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1.0 INTRODUCTION

Lundy's Lane is an historic corridor serving both residents of and visitors to the City of Niagara Falls. Lundy's Lane has evolved from one of the City's principal gateways, to a key tourist accommodation and entertainment destination during the height of the automobile age, and is now evolving again as the tourism market shifts and the City grows up around the corridor. The maintenance, enhancement and revitalization of Lundy's Lane will be beneficial to both the residents of Niagara Falls as well as the many visitors to the City.

The Lundy's Lane Community Improvement Plan (this Plan) is a long-term revitalization tool aimed at supporting the on-going evolution of Lundy's Lane as a mixed use part of the local community, while reconfirming its role as a key tourist gateway and destination in the City.

This Plan sets out a vision, to be achieved in part by a series of actionable programs. The programs of this Plan are complementary, and designed to address short, medium and long-term needs. This Plan also emphasizes flexibility, allowing the programs to be applied and managed in a manner that responds to ongoing evolution of the Lundy's Lane Corridor. The Plan recognizes that Lundy's Lane is a Regional Road (Regional Road 20) under the jurisdiction of the Regional Municipality of Niagara. Therefore, any proposed works in the right-of-way will require Regional review and approval to ensure that the guidelines/standards of Niagara Region's Transportation Master Plan (TMP) are met. Furthermore, wherever possible, improvements to the corridor that may be within the public road allowance should be coordinated with Regional and City Capital Works project for the road or infrastructure and during any planning application of properties in the corridor.

Programs include financial incentives aimed at property owners and tenants to improve their buildings and properties, as well as a municipal leadership strategy aimed at improving the public realm. The programs are supported by policies to facilitate implementation and administration, and to ensure that the programs are contributing to realizing the vision of this Plan.

1.1 Background

A Community Improvement Plan (CIP) is a common revitalization tool that has been implemented by many municipalities across Ontario. Similar tools and programs are implemented in other Canadian jurisdictions and internationally. CIPs are statutory documents prepared under Section 28 of the *Planning Act*, and are principally used to stimulate investment in private property, including land and buildings. The key purpose of a CIP is to encourage the beautification, rehabilitation and other improvements to the building stock and privately owned land. Additionally, some municipalities implement municipal projects as part of their CIP, such as streetscape improvements, new infrastructure, new or renovated public buildings or further studies. Accordingly, for many municipalities, a CIP represents a comprehensive revitalization strategy that addresses improvement to both the private realm and the public realm.

To prepare a CIP, the City is required to have Official Plan (OP) policies in place to describe the use of CIPs. The City of Niagara Falls Official Plan (Amended to January 2015) contains community improvement and revitalization policies under Part 4 Section 11. The OP identifies criteria for identification of a Community Improvement Project Area, the general purpose and intent of CIPs, as well as the activities that can be undertaken to implement the CIP.



Under the *Planning Act*, municipalities may acquire, hold, clear, grade or otherwise prepare land (Section 28(3)); construct, repair, rehabilitate or improve buildings on land acquired or improved by the City (Section 28(6)); or, the City may issue grants or loans for eligible costs of the community improvement plan (Section 28(7)).

In order to adopt a CIP, a Community Improvement Project Area must be adopted by a by-law of Council. The Community Improvement Project Area is the designated area to which a CIP applies; it is administered separately from this Plan, but is attached as **Appendix 1** for convenience purposes. Only property owners and tenants located within the current Community Improvement Project Area are eligible to apply for the financial incentives enabled by this Plan. Further, the municipal leadership strategies identified in this Plan are intended to be applied within the defined Community Improvement Project Area.

1.2 Lundy's Lane SWOT Analysis Report and Land Use Plan

The Lundy's Lane Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis Report and Land Use Plan represents a key background document that has informed the development of this Plan. While the Report is not an operative component of the Community Improvement Plan, it contains detailed background information, an analysis of Official Plan policies and other background information, as well as a detailed summary of input received through the process. Based on public input, consideration of policy and an assessment of the critical needs of the Lundy's Lane corridor, the Report identifies a vision and guiding principles which have been integrated into Section 2 of this CIP. The Report also includes recommendations regarding zoning and Official Plan changes to help support implementation of the Vision for Lundy's Lane, which will be implemented by the City as a separate initiative. A review of the SWOT Analysis Report and Land Use Plan will provide readers with a fulsome understanding of the current context of Lundy's Lane as well as the genesis of the vision and the key issues and opportunities to be addressed by this CIP.

The land use policy and zoning changes recommended in the Land Use Plan support the on-going evolution of Lundy's Lane to a mixed use corridor for both local and tourist uses. The Land Use Plan is a companion document to this Plan as it describes the planning framework changes required to achieve the vision for Lundy's Lane, which are in accordance with the programs of this Plan.

1.3 Lundy's Lane Urban Design Guidelines

The Lundy's Lane Urban Design Guidelines are a key component of this Plan and are attached to this Plan as **Appendix 2**. The Guidelines were prepared in an integrated fashion with this Plan. Section 5.3 of this Plan discusses the relationship of this Plan to the Lundy's Lane Urban Design Guidelines.

This Plan is the most important tool for implementing the Lundy's Lane Urban Design Guidelines. Many private property improvements will take place in accordance with the policies of this Plan, and as such, there is an opportunity to require conformity to the Lundy's Lane Urban Design Guidelines as a component of eligibility. Accordingly, the Guidelines are a companion document to this Plan, forming the design criteria for financial incentive programs. Applicants to financial incentive programs will be required to ensure that their project is designed in accordance with the Lundy's Lane Urban Design Guidelines.



1.4 Consultation and Engagement

The development of this Plan has been informed by a Technical Committee consisting of members of City and Region staff as well as representation from the Lundy's Lane Business Improvement Association (BIA). The City retained MMM Group Limited, a WSP company, to lead the CIP development process and to integrate the Technical Committee, local stakeholder and community input into the various project deliverables including this Plan.

Given that this Plan will principally be implemented by property owners and tenants who access its financial incentive programs, it is critical that this Plan have enthusiastic support from the community. To ensure this is the case, consultation was key to developing and refining the CIP.

Public Information Centre (PIC) #1 was held on Tuesday, June 14, 2016. Local residents and stakeholders attended to learn about the project, its study area, and to provide input through interactive one-on-one discussions with the consulting team and City and Region staff. These discussions started to inform the critical needs for the study area, the strengths and weaknesses of Lundy's Lane as well as the opportunities and threats affecting the future of the corridor. These discussions were formative for the development of the vision for Lundy's Lane.

PIC #2 was held on Wednesday, October 12, 2016. A presentation was made to local residents and stakeholders to update on the findings of the SWOT Analysis Report, as well as to present the preliminary draft vision for Lundy's Lane and the preliminary draft financial incentive programs and municipal leadership strategy. A question and answer period and interactive workshop were used to collect input on the preliminary elements of this Plan and the vision. Input received through this section has been used to finalize the SWOT Analysis Report and to assist in the formulation of the programs included in this Plan.

Lastly, the third and final PIC was held on Tuesday, June 20, 2017. A presentation was made detailing the final vision statement and the key elements of this Plan. A question and answer period was used collect comments and suggested refinements to this Plan and its programs.

Finally, the Plan has been subject to a Statutory Public Meeting in accordance with the provisions of the *Planning Act*.



2.0 THE VISION FOR LUNDY'S LANE

It is important to establish a future vision for the purposes of implementing this Plan. Understanding the critical needs of the community and implementing this Plan in accordance with the established guiding principles will make it much more likely that the Plan will be successful in achieving the Vision for Lundy's Lane.

2.1 Critical Needs

The community's critical needs are the key issues and opportunities that, if addressed, will have the most significant impact on the community, its resiliency, health and attractiveness. The critical needs identified for Lundy's Lane are:



1. **Aesthetics and building maintenance:** Some of the buildings within the Lundy's Lane study area would benefit from aesthetic improvements, including façade and signage improvements. As Lundy's Lane functions in part as a gateway to Niagara Falls and its tourism corridor, a high quality of aesthetics is important. However, the impact and benefit of façade improvements are more critical for buildings located close to the sidewalk where they are more publicly visible and therefore more impactful on the image of Lundy's Lane.



2. **Built form cohesiveness:** A key visual issue identified along portions of Lundy's Lane is the inconsistency in built form characteristics, particularly front yard setbacks and building heights. The easterly portion of the corridor has buildings located relatively close to the sidewalk, but this is mixed with older commercial uses with front yard parking areas. West of Dorchester Road, and particularly west of the QEW, the corridor becomes increasingly dominated by newer highway commercial uses with large setbacks and typically one storey.



