Retail store
<p>Institutional Zone (I)</p>	<ul style="list-style-type: none"> • Art gallery or museum • Community building • Home for the physically handicapped • Home for the mentally retarded

	<ul style="list-style-type: none"> • Hospital • Nursing home • Place of worship • Private club • Receiving home, within the meaning of <i>The Child Welfare Act</i> • Religious institution • Sanatorium • Senior citizen home • Y.M.C.A., Y.W.C.A., Y.M.H.A. • Accessory buildings and accessory structures which are accessory to any of the foregoing uses, including not more than 1 dwelling unit which is accessory to and on the same lot as the principal use.
Residential Single Family 1E Density Zone (R1E)	<ul style="list-style-type: none"> • A one family detached dwelling • A home occupation in a one family detached dwelling • Accessory buildings and accessory structures • An approved home • An auxiliary residence for retarded persons • A home for special care • A senior citizen satellite home • A supportive housing; adult community mental home



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Residential Single Family and Two Family Zone (R2)	<ul style="list-style-type: none"> • A one family detached dwelling • A semi-detached dwelling • A duplex dwelling • A home occupation in a one family detached dwelling, or in a dwelling unit of a semi-detached dwelling or a duplex dwelling • Accessory buildings and accessory structures • An approved home • An auxiliary residence for retarded persons • A home for special care • A senior citizen satellite home • A supportive housing: adult community home
Residential Apartment 5A Density Zone (R5A)	<ul style="list-style-type: none"> • An apartment dwelling • Accessory buildings and accessory structures
Residential Apartment 5B Density Zone (R5B)	<ul style="list-style-type: none"> • An apartment dwelling • Accessory buildings and accessory structures
Open Space Zone (OS)	<ul style="list-style-type: none"> • A use permitted in any one or more of clauses a to d in section 12.1 <ul style="list-style-type: none"> • Agricultural including the growing of field, berry, bush or tree crops; truck gardening; flower gardening; nurseries; orchards; commercial greenhouses; aviaries; apiaries; mushroom farms; farms devoted to the hatching, raising and marketing of chickens, turkeys or other poultry, fowl, rabbits or other fur bearing animals and fish; farms or ranches for grazing of farm animals; breeding, raising or training of horses or cattle; goat or cattle dairies; the

	<p>raising of sheep or goats; the raising of swine; dog kennels or the breeding and sale of dogs and other domestic animals.</p> <ul style="list-style-type: none"> • Commercial forestry • Commercial riding stable • Accessory uses and accessory structures which are accessory to and of the foregoing uses • Boating club • Cemetery • Hospital • Private club • Recreational uses • Religious institution • Riding stable • Sanatorium • School • Accessory buildings and accessory structures including not more than one dwelling unit which is on the same lot and is accessory to a use which is permitted.
Parking Zone (P)	<ul style="list-style-type: none"> • Parking lot, including accessory buildings and accessory structures

APPENDIX B COMMERCIAL BUILDING AND FACADE IMPROVEMENT GRANT PROGRAM ADMINISTRATION

(This appendix does not form an operative part of the Community Improvement Plan)



HISTORIC DRUMMONDVILLE, NIAGARA FALLS - COMMUNITY IMPROVEMENT PLAN

The following general steps, summarized in Figure B-1, will guide City staff review, evaluation and administration of applications.

STEP 1 - APPLICATION SUBMISSION

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

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

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Historic Drummondville Community Improvement Project Area or the application clearly does not meet the program requirements, the application will not be accepted. Acceptance of the application by the City in no way implies program approval.

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

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan and/or professional design study/architectural drawings;
- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings; and

- e) two cost estimate(s) for eligible work provided by licensed contractors.

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

STEP 2 - APPLICATION REVIEW AND EVALUATION

Applications and supporting materials and documentation are reviewed by City staff against program requirements. City staff will consult with the City's Heritage Committee and Regional staff, as necessary. City staff will then determine eligible costs.