3. **Parking and landscaping:** Much of the Lundy's Lane corridor includes lots with modest or large front yards (i.e., the area between the sidewalk and the front façade of the building). The front yard has an important role in defining and enhancing the public realm and the corridor's walkability. On some lots, the front yard is utilized principally for parking and driveways. However, there are some examples of attractive landscaping provided within the front yard. The streetscape would also be benefitted by outdoor patios associated with restaurants, particularly where there is an existing front yard.



4. **Walkability:** Lundy's Lane is principally designed to facilitate vehicular traffic flow. The public component of the streetscape lacks amenities within many portions of the corridor (e.g., trees to provide shade and shelter, landscaping for visual interest, as well as benches and other amenities). This is a significant deterrent for pedestrians. In some locations, the sidewalk is located very close to the travelled portion of the roadway which is impactful to the perception of pedestrian safety and comfort. The relatively wide right-of-way provides opportunity to reconfigure Lundy's Lane to balance different transportation needs. Improvement to walkability is highly desirable for Lundy's Lane, to encourage healthier transportation choices for both local residents as well as visitors. Note that the three critical needs identified above are also related to improving walkability.



5. **Economic resiliency:** Lundy's Lane provides a good mix of commercial uses that are intended to serve both the local population as well as visitors. However, as demands shift and the focus of tourism continues to be concentrated in the tourist core of Niagara Falls, it is likely that some of the historically established uses will decline. A strategy needs to be in place to help facilitate desirable economic evolution, including redevelopment and infill.



6. **Mix of uses:** Lundy's Lane is principally a commercial corridor. However, the corridor would benefit from the introduction of residential uses as is contemplated by the Official Plan west of Montrose Road (an intensification corridor). The introduction of mixed use developments would contribute significantly to pedestrian activity and also give life and vibrancy to the street. Additionally, many of the commercial uses in the corridor back onto low-rise residential areas, and any compatibility issues should be addressed.



7. **Sense of place/history:** One of Lundy's Lane's strengths is its proximity to the Battlefield Site, along with the prominent gateway feature at the east end of the study area. Additionally, Lundy's Lane has become in part defined by interesting and unique businesses which echoes the corridor's history as a tourism destination. There is a need to relate the corridor to its local history, in order to create a sense of place and uniqueness. Without a tie to history, the corridor would be difficult to differentiate from other commercial corridors in other communities, and will continue to lose its appeal as a tourism location.



8. **Partnerships and stakeholders:** The existing network of partnerships and stakeholders is a distinguishing strength of Lundy's Lane. The Business Improvement Area, the City and the Region represent key stakeholders with an interest and potential role in implementing the Community Improvement Plan. These relationships and strengths must be leveraged to get the most out of the CIP.

2.2 Guiding Principles

The assessment of critical needs has identified many key issues – as well as opportunities – to facilitate revitalization along Lundy's Lane. To address the critical needs noted in Section 2.1, and form the basis for the vision statement, the following guiding principles are identified:



1. **Continue to function as a key tourism destination and corridor:** Lundy's Lane should continue to function as a key destination for tourists while providing shopping, dining and other commercial and cultural services to local residents.



2. **High quality, attractive corridor:** Lundy's Lane should continue to function as a key commercial corridor and as a major destination within Niagara Falls. It should be designed with a high standard of urban design, to give positive impressions of the City to visitors and instill pride in residents.



3. **Balanced transportation infrastructure:** Lundy's Lane should balance different transportation needs, including efficiently moving vehicular traffic, while also providing safe, comfortable and interesting places for pedestrians and cyclists. A more walkable environment will greatly benefit residents as well as visitors and contribute to creating a more vibrant, interesting corridor.



4. **Support economic viability through mixed use development:** Mixed use development in Lundy's Lane is desirable to support the creation of a more vibrant, interesting streetscape and to enable the corridor to evolve and adapt to changing economic conditions and demands for commercial services.



5. **Integrate history and sense of place:** Lundy's Lane should celebrate and relate its history as a mid-twentieth century tourism hub as well as its longer term history, including the Battlefield site, to create a sense of place and uniqueness for the corridor.

2.3 Community Improvement Vision

The vision statement is intended to guide this Plan's programs and activities and ensure the Plan is working towards desirable and impactful revitalization. The programs, guidelines and projects under the CIP should be consistent with and work towards achieving the vision. To ensure the vision can be achieved, it will also be important to establish a monitoring and evaluation program, and to adjust this Plan if the vision is not on track.

Based on the guiding principles and critical needs assessment, the following vision statement is established for the Lundy's Lane corridor:



Lundy's Lane COMMUNITY IMPROVEMENT PLAN



Lundy's Lane is a vibrant, attractive, mixed-use corridor. It is a key destination for visitors, a complete neighbourhood and a major commercial and cultural destination for City residents. Lundy's Lane is celebrative of its unique and long history through vibrant businesses, interesting public spaces and interactive educational opportunities.



history
COMPLETE
NEIGHBOURHOOD
VIBRANT & ATTRACTIVE
interactive education

KEY DESTINATION
Mixed Use Corridor

INTERESTING
COMMERCIAL USES
commercial & cultural
INTERESTING
PUBLIC SPACES





Implementing the Key Vision Elements

1. Land Use and Connectivity Improvements:

Modest changes to the land use policy and regulatory framework will support:

- The inclusion of more residential uses as part of Mixed Use Tourist Commercial uses;
- Intensification along the West Lane; and
- Improved multi-modal connectivity for greater integration of the existing residential neighbourhoods.

2. Enhancing the Public Realm:

Public Realm enhancements will include:

- Street tree planting;
- Light standard upgrades;
- Lighting upgrades;
- Street furniture;
- Additional banners;
- New planted road medians;
- Public Art;
- Interpretive Heritage Elements; and
- Wayfinding and Signage.

3. New Public Places:

New public spaces can include:

- OPG Canal park and associated trailheads for the Millennium and Gary Hendershot Trails;
- New public spaces in the vicinity of the Lundy's Lane School House at Green's Corner; and
- New parkettes and public plazas and other public and semi-public spaces associated with future redevelopment opportunities.

4. Capitalizing on Heritage Assets:

The City can capitalize on the Lane's Heritage Assets through:

- Adaptive reuse of the old Lundy's Lane School at Green's Corners; and
- Introduction of heritage vignettes that present interpretive information to create points of interest along the Lane.

5. Improving Gateways, Entry Points and Wayfinding:

When visitors approach Lundy's Lane they should feel a sense of arrival to a place of unique character. This will be implemented through:

- The establishment of attractive, active Gateways;
- The establishment of attractive, landscaped Entry Points; and
- Improved and informative Wayfinding.



3.0 FINANCIAL INCENTIVE PROGRAMS

In accordance with Section 28(7) of the *Planning Act*, the City may issue grants or loans to owners and tenants to pay for a portion or total of eligible costs, for the purposes of implementing a CIP, as long as the total of all grants, loans and tax assistance provided does not exceed the eligible costs of the improvements to the property as per Section 27(7.3). This authority provides a unique opportunity for the City to encourage and support private property improvement, which will greatly help achieve the vision for Lundy's Lane.

3.1 Overview

Four financial incentive programs are offered through the Lundy's Lane CIP. The financial incentive programs are aimed at addressing the critical needs of the community, and help promote and support private property investment across the entire Lundy's Lane Corridor. The financial incentives represent a key tool for implementing the vision for Lundy's Lane, as described in Section 2.0. However, other tools and approaches will support achieving the vision, as described in the separate SWOT Analysis Report and Land Use Plan.

The four programs are briefly described as follows:

- The **Commercial Façade, Landscaping and Property Improvement Grant** is aimed at facilitating aesthetic improvements to existing buildings and their properties. Not all existing buildings/properties in the Lundy's Lane Corridor are intended to be eligible for this program. The program is focused on making improvements to existing buildings that best represent the desired built form of the Lundy's Lane Corridor, and promoting aesthetic improvements that help soften the streetscape and improve pedestrian friendliness. Other related improvements are outlined as part of this program, including outdoor restaurant patios, walkway improvements and bicycle parking.
- The **Adaptive Reuse and Motel Revitalization Grant** is intended to promote the conversion of certain existing land uses and buildings to new uses. The intent of the program will be to promote the economic flexibility of the Corridor, allowing Lundy's Lane to evolve with changing demands and economic conditions, while maintaining the corridor as a focus of tourism and commercial uses. The program is aimed at specific uses (i.e., motels) and certain buildings (multi-storey buildings) which represent the greatest need for intervention. The program incents interior improvements required for Building Code, Fire Code or Property Standards By-law compliance, to assist in the conversion of commercial uses or the revitalization of existing themed motel uses.
- The **Tax Increment-Based Grant** is aimed at promoting development of vacant lands, redevelopment and other major property improvements. The grant is based on tax increases as a result of major property improvements or development. Only certain types of uses and projects which are in line with the vision for Lundy's Lane are eligible.

Each program outlines specific details that are critical for understanding how the program functions. The various details of each program are described in Table 3.1:



Table 3.1 – Details of Each Financial Incentive Program

Purpose and Objective	For the reader’s understanding, the general purpose of the grant and its benefits are briefly described.
Eligible Costs	This section includes a list of eligible costs – the specific works, projects, materials, and construction costs – that may be used to calculate the potential grant value.
Maximum Grant	This section identifies the maximum value of the grant. For some programs, certain lots or uses may be eligible for a different grant value than other properties or uses.
Grant Payment	This section identifies parameters around the timing and payment of the grant. Most grant programs outlined in this Plan are intended as one-time payments upon completion of construction. The Tax Increment-Based Grant is intended as a grant that could be paid out in varying amounts over a period of time in relation to an increase in property taxes.
Eligibility Criteria	<p>This section lists the applicable criteria for confirming eligibility for the property. In most cases, this includes:</p> <ul style="list-style-type: none">• Eligible properties and buildings: At a minimum, only properties located in the CIPA are eligible for grant. Additionally, some grant programs are only available to one of the two precincts of the CIPA, or to certain types of uses or buildings as specified in this section.• Design criteria: All programs are also subject to the proposed project being consistent with the applicable design principles, objectives and guidelines contained in this Plan.• General eligibility criteria: All programs are also subject to the general eligibility criteria contained in Section 3.3.

3.2 Program Details

3.2.1 Commercial Façade, Landscaping and Property Improvement Grant

Purpose and Objective

The purpose of the commercial façade, landscaping and property improvement grant program is to promote aesthetic improvements to those existing buildings and / or properties which are desirable to be maintained and improved over the long-term and which represent a positive contribution to the streetscape. The program promotes high-quality façade, landscaping and property improvements, to create architecturally interesting buildings and attractive sites which in turn promote a more interesting experience for pedestrians, cyclists and tourists.

The intent of this program is to promote aesthetics and improvements to:



- Desirable buildings along the Lundy's Lane corridor. This program only applies only to buildings that are located within a reasonable distance from the sidewalk. These buildings are much more in line with the intent of the long-term built form vision for the corridor, as indicated in the Vision of this Plan (Section 2) and the Urban Design Guidelines (**Appendix 2**). The streetscape benefits from incenting façade improvements to other buildings, such as one-storey commercial plazas and buildings with parking areas in the front yard, would be minimal, and therefore these types of uses are not eligible. It is intended that this program will not apply to buildings that were constructed after the Lundy's Lane Community Improvement Plan was adopted, new or recent development will not be eligible for this program in accordance with the eligibility criteria below; and / or
- Landscaping, site amenities, shade and greenery along Lundy's Lane. This will help improve the comfort of pedestrians and contribute to creating a more walkable corridor. The program also promotes new outdoor seating areas, to add more life and vibrancy to the streetscape. Additionally, the program generally promotes walkability and pedestrian connectivity through better sidewalk connectivity. It is intended that this program will only apply to existing uses.

Eligible Costs

1. Façade and Building Improvements

- a. **Repair, replacement, restoration and / or enhancement** of existing façade materials, such as masonry, brickwork, siding, stucco and plaster.
- b. **Improvements** to architectural detailing, including cornices, sign boards, base boards, entryway articulation, exterior façade-facing lighting, and similar improvements **that add to the architectural interest of the façade**.
- c. Installation of **new awnings and canopies** provided as part of the storefront.

2. Other Property Improvements

- a. **Landscaping and connectivity improvements** within the front yard or exterior side yard, or between a parking area and the public sidewalk, which in the City's sole opinion represents a significant positive aesthetic improvement for the site and the public realm, including:
 - i. Professional landscaping, tree planting, xeriscaping (native plants), ornamental fencing or other decorative landscape elements. For clarity, privacy fences, as well as flowers and other seasonal plantings are not eligible;
 - ii. Works related to grading and site preparation for a landscape design;
 - iii. Permanent elements and hardware associated with the landscape design, such as permanent planters and lighting;
 - iv. Walkways to better connect the sidewalk to the main building entrance;
 - v. Publicly accessible seating areas;
 - vi. Lighting used to improve publicly accessible seating areas or walkways;



- vii. Accessibility improvements such as installation or improvement of automatic doorways;
- viii. Entryway leveling or widening; and
- ix. Improved barrier-free connectivity between the sidewalk and the building entrance.

b. The installation of new bicycle parking, provided that:

- i. The bicycle parking is publicly accessible by a walkway and the bicycle parking is located within the front yard or exterior side yard; and
- ii. The eligible costs will only relate to permanent elements of the bicycle parking.

c. The improvement or addition of an outdoor patio (i.e., seating area) used in association with a restaurant, provided that:

- i. The outdoor patio is located in the front yard or an exterior side yard; and
- ii. The eligible costs will only relate to permanent elements of the outdoor patio, such as fencing, gateways, lighting, paving, landscaping elements and any seating elements that are permanently installed.

Maximum Grant

1. The maximum grant for the Façade and Building Improvements shall be calculated as \$5,000 plus the length of the eligible façade(s) in metres, times \$500. In no case shall the maximum grant exceed \$20,000. For clarity, only the portion of the façade that is subject to the improvements will be included in the calculation of maximum grant value.
2. The maximum grant for the Other Property Improvements shall be calculated as \$5,000 plus the length of the eligible property line(s) in metres, times \$250. In no case shall the maximum grant exceed \$20,000. For clarity, only the portion of the lot that is subject to the improvements will be included in the calculation of maximum grant value.
3. In no case shall the maximum total grant under this program exceed \$40,000 or 50% of eligible costs, whichever is less.
4. The maximum grant values herein are intended to be inclusive of any grants provided by the Region, as may be available. Where a Regional grant is not available, the maximum value of the grant provided by the City may be less at its sole discretion. Please note that landscaping improvements are not eligible for funding by the Region.

Grant Payment

1. The grant shall be paid as a one-time amount upon completion of construction, to the satisfaction of the City and in accordance with the financial incentive program agreement.

Eligibility Criteria

1. **Eligible Properties and Buildings:**



- a. Only commercial or mixed use buildings are eligible. For clarity, single detached dwellings or any ground-floor residential uses are not eligible.
 - b. Façades that are in a good state of repair, in the opinion of City staff, may not be eligible for a grant related to façade and building improvements.
 - c. Only those portions of a building located within 30.0 metres of the front lot line are eligible for façade and building improvements (i.e., the front yard setback shall be no greater than 30.0 metres).
 - d. Only existing buildings and façades which face a public street (i.e., Lundy's Lane or a side street connecting with Lundy's Lane) are eligible.
 - e. Only improvements related to publicly visible portions of the site (i.e., improvements within the front yard or exterior side yard) are eligible.
 - f. City staff shall have discretion to require an applicant to complete both façade/building and other property improvements as part of single improvement project, where in the opinion of the City, the improvements are required to significantly benefit the aesthetics of the property, in accordance with the Urban Design Guidelines (as contained in Appendix 2).
 - g. New developments, including redevelopment, are not eligible.
 - h. Only buildings that were constructed prior to adoption of the Lundy's Lane Community Improvement Plan are eligible. For clarity, buildings constructed after the Lundy's Lane Community Improvement Plan was adopted are not eligible.
 - i. Any eligible tree, shrub and sod plantings will be subject to a final inspection to ensure that they are healthy, established and have been properly maintained for a period of up to a 1-year after substantial completion of site work. This final inspection must be passed before grant moneys for these features are provided. The final inspection will be scheduled and conducted by City staff.
2. **General Eligibility Criteria:** The general eligibility criteria of Section 3.3 shall apply.
 3. **Design Criteria:** The Urban Design Guidelines for Façade Improvements as contained in Appendix 2 shall apply.

3.2.2 Adaptive Reuse and Motel Revitalization Grant

Purpose and Objective

The purpose of the adaptive reuse and motel revitalization grant is to assist in the conversion of an existing vacant space or an existing use into a new commercial use, and to assist in the conversion of upper storey vacant or commercial space into residential uses. The intent of the program is to assist in providing economic flexibility to the Lundy's Lane corridor, as may be required over time to respond to changing economic conditions, consumer expectations and demographics.



One of the key threats to the future of the corridor is the potential for some vulnerable uses and buildings to become derelict over time, which would negatively impact the economic vitality and aesthetics of the corridor. This grant is particularly targeted to help provide some economic assistance for the most vulnerable uses (i.e., motels) and buildings in the corridor and help ensure their economic viability.