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

STEP 3 - APPLICATION APPROVAL

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

STEP 4 - PAYMENT

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

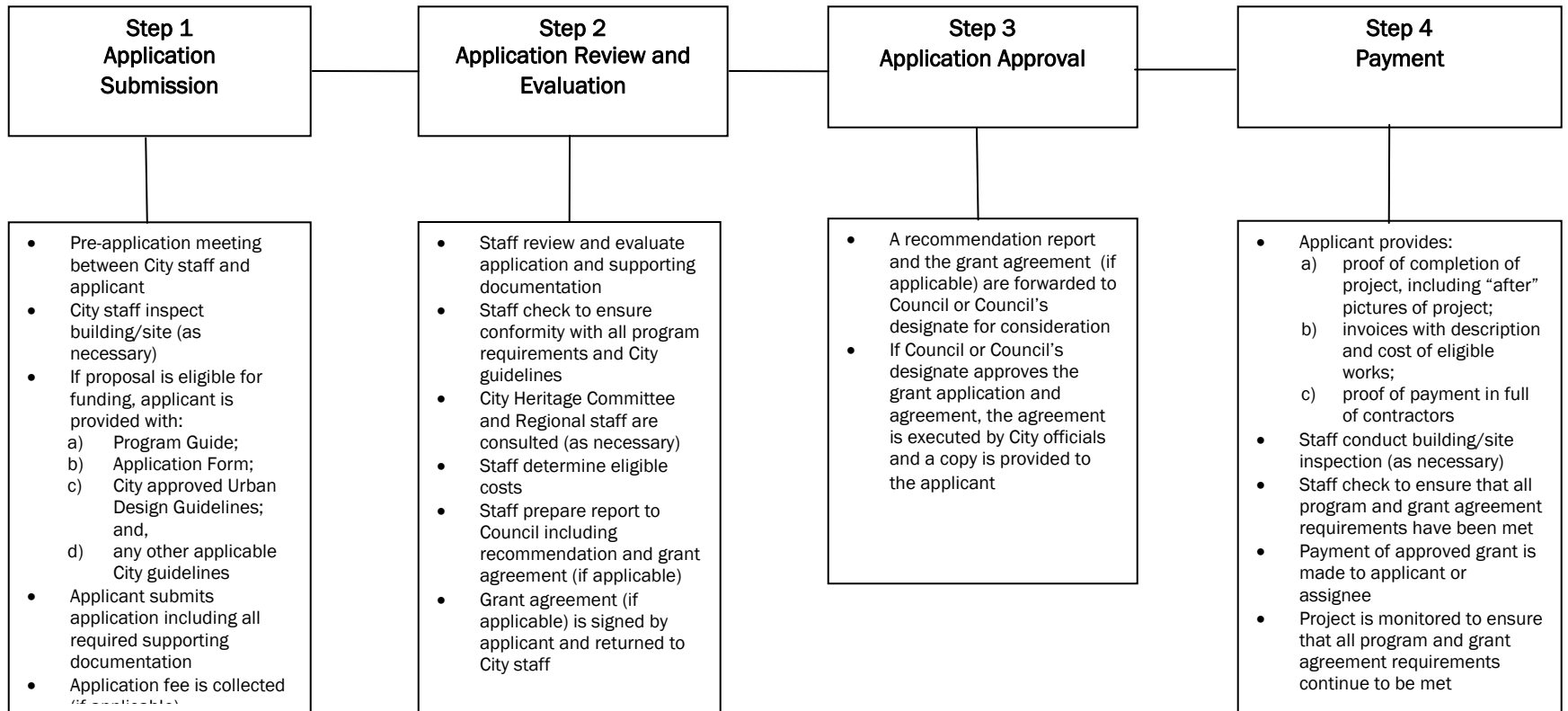
- a) photographic evidence of the completed works satisfactory to the City;
- b) other documentation proving completion of the project, e.g., engineer's report (if required);
- c) invoices for all eligible work done clearly showing the amount paid for eligible works; and
- d) proof of payment of contractors in full.

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

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

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

Figure B-1 Commercial Building and Facade Improvement Grant Program Administration



APPENDIX C REVITALIZATION GRANT PROGRAM ADMINISTRATION

(This appendix does not form an operative part of the Community Improvement Plan)

The following general steps, summarized in Figure C-1, will guide City staff review, evaluation and administration of applications.

STEP 1 - APPLICATION SUBMISSION

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

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

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Historic Drummondville Community Improvement Project Area or the application clearly does not meet the program requirements, the application will not be accepted. Acceptance of the application by the City in no way implies program approval.