The purpose of the grant is to provide assistance for interior renovations that are required for Building Code, Fire Code or Property Standards By-law compliance. The grant may be combined with the complementary façade, landscaping and property improvement grant (Section 3.2.2), to assist with aesthetic improvements.

Eligible Costs

1. Works related to the conversion of an existing motel use to another commercial use. Eligible works include:
 - a. Installation or upgrades to fire or noise protection elements or materials (signage, alarms, sprinklers or fire resistance/retardant materials, sound deadening materials) as may be required to bring the proposed use into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code;
 - b. Installation of ventilation or HVAC requirements as may be required for the new use to be brought into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code; and
 - c. Upgrades to electrical, plumbing, structural or other similar required improvements to bring the building space into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code.
2. Works related to the retention of an existing hotel/motel, provided the works are in association with an overall effort to enhance the motel as a themed hotel/motel, consistent with the overall theme of the automobile-oriented tourism era. Eligible works include:
 - a. Installation or upgrades to fire or noise protection elements or materials (signage, alarms, sprinklers or fire resistance/retardant materials, sound deadening materials) as may be required to bring the proposed use into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code;
 - b. Installation of ventilation or HVAC requirements as may be required for the new use to be brought into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code; and
 - c. Upgrades to electrical, plumbing, structural or other similar required improvements to bring the building space into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code.
3. Works related to the conversion of a commercial or vacant use to a mixed use building, with at-grade commercial uses (excluding hotels/motels) and upper storey offices or residential space. For clarity, the conversion of motel units to dwelling units is not eligible unless it involves a full conversion of the motel use to a mixed-use building with a different ground floor commercial use and residential units above. The specific eligible works include:



- a. Installation or upgrades to fire or noise protection elements or materials (signage, alarms, sprinklers or fire resistance/retardant materials, sound deadening materials) as may be required to bring the proposed use into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code;
 - b. Installation of ventilation or HVAC requirements as may be required for the new use to be brought into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code; and
 - c. Upgrades to electrical, plumbing, structural or other similar required improvements to bring the building space into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code.
4. For clarity, the following works are not eligible:
 - a. Works that do not relate to bringing the proposed use into compliance with the Ontario Building Code, Property Standards By-law and/or the Fire Code;
 - b. Non-permanent or moveable aspects used by the business, such as appliances, furnishings, interior signage and light fixtures;
 - c. Decorative and finishing elements and materials, including painting, finished flooring surfaces, shelving, counters/bar surfaces, drywall or similar elements;
 - d. Replacement or repair of roof shingles; and
 - e. Lifecycle replacements of any aged building components as would normally be required to be replaced (improvements are to represent an upgrade to meet a higher standard of the Ontario Building Code, or to meet a standard of the Ontario Building Code that was previously not applicable).

Maximum Grant

1. The maximum grant shall be the lesser of \$10,000 per commercial or residential unit or 50% of eligible costs, up to a maximum of the lesser of \$30,000 or 50% of eligible costs for the entire project on one lot.
2. The grant values herein are intended to be inclusive of any grants provided by the Region, as may be available. Where a Regional grant is not available, the maximum value of the grant provided by the City may be less at its sole discretion.

Grant Payment

1. The grant shall be paid as a one-time amount upon completion of construction, to the satisfaction of the City and in accordance with the financial incentive program agreement.

Eligibility Criteria

1. **Eligible Properties and Buildings:**
 - a. This program shall apply to the entire currently designated Community Improvement Project Area.



- b. Only existing motel uses as defined in Section 3.4.1 of this Plan are eligible for the conversion to a different commercial use as described in the eligible costs.
 - c. Any existing building with upper storey space is eligible for the conversion to a mixed use building including residential units. In accordance with the eligible works above, the units must form a part of a mixed use building with an active ground floor commercial use. A motel shall not form part of the use on the lot.
2. **General Eligibility Criteria:** The general eligibility criteria of Section 3.3 shall apply.
3. **Design Criteria:** Generally, the eligible costs of this program will impact the interior of the building, or structural elements which are not visible. However, to be eligible for this grant, applicants shall comply with the design criteria for Façade and Signage Improvements in Appendix 2, to help contribute to the aesthetic improvement of the streetscape. Applicants are encouraged to apply separately for the façade improvement grant as may be applicable.

3.2.3 Tax Increment-Based Grant

Purpose and Objective

The tax increment-based grant program is intended to promote major property improvements that will result in an increase in the assessed value of the property. The program focuses on incenting mixed use multi-storey infill and redevelopment where these uses are contemplated by the Official Plan. The tax increment-based grant functions as a stand-alone grant. It is not to be combined with any other grant program, as stated in the general eligibility criteria under Section 3.3.

The objective of the tax-increment based grant is to promote major development and investment that will take significant steps towards moving the Lundy's Lane corridor towards achieving its vision. The program is intended to apply across the entirety of the corridor, however, its effect and application will vary. To the west of Montrose Road, Lundy's Lane is envisaged as an intensification corridor, given the ability of the large lots to accommodate significant intensification and higher density development. To the east, intensification is generally more limited due to smaller lot sizes. The tax increment grant provides for major redevelopment in the form of mixed uses as well as property conversions and associated streetscape improvements. Eligibility for the tax increment grant will require strict adherence to the Urban Design Guidelines to ensure that development incented by the program contributes to achieving the vision for the corridor.

This grant shall not be combined with the other incentive programs outlined in this Plan.

Eligible Costs

1. Redevelopment of a property for mixed uses (as defined in this Plan) including demolition, site preparation/planning and construction;
2. Works related to the conversion of an existing building to other uses, including exterior and interior renovations, building additions and site works for the following projects:
 - a. The conversion of an existing building to a mixed-use building, inclusive of commercial uses on the ground floor and residential units or offices above;



- b. The conversion of any commercial use to another commercial use;
 - c. The conversion of upper storey building space to residential units, where the ground floor is already occupied by active commercial uses (e.g., retail, restaurants, personal service shops or similar uses); and
3. Streetscaping and public realm improvements associated with projects noted above may be eligible, as reviewed on a case by case basis.

Maximum Grant

1. The tax increment-based grant shall be calculated from the increase in municipal property taxes resulting from the improvement project. The grant is equivalent to up to 80% of the increased municipal property taxes in years 1 to 5, 60% in years 6 and 7, 40% in year 8, and 20% in years 9 and 10. The amount of the grant shall be calculated in the first year based on the current tax assessment, and the payment schedule shall be outlined in the financial incentive program agreement. Each grant shall be paid only upon full payment of property taxes. The program will expire in accordance with the terms of the financial incentive program agreement, which shall be at the sole discretion of the City.
2. The grant values herein are intended to be inclusive of any grants provided by the Region, as may be available. Where a Regional grant is not available, the maximum value of the grant provided by the City may be less at its sole discretion.

Grant Payment

The duration and payment of the grant shall be set out in the Financial Incentive Program Agreement on a case-by-case basis, at the sole discretion of the City and in accordance with the Maximum Grant policies noted above. The grant is only paid upon full payment of taxes. The grant is based on the initial post-development tax assessment.

Eligibility Criteria

1. **Eligible Properties and Buildings:**
 - a. This program shall apply to the entire currently designated Community Improvement Project Area.
 - b. The proposed uses must be in conformity with the Official Plan and the proposed projects/works must be in accordance with the eligible costs.
 - c. Proposed projects must result in an increased assessed value for the property.
2. **General Eligibility Criteria:** The general eligibility criteria of Section 3.3 shall apply.
3. **Combination with Other Grant Programs:** This program shall not be combined with any other grant program in this CIP.
4. **Design Criteria:** Proposed projects shall be substantially in accordance with all applicable Urban Design Guidelines, in order to ensure that development represents a high standard of design at



the sole discretion of the City. The applicable Design Guidelines shall depend on the proposed works:

- a. Any proposed building additions, redevelopment or development shall be in accordance with the guidelines for Building Height, Location and Massing in Appendix 2.
- b. Any new or improved façades made as part of the proposed works shall be in accordance with the guidelines for Façade Improvements in Appendix 2.
- c. Any parking area improvements, and any redevelopment or development involving site planning as may be made in association with eligible works shall be in accordance with the guidelines for Parking and Other Property Improvements in Appendix 2.

3.3 General Eligibility Criteria

To be considered eligible for any grant outlined in this Plan, all proposed improvements shall be in accordance with the following general eligibility criteria:

1. Located in the CIPA

The subject lot(s) shall be located within the current CIPA, as confirmed by the City. This is specified in the program-specific eligibility criteria contained within each program under Section 3.2. For convenience purposes, the Community Improvement Project Area is attached to this CIP as **Appendix 1**.

2. No municipal arrears

The subject lot(s) shall not have any municipal fee, development charges or property tax arrears at the time of application and throughout the duration of the grant commitment.

3. Total eligible costs less than \$10,000 will not be eligible

At its sole discretion, the City will not accept, process or approve an application where the total eligible costs is less than \$10,000.

4. Consistency with the Plan's intent

Proposed projects shall generally contribute to and be consistent with achieving the vision and guiding principles as outlined in Section 2 of this Plan. The determination of eligibility with this criterion shall be at the City staff's sole discretion.

5. Combination of grant programs

Combination of both the Commercial Façade, Landscape and Property Improvement and Adaptive Reuse and Motel Revitalization Grants is permitted, provided that all other eligibility requirements are met. However, the Tax Increment-Based Grant shall not be combined with any other program.



6. Eligible types of applicants

Eligible applicants shall include owners and tenants. Where a tenant is an applicant, the owner shall provide written consent. In these cases, the financial incentive program agreement shall be signed by both the tenant and the owner. Notwithstanding this provision, only the owner shall be permitted to apply for a tax increment equivalent grant.

7. Project must represent an improvement

Proposed projects must represent an improvement over existing conditions, and not simply represent a typical lifecycle replacement of materials, paving or structures. Generally, maintenance-related works and repairs will not be eligible. The works must represent a positive change over the existing conditions, at the sole discretion of City staff. This shall include, but not be limited to, substantial compliance with the Urban Design Guidelines (Appendix 2). Additionally, where an existing property is in a good state of repair, City staff shall have discretion to refuse an application that does not result in a significant enhancement to the property.

8. Compliance with Official Plan, Zoning, etc.

Existing and proposed land uses, buildings and structures shall be in conformity with the Official Plan, Zoning By-law, and other applicable municipal by-laws (e.g., the City's Sign By-law). Any proposed works shall also be subject to any required Building Permit, or other required permit.

Notwithstanding this requirement, it is recognized that this Plan contemplates grants for projects that may require planning or building approvals, meaning that the proposed works may not fully comply with the current applicable requirements. In these cases, the applicant shall be required to meet with the City in advance of submitting an application for a grant. The City may accept an application for incentives prior to the completion of any planning or building approvals. However, the City shall only approve an application for a financial incentive when any applicable planning approvals are finalized (inclusive of any applicable appeal period).

9. Completed works to be consistent with the approved application

Where a project has been approved for grant funding, the completed works shall be consistent with the stated description and supporting materials as included in the grant application and as approved by the City. This requirement shall be set forth in the financial incentive program agreement. At its sole discretion, the City may request photographs, invoices from contractors/suppliers, or any other information needed to confirm completion of the project in accordance with the approved application and the financial incentive program agreement. The City may also undertake a site visit to confirm compliance with this requirement. Where the completed works are not consistent with the stated description, the applicant may be considered to have defaulted on the requirements of the agreement, and the City, at its sole discretion, may opt not to remit payment for the grant in accordance with the terms of the financial incentive program agreement.

10. Eligibility where there is a history of CIP funding

The City shall only accept an application for financial incentives under this Plan where there is no history of funding from this Plan or from another CIP.



11. No duplication of eligible costs

In no case shall eligible costs be counted more than once in any application, including where the applicant has applied for multiple grant programs.

12. Disclosure of other potential funding sources

As part of completing an application form, the applicant shall disclose any other funding that may be received in relation to the project, whether not the funding is part of the CIP. Where the project is subject to other funding sources, the City shall have sole discretion to reduce the value of the grant.

13. Grant programs not retroactive

No improvements or costs shall be considered eligible where the improvement works have already been initiated. Similarly, where construction works have already been initiated prior to execution of the financial incentive program agreement, the City may not execute the agreement and funding may not be paid.

14. Total maximum grant

In no case shall the total amount of the approved grant exceed 50% of the eligible costs except in the case of the Tax Increment-Based Grant.

15. Grants subject to funding availability

Availability of grants is subject to funding availability. Applicants should confirm the current availability of funding with the City prior to making an application.

16. Government not eligible

No government or government agency shall be eligible to apply for any grant under this Plan.

3.4 Administration

To guide the implementation, interpretation and day-to-day administration of the financial incentive programs, this section outlines a glossary of terms, application procedures and other implementation policies.

3.4.1 Glossary of Terms

To assist in the interpretation of this Plan, the following definitions are provided. The City shall have the sole discretion in interpreting the provisions and meaning of words used in this Plan.

Applicant means a property owner, tenant or agent acting on behalf of a property owner or tenant, who has applied for or is intending to apply for one or more of the grant programs outlined in this Plan.

Building frontage means the width of the building that faces Lundy's Lane or another street.



Commercial refers to a use, building or structure that is operated privately by an individual or corporation for gain or profit. This shall include retail uses, personal service shops, restaurants, hotels/motels/inns, office uses including medical/veterinary uses, places of entertainment (e.g., theatres, mini-golf and similar uses), automotive services, financial institutions or other service uses, and private clubs or organizations operated for profit. For the purposes of this Plan, commercial shall exclude home occupations.

Community Improvement Plan (CIP) means this Plan, as adopted in accordance with Section 28(4) of the *Planning Act*.

Community Improvement Project Area (CIPA) means the currently designated Lundy's Lane Community Improvement Project Area, as adopted by a by-law of Council in accordance with Section 28(2) of the *Planning Act*. For convenience purposes, the CIPA is attached to this Plan as Appendix 1.

Eligible costs mean the costs that may be counted towards the calculation of a potential grant value. The eligible costs for each grant program are listed for each financial incentive program under Section 3.2. Unless otherwise stated, eligible costs are deemed to include relevant costs related to:

- materials;
- labour; and
- fees related to the professional services that are necessary for the applicant prepare and submit a complete grant application submission (e.g., an architect, engineer or land use planner), up to a maximum of 15% of the total eligible costs.

Exterior side yard shall have the same meaning as the current Comprehensive Zoning By-law for the City of Niagara Falls.

Financial incentive program agreement means an agreement executed between the City and an applicant, to outline the terms and conditions for payment of an approved grant, and prepared in accordance with the policies of this Plan.

Front yard shall have the same meaning as the current Comprehensive Zoning By-law for the City of Niagara Falls.

Institutional means any non-residential and non-commercial uses that are not operated for profit, and includes, for example: places of worship; private museums or cultural uses operated not-for-profit; retirement homes and nursing homes where the units do not contain full kitchen and/or washroom facilities; and public or private organizational clubs not operated for profit. For the purposes of this Plan, institutional does not include any use operated by any government or any government agency.

Mixed use shall refer to the use of a lot for a mix of residential uses, combined with commercial and/or institutional uses. This shall include:

- a mixed use building, as defined below and/or
- a development that is configured to have commercial or institutional uses in the front portion of the lot (i.e., facing Lundy's Lane), with residential uses in the rear portion of the lot, shall be considered mixed use. In this case, the provision of residential uses shall be a substantial component of the development, in the City's opinion. For clarity, a commercial use with only an



accessory dwelling unit as may be permitted in the zoning by-law shall not be considered mixed use for the purposes of this Plan.

Mixed use building shall mean a multi-storey building containing commercial or institutional uses in the ground floor and generally containing residential uses or office uses in the upper storeys. The ground floor use shall not include any type of residential units. Further, for the purposes of this Plan, a building principally used as a motel or hotel use shall not be considered a mixed use building.

Motel means a commercially operated building or buildings consisting of a number of motel units which are capable of being rented separately to the travelling public, and which include sleeping accommodations and a bathroom and which may or may not include cooking facilities. Generally, motel units are accessed by guests using independent entryways accessed from the outside, as opposed to sole access via a common hallway as in the case of a hotel.

Residential means self-contained dwelling units, and includes any retirement homes containing self-contained units with full cooking/washroom facilities as part of the units. Residential does not include hotels or motels.

3.4.2 Application Process

The City will generally implement an application process for grant programs in accordance with the following steps. These steps will be considered as a guide. The City will have the sole discretion to modify the steps indicated below as necessary and to align with its current CIP processes.

1. Pre-application consultation with the City

Applicants are strongly encouraged to arrange for a pre-application consultation meeting with the City, before preparing and submitting an application. The meeting gives the City an opportunity to outline eligibility criteria, expectations, and to identify what supporting materials will be required for the application.

2. Preparation of application

The applicant prepares the application, including the required form(s) and the required materials. Generally, most applications will require supporting materials, including but not limited to:

- a. Drawings to illustrate the proposed improvements (site concept plan, elevations, sections and/or visualizations). The City may require professional drawings to be prepared by a suitable qualified professional (e.g., a professional planner, architect, landscape architect, or other).
- b. At least 2 independent quotes for any labour/construction work and required materials.
- c. “Before” photographs of the building or site.
- d. For the tax increment grant, additional financial information will be required, including an estimate of the amount of the tax increment. City staff may be able to assist in providing an estimate of the tax increment.