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

- a) specification of the proposed works including a work plan for the works to be completed and construction drawings;
- b) professional design study/architectural drawings;
- c) estimated project construction costs, including a breakdown of said costs;

- d) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- e) environmental reports and/or a record of site condition;
- f) a Business Plan; and
- g) any other financial information.

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

STEP 2- APPLICATION REVIEW AND EVALUATION

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will consult with the City's Heritage Committee and Regional staff, as necessary.

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

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

forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the City, the Council application approval process can commence.

STEP 3 – APPLICATION APPROVAL

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

STEP 4 - PAYMENT

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

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

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

Once the project is complete, an occupancy permit has been issued, and the property has been re-valued by the Municipal Property Assessment Corporation, the property owner will be sent a new tax bill. After the

property owner has paid in full the new property taxes for one (1) year, the City will check to ensure that:

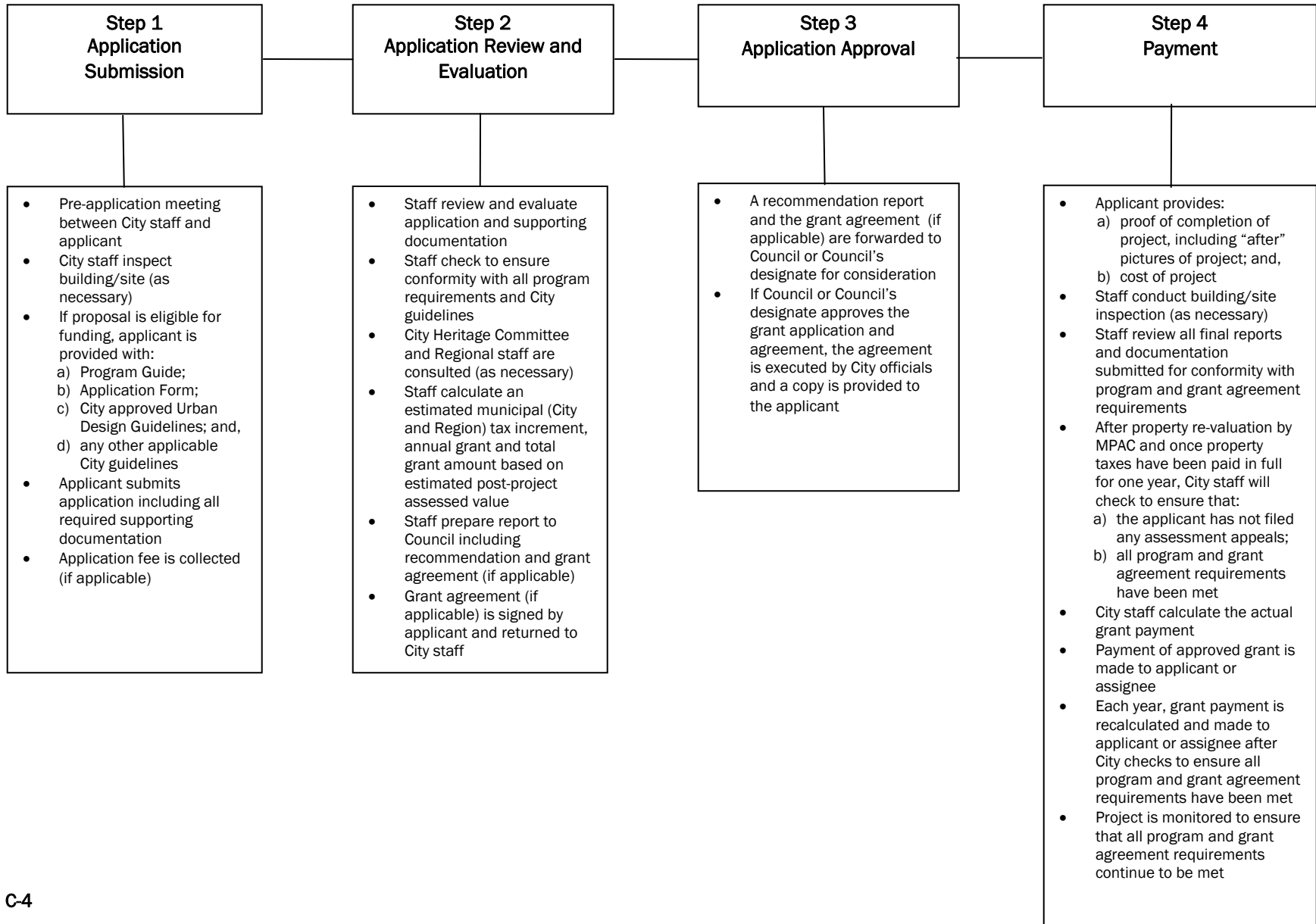
- a) the applicant has not filed any assessment appeals; and
- b) all program and grant agreement requirements have been met.