3. Submission of application



The applicant submits the application. Within approximately 10 business days, the City will advise the applicant on whether the application is considered complete or whether additional information is required.

4. **Internal circulation of application**

The City will circulate the application to any relevant technical staff internally for review and comment. This will include circulation and contact with the Region to identify funding opportunities in accordance with Section 3.5 of this Plan. City or Regional staff may conduct an inspection of the site as part of its application review.

5. **Application decision**

Council or its designated approval authority/committee will meet to make a decision on the application. Following the decision, the applicant will be informed of the decision and any reasons where an application has been refused.

- a. Where an application has been refused, the applicant may opt to appeal the application to City Council for reconsideration, provided that City Council is not the initial approval authority. Alternatively, the applicant may choose to revise the application and resubmit it to the City for reconsideration.

6. **Financial incentive program agreement**

Once an application has been approved, the City and the applicant will be required to sign into a financial incentive program agreement. The agreement will outline the various terms and responsibilities of the City in paying the grant, and the expectations of the applicant for meeting the requirements of this Plan. In some cases, the owner may be required to enter into the agreement, even where the applicant is a tenant or agent.

7. **Construction**

Once the financial incentive program agreement is complete, the applicant may begin construction works associated with the proposed improvements. When construction is complete, the applicant must inform the City. City staff may conduct an inspection of the site to ensure compliance with the terms of the agreement.

8. **Grant payment(s)**

The grant will be paid by the City once it is satisfied that the works are complete and the applicable terms of the financial incentive program agreement are fulfilled. The payment of the grant will be in accordance with the terms of the financial incentive program agreement.

3.4.3 Implementation and Administration

The following policies shall apply to the administration and implementation of the financial incentive programs outlined in this Plan:

1. **Implementation and Administration Principles:** This Plan supports efficient, fair and transparent decision-making on applications for financial incentives. Additionally, this Plan emphasizes a



flexible approach to administration of the incentive programs, by enabling an appropriate level of discretion for Council and the City to enable modifications to the process to better achieve the intent of the Plan.

2. **Day-to-day Administrator:** The City shall identify one or more designated staff members to fulfill the role as the day-to-day administrator(s) of the Plan, including the financial incentive programs and other programs and policies of the Plan. This shall include:
 - a. Responding to customer service inquiries regarding the Plan's programs, and meeting with potential applicants;
 - b. Managing the process for accepting, reviewing and making decisions on applications;
 - c. Managing the process for executing the financial incentive program agreement and coordinating grant payment;
 - d. Participating in the review and decision on applications;
 - e. Corresponding with Council and making recommendations regarding the Plan's ongoing administration; and
 - f. Implementing the Monitoring and Evaluation Strategy as outlined in Section 5.4.
3. **Review and approval of applications:** By default, Council is the approval authority for making decisions on applications for financial incentives. Council may choose to delegate the responsibility to a committee consisting of City staff or other individuals, or to the Administrator.
4. **Council to establish annual funding:** Council shall determine the annual funding available for the financial incentive programs, in consideration of a recommendation by City staff.
5. **Availability of other funding sources:** Grant applications shall be circulated to the Region of Niagara, and the City will work with the Region to identify and integrate other potentially available funding sources from the Region, Province or other sources. Section 3.5 includes additional guidance on Regional participation and roles in implementing these programs.
6. **Funding Carry-Over:** Where funding still exists at the end of any given funding year, Council may choose to carry the funding over to the following year.
7. **Allocation of funding to various incentive programs:** Council may choose to allocate certain portions of the funding budget to various incentive programs, in consideration of a recommendation by City staff.
8. **Deactivation of incentive programs:** Council may choose to allocate no funding to one or more incentive programs, which would effectively deactivate the program(s).

3.5 Regional Participation in Financial Incentive Programs

At the time of completing this Plan, it is understood that the Region maintains incentive programs which include opportunities for the Region to participate in matching funding for some of the financial incentives issued by the City under this Plan. The overall intent of this Plan is to encourage and support all opportunities for the Region to participate in funding the grant programs.

1. Upon receipt of a financial incentive application by the City, the City will engage the Region by circulating the application to identify and confirm potential funding opportunities and Regional



requirements. Upon confirming any funding opportunities as may be available from the Region, the City will make a formal written request to the Region to participate in funding. When possible, the City will engage with the Region at the pre-consultation meeting, however confirmation of potential funding from the Region can only be made once an application has been approved by the City.

2. The maximum grant values outlined in this Plan are intended to be inclusive of any Regional funding as may be made available. Generally, it is anticipated that Regional funding will be limited to 50% of the grant value (i.e., a maximum of 25% of eligible costs). Should funding be discontinued by the Region, the City will continue to administer the programs as they are outlined in this Plan.
3. It is recognized that the Region may not participate in funding all of the incentive programs outlined in this Plan. However, since the Regional programs are subject to change outside of this Plan, and since Regional funding could be subject to change, this Plan does not specifically outline which programs could be eligible for Regional funding. Rather, the City will seek to involve the Region as much as possible to support this Plan's implementation in accordance with the Region's requirements.

3.6 Relationship to Other City Community Improvement Plans

At the time of completing this Plan, the City administers four CIPs (excluding this Plan). Two of the existing CIPs are applied to Community Improvement Project Areas that are entirely separate from the Lundy's Lane Community Improvement Project Area and there is no potential for overlap between the programs offered to any properties. The Brownfields CIP, however, is intended to include the Lundy's Lane Corridor within its Community Improvement Project Area. Accordingly, properties eligible for grant programs under the Lundy's Lane CIP may also be eligible for grants under the Niagara Falls Brownfields CIP. Furthermore, the Niagara Gateway Economic Zone Community Improvement Plan overlaps with the Lundy's Lane Community Improvement Project Area. The following policies apply to the relationship of this Plan to other CIPs administered by the City:

1. It is recognized that at the time of completing this Plan, the Lundy's Lane CIP is located within the Community Improvement Project Area for the City of Niagara Falls Brownfields CIP. This Plan has generally been designed to avoid duplicating any programs that are already enabled under the Brownfields CIP (i.e., environmental study grant and brownfields tax assistance). The Brownfields Rehabilitation Grant Program, however, is similar to the Tax Increment Grant Program. In no case will an applicant be eligible to apply or be permitted to receive funding under both programs for the same property or project. As a general rule in all cases, eligible costs shall only ever be counted once as part of calculating any eligible grant.
2. This Plan is intended to be administered independently from any existing Community Improvement Plans administered by the City. It is recognized that as much as possible, similar incentive programs should be streamlined between different CIPs to ease administration. However, the incentive programs must also be directly related to the particular critical needs of the related Community Improvement Project Area. For that reason, it may not always be desirable for similar incentive programs to be perfectly equivalent across all City CIPs. When the City undertakes a review or revision to any CIPs, consideration should be made to streamline programs as much as possible.



3. For reference purposes only, **Appendix 3** contains a brief summary of the relationship between the various CIPs implemented by the City at the time of completing this Plan.

4.0 MUNICIPAL LEADERSHIP STRATEGY

The grant programs are intended to advance improvement of private property within the Lundy's Lane corridor. The municipal leadership strategy outlined in this Section is intended to complement the grant programs, by identifying other actions and policies to support improvement of the public realm and advance other objectives.

4.1 Municipal Leadership Programs

Several key municipal leadership programs are identified in this section.

4.1.1 Streetscape Master Plan Implementation

This Plan supports implementation of the Streetscape Master Plan. The grant programs outlined in Section 3 of this Plan, and the applicable design criteria, are intended to be complementary to and consistent with the recommendations of the Streetscape Master Plan. Further, while much of the Streetscape Master Plan will be implemented via improvements within the public right-of-way, there may be benefits to utilizing private property to assist in implementing the Streetscape Master Plan.

It is recognized that the Region implements the Public Realm Investment Program, in which there may be opportunities to fund implementation of the Streetscape Master Plan. This CIP supports participation in this program in principle.

4.1.2 Implementation of the SWOT Analysis Report and Land Use Plan

This Plan supports implementation of the recommendations contained in the SWOT Analysis Report and Land Use Plan. This includes recommended Zoning By-law and Official Plan changes to better align the policy/zoning framework to the vision for Lundy's Lane, as well as considering opportunities associated with development/redevelopment along Lundy's Lane to improve connections to existing adjacent neighbourhoods through new multi-modal connections.

4.1.3 Wayfinding Signage and Gateway Strategy

The Battlefield Gateway in the easterly portion of the Lundy's Lane corridor is a prominent, distinctive gateway feature that signals arrival to a place with historical significance. While the special significance of the corridor is generally recognized by this key feature, it needs to be complemented through other gateway features and improved signage which define the corridor and support its tourism function. To support continued tourism uses in the Lundy's Lane corridor and complement sense of place, the City may:

1. Implement signage to indicate the location of the Lundy's Lane corridor at key highway exits (Highway 420/Dorchester Rd./Drummond Rd./Stanley Ave. and QEW/Montrose Rd.); and



2. Promote visibility of the corridor by introducing specialized signage on the QEW along with directions for visitors to reach the corridor.

4.1.4 Preserving and Highlighting Heritage in Lundy's Lane

Lundy's Lane's history should be celebrated through references along the Lane and through ongoing thematic celebration. Celebrating history is an important part of creating a sense of place and sustaining the identity of the corridor. This Plan supports preserving and highlighting heritage in Lundy's Lane through the following means:

1. The Lundy's Lane Streetscape Master Plan recommends a new public space/parkette on the north side of Lundy's Lane just east of the Ontario Power Generation (OPG) Canal. The parkette is proposed to have associated parking facilities and will function as a trailhead for both the Millennium and the Gary Hendershot Trail. This Plan supports the establishment of this open space/parkette and any potential to expand its size to function as a City-wide amenity used for event/festivals that will support economic activity along Lundy's Lane and to allow for interpretive features to highlight the history of Lundy's Lane and the surrounding area.
2. There are two designated heritage properties within the Lundy's Lane corridor. To support the continued life of important heritage properties, the City may enter into public-private partnerships to support the adaptive reuse of a designated heritage property in the corridor.
3. The automobile tourism culture of the mid-twentieth century is an important part of the corridor's history, and this Plan supports the continued tourism function of the corridor and the celebration of this important era in history.
4. This Plan supports the municipally-led identification and improvement of public education opportunities to highlight historical persons, places and events throughout the Corridor and in the proposed Canal public space/parkette. This may include:
 - a. General history of the Lundy's Lane corridor, from its roots as a trail used by First Nations through the Battlefield site history and into the twentieth century as an important commercial corridor;
 - b. History of the Queen Elizabeth Way and its relationship to the Lundy's Lane corridor;
 - c. History of accommodations and auto-tourism culture in the mid twentieth century, and the role of Lundy's Lane in accommodating tourism in Niagara Falls; and
 - d. Thematic events focussed in the area from the OPG Canal to Montrose Road using lights and floral exhibits/designs.
5. The wayfinding signage and gateway strategy outlined in Section 4.1.3 represents an opportunity to symbolize historical persons, events and eras. This should be considered in the detailed design of the features.
6. It is recognized that the Streetscape Master Plan includes recommended improvements that complement the historic aesthetic of the corridor, and this Plan supports the implementation of the Streetscape Master Plan.



4.1.5 Design Awards and Lundy's Lane School Competition

This Plan supports initiation of a City-wide, Regional, or community-specific awards program, geared to the recognition of outstanding improvement projects undertaken in the Lundy's Lane corridor. For example, successful projects on Lundy's Lane should be encouraged to seek recognition through the existing Niagara Community Design Awards.

Further to this initiative, this Plan is supportive of the notion of a design competition or partnership to determine a suitable reuse and concept for rehabilitating the former Lundy's Lane School (7565 Lundy's Lane). This may include a partnership with a post-secondary institution for the purposes of generating design solutions and attracting interest in the property.

4.1.6 Development Charges Exemption

To promote private property investment and reduce the barriers to redevelopment and revitalization, this Plan generally supports identification of the Lundy's Lane Corridor as being exempt from all or a portion of development charges, as deemed appropriate through the City's next Development Charges Study/By-law review. This has similarly been undertaken in other Community Improvement Project Areas of the City. However, this must be addressed through the Development Charges By-law and cannot be implemented specifically as part of this Plan. Similarly, Regional Development Charges and any potential exemptions will be considered as part of the Region's Development Charges By-law and any future review of this By-law.

4.2 Administration and Implementation

The implementation of the Municipal Leadership Programs shall be subject to the following policies:

1. To assist in implementing the Municipal Leadership Strategy, the City may, in any area designated as the current Community Improvement Project Area:
 - a. Acquire, hold, clear, grade or otherwise prepare land for the purposes of implementing the Streetscape Master Plan; and
 - b. Construct, repair rehabilitate or improve buildings on land acquired, and sell, lease or otherwise dispose of any such buildings and land for the purposes of implementing the Streetscape Master Plan.
2. Budgeting for the projects to implement the Municipal Leadership Strategy shall be determined by Council in consideration of other priorities. The budgeting shall be undertaken separately from the budget for the financial incentive programs in accordance with the applicable policies of Section 3.4.3.
3. There is no specific timeframe for implementation of the Municipal Leadership Strategy. Implementation will be dependent upon opportunities emerging to advance the intent of the programs, and specific projects will be subject to budget availability.
4. The Administrator of the financial incentive programs shall coordinate and identify opportunities to implement the Municipal Leadership Strategy.



5.0 IMPLEMENTATION

The policies of this Section are intended to guide the broad implementation of this Plan by the City.

5.1 General

1. This Plan is intended to be implemented over a 10-year period. However, nothing shall prevent the implementation of this Plan beyond 10 years.
2. Once Council is satisfied that this Plan has been carried out, Council may dissolve the Community Improvement Project Area by by-law, rendering the Plan inoperative.
3. Nothing in this Plan shall exclude anyone from complying with any other policies, by-laws, laws or regulations by the City, the Region, the Province, the Government of Canada or any agency.

5.2 Community Improvement Project Area

1. The Community Improvement Project Area is the area to which this Community Improvement Plan applies. No property is eligible for financial incentives if it is located outside the currently designated Community Improvement Project Area.
2. The Community Improvement Project Area is designated by a by-law of Council and is maintained separately from this Plan. In the event that Council wishes to modify the Community Improvement Project Area, Council would do so by passing a new Community Improvement Project Area By-law and replacing the current Community Improvement Project Area By-law.
3. For convenience purposes only, the Community Improvement Project Area is attached to this Plan as Appendix 1. However, readers should consult with the City to ensure they are reviewing the latest Community Improvement Project Area, as designated under the most recent by-law.
4. This Plan is intended to focus on the revitalization and improvement of Lundy's Lane. It is recognized that the precise geography of what constitutes "Lundy's Lane" may need to be redefined over time. Consideration to modify the Community Improvement Project Area should be made upon a review and evaluation of this Plan in accordance with the Plan Monitoring and Evaluation Strategy (Section 5.4). Modifications to the Community Improvement Project Area could occur due to the following circumstances:
 - a. The Business Improvement Area is expanded or contracted, and there is a desire to align the Community Improvement Project Area with the Lundy's Lane Business Improvement Area;
 - b. There is a desire by Council to focus the Community Improvement Plan on a smaller area, to concentrate the benefits of the Plan and better utilize implementation resources; or
 - c. There is a desire by Council to expand the Community Improvement Plan's impact over a larger area and encourage greater program uptake.



5.3 Implementation of the Lundy's Lane Urban Design Guidelines

A key function of this Plan is that it is the principal tool for implementing the Lundy's Lane Urban Design Guidelines. For clarity, the following shall apply:

1. The Lundy's Lane Urban Design Guidelines are referenced by this Plan as eligibility criteria for the financial incentives. The applicable design guidelines are referenced as Design Eligibility Requirements for each of the financial incentive programs, under Section 3.2.
2. The Lundy's Lane Urban Design Guidelines shall form an integral component of this Plan and shall be implemented and maintained through the life of this Plan. The Administrator shall be responsible for maintaining a copy of the Lundy's Lane Urban Design Guidelines and providing it to applicants for financial incentive programs for reference.
3. The application and interpretation of the guidelines contained in the Lundy's Lane Urban Design Guidelines shall rest with City staff. The applicability of the CIP and the Urban Design Guidelines will be considered on a case-by-case basis. It is recognized that not all of the guidelines may apply, depending on the nature of the application. Further, the Administrator will have discretion to deem certain guidelines to be unreasonable for the applicant to implement, depending on the specific circumstances of the application. City staff shall have sole discretion to reject or refuse an application that is not consistent with the applicable Urban Design Guidelines.
4. Applicants are responsible for understanding the applicability of the Lundy's Lane Urban Design Guidelines to their specific proposed project. Failure to implement the guidelines may result in the refusal of an application, at the discretion of the City.
5. Through implementation of the Lundy's Lane Urban Design Guidelines, the Administrator may identify the need to make minor changes to the wording of certain guidelines contained in the Lundy's Lane Urban Design Guidelines. Accordingly, a review of the Guidelines may be initiated upon recommendation of the Administrator through the Plan Monitoring and Evaluation Strategy (Section 5.4). The underlying principles and vision of the Guidelines document is not intended to change over the 10-year life of this Plan. A review of the document should be limited to wording refinements to improve the clarity and administration of the Guidelines.
6. For convenience purposes, the Lundy's Lane Urban Design Guidelines document is attached to this Plan as **Appendix 2**.