If all program requirements and grant agreement requirements have been met to the City's satisfaction, then the City will calculate the actual tax increment and grant payment. The grant payment will be calculated as the difference between post-project municipal (City and Region) taxes and pre-project municipal (City and Region) taxes multiplied by the applicable grant rate in that year.

The City will then issue payment of the grant in the form of a cheque in the amount specified as per the calculation of the actual grant payment.

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

Figure C-1 Revitalization Grant Program Administration



APPENDIX D RESIDENTIAL LOAN PROGRAM ADMINISTRATION

(This appendix does not form an operative part of the Community Improvement Plan)

The following general steps, summarized in Figure D-1, will guide City staff review, evaluation and administration of applications.

STEP 1 - APPLICATION SUBMISSION

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

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

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Historic Drummondville Community Improvement Project Area or the application clearly does not meet the program requirements, the application will not be accepted. Acceptance of the application by the City in no way implies program approval.

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

- a) a site plan and/or professional design study/architectural drawings;
- b) specification of the proposed works, including number and size of units to be constructed and construction drawings;
- c) two cost estimates for the proposed works provided by licensed contractors, including a breakdown of said costs;

- d) impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind)
- e) environmental reports and/or a record of site condition;
- f) incorporation documents;
- g) financial information, including but not necessarily limited to:
 - i) sources and uses of funds;
 - ii) financial statements;
 - iii) purchase price of property;
 - iv) appraised value of property demonstrating a minimum 25% equity;
 - v) owner equity;
 - vi) registered mortgages;
 - vii) details of primary construction lending and secondary financing; and
 - viii) projected unit sale 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 City staff against program requirements and applicable City guidelines. City staff will consult with the City's Heritage Committee and Regional staff, as necessary.

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

STEP 3 - APPLICATION APPROVAL

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

The City then registers or causes to be registered on title security for the loan, usually in the form of a second mortgage.

STEP 4 - PAYMENT

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

- a) proof that the development is at least 60% complete. This will take the form of photographic evidence satisfactory to the City 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 City's satisfaction.

City staff will conduct a building/site inspection (as necessary) to ensure that the project is 60% complete. If all program requirements and loan agreement requirements have been met to the City's satisfaction, then the City will advance 60% of the loan to the applicant.

The above noted progress verification and loan advance process, including building inspection by City 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 City's satisfaction, further advances of the loan will be made to the applicant.

Prior to issuing the final loan advance, City 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

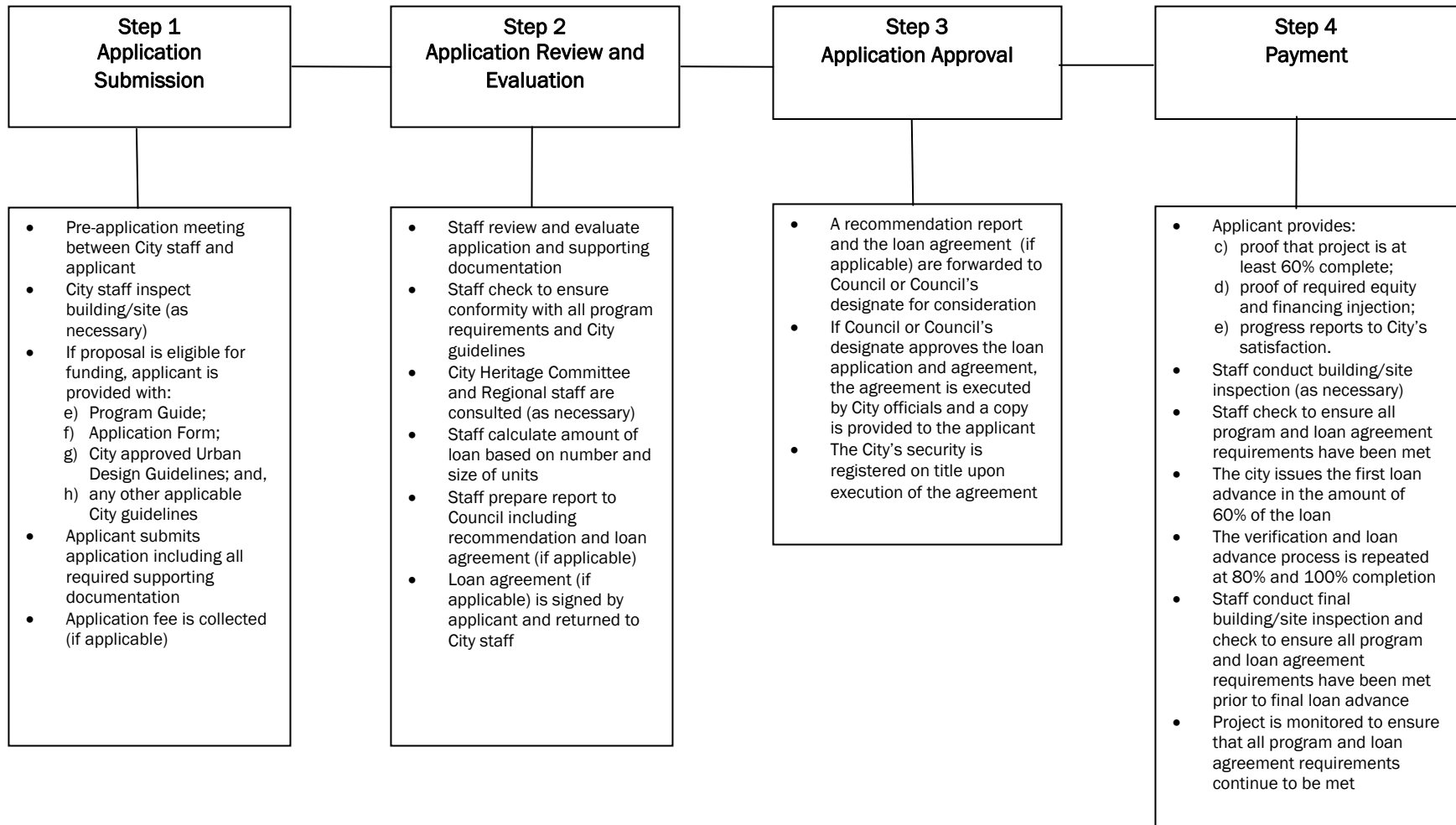


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5 years with 10% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

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

Figure D-1 Residential Loan Program Administration



APPENDIX E PEER-ROBINSON RESIDENTIAL REHABILITATION GRANT PROGRAM ADMINISTRATION

(This appendix does not form an operative part of the Community Improvement Plan)

The following general steps, summarized in Figure E-1, will guide City staff review, evaluation and administration of applications.

STEP 1 – APPLICATION SUBMISSION

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

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

Before accepting an application, City staff will screen the proposal and application. If the application is not within the Historic Drummondville Community Improvement Project Area, and more specifically the block bounded by Main Street, Peer Street, Allendale Avenue, and Robinson Street, or the application clearly does not meet the program requirements, the application will not be accepted. Acceptance of the application by the City in no way implies program approval.

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

- a) photographs of the existing building facade;
- b) historical photographs and/or drawings;
- c) a site plan, landscape plan, and/or professional design study/architectural drawings;

- d) specification of the proposed works, including a work plan for the improvements to be completed and construction drawings;
- e) two cost estimates for eligible work provided by licensed contractors.

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

STEP 2 – APPLICATION REVIEW AND EVALUATION

Applications and supporting materials and documentation are reviewed by City staff against program requirements and applicable City guidelines. City staff will consult with the City's Heritage Committee and Regional staff, as necessary. City staff will then determine eligible costs.

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

STEP 3 – APPLICATION APPROVAL

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application

and grant agreement, the agreement is executed (signed and dated) by City officials and a copy is provided to the applicant.

STEP 4 - PAYMENT

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

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

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

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

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

Figure E-1 Peer-Robinson Residential Rehabilitation Grant Program Administration