5.4 Plan Monitoring and Evaluation Strategy

The success of this Plan will depend on the implementation of a monitoring and evaluation strategy to ensure the programs are being utilized and that they are achieving their intended outcomes. The Administrator will conduct an annual monitoring and review process as follows:

1. Upon implementation of this Plan, the Administrator shall establish a database for monitoring and reviewing applications. For each application, the Administrator should collect:
 - a. The type of project and the type of grant(s) being sought;
 - b. Value of the grant(s) being sought as well as the total value of construction;
 - c. Address, property, applicant and ownership information;
 - d. The names of contractor(s) and supplier(s);



- e. Information regarding the involvement of the Region in providing funding for the application;
 - f. The type and quantity of improvements being made, as specific to the application (e.g., length of façade, number of signs, area of landscaping, number of parking spaces created/improved, number of trees planted, length of walkways created/improved, number of bicycle parking spaces created/improved, etc.);
 - g. Number of new residential units created or amount of non-residential floor area affected; and
 - h. Subjective information about the reasons for the application (i.e., is the Plan responsible for encouraging the project?).
2. Upon receipt of each application for a financial incentive, the Administrator will enter information about the application into the database. Further, the Administrator should endeavor to collect “before” photos of each subject property. Upon approval of each application, the Administrator should collect “after” photos of each project.
3. On an approximately annual basis, the Administrator should report to Council on the successes and issues of the Plan, noting:
 - a. The total value of grants issued and the total private investment made;
 - b. Availability of Regional funding and degree of participation;
 - c. The amount of private investment leveraged by the Plan;
 - d. The total number of applications received and the total number of successful applications (total and for each program);
 - e. Before and after photos of successful applications;
 - f. Any unintended outcomes of the programs, and measures for preventing unintended outcomes in the future;
 - g. Any recommended adjustments to the Community Improvement Plan or the Community Improvement Project Area as may be required;
 - h. Progress on implementation of the Municipal Leadership Strategy (Section 4.0);
 - i. Any recommended improvements to Plan administration or application processing; and
 - j. Recommendations for funding grant programs, including whether additional funding could be required and which programs should be funded.
4. As noted, there may be a need to make adjustments to the Plan or the Community Improvement Project Area as an outcome of the review process. Table 5.1 summarizes which types of changes will require an amendment to this Plan.

Table 5.1 – Types of Modifications that Require an Amendment



Type of Plan Modification	Requires an Amendment to this Plan?
Delete or add eligible costs to a financial incentive program under Section 3.2	Yes
Modify, delete or add to the “eligible uses” or any other eligibility criteria within each incentive program or modify, delete or add to the list of general eligibility criteria (Section 3.3)	Yes
Permanently delete a financial incentive program	Yes
Add a new financial incentive program	Yes
Modify, delete or add to the vision or guiding principles (Section 2)	Yes
Modify the Community Improvement Project Area (Appendix 1)	No (requires a new Community Improvement Project Area By-law)
Discontinue funding to any program, or discontinue funding to all programs in any given year	No
Allocate a certain amount of funding to certain programs in any given year	No
Delegate Council’s default authority for approving financial incentives to a committee or an individual, or make other administrative changes to the review/processing of applications	No
Modify or update the Lundy’s Lane Design Guidelines (Appendix 2)	No (updates to the urban Design Guidelines should be endorsed by Council)
Modify or update the Comparison of CIPs (Appendix 3) or the Fiscal Impact Analysis (Appendix 4)	No

5.5 Marketing the Plan

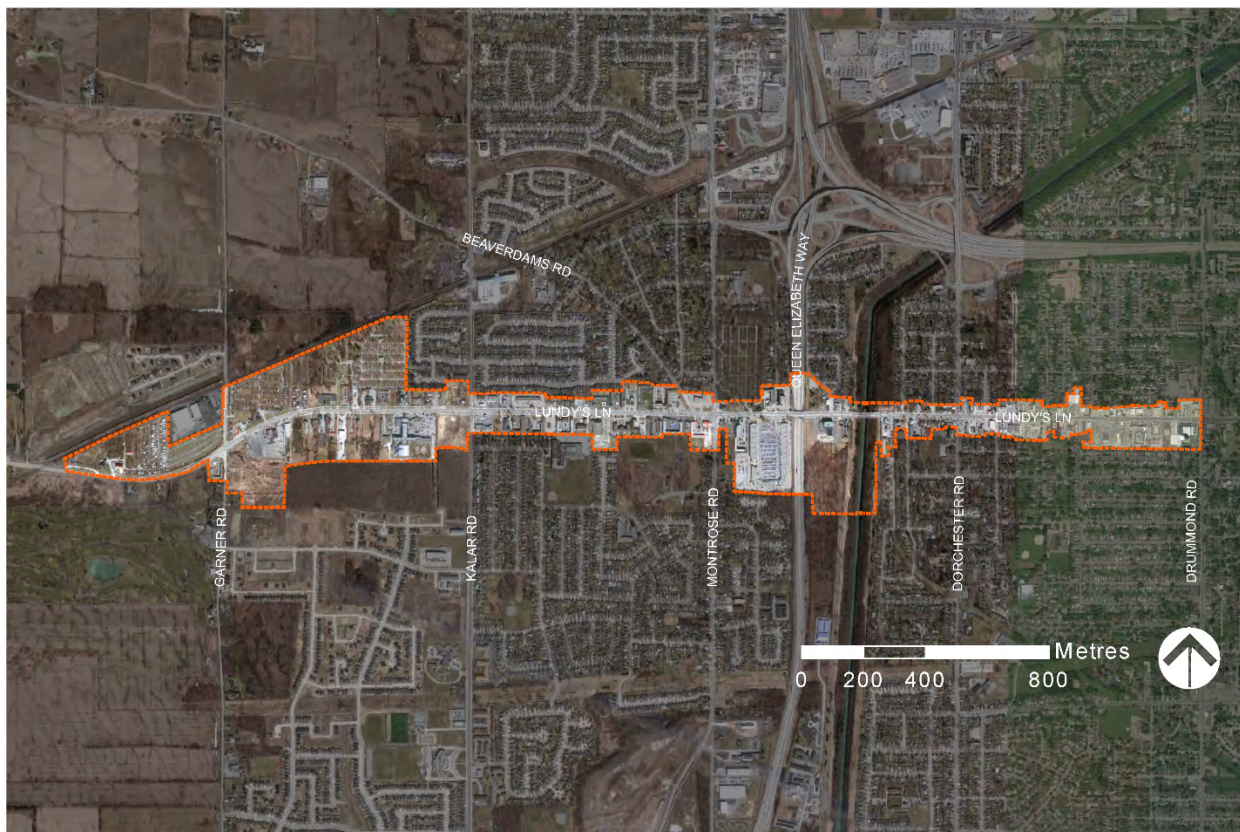
To be successful, the City will need to engage in on-going marketing of the Plan’s programs and encourage uptake. At a minimum, it is recommended that the Administrator lead the following activities:

1. A Community Improvement Plan brochure be prepared and made available for distribution;
2. The Plan will be included on the City’s CIP webpage to provide information about the Plan, contact information and availability of application forms; and



3. On an annual basis, the Administrator should communicate that the Plan's budget has been refreshed through a distribution of flyers, the brochure or a meeting with the BIA and other stakeholders.

APPENDIX 1: Lundy's Lane Community Improvement Project Area



APPENDIX 2: Lundy's Lane Urban Design Guidelines

(See separate document)



APPENDIX 3: Relationship between Existing CIPs

For reference purposes only, the following table compares the Lundy's Lane CIP with other existing CIPs currently administered by the City at the time of completing the Lundy's Lane CIP. Brief commentary regarding the relationship to Niagara Region's CIPs and associated funding is provided, but this is to be confirmed and is also subject to change over time as the Region updates and administers its own programs. This table provides a summary only.

Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
Community Improvement Project Area: Consists of lands fronting on Lundy's Lane.	Community Improvement Project Area: Does not overlap with the Lundy's Lane Community Improvement Project Area.	Community Improvement Project Area: Does not overlap with the Lundy's Lane Community Improvement Project Area.	Community Improvement Project Area: Consists of all lands in the Urban Area, which is interpreted to include the Lundy's Lane corridor. The Community Improvement Project Area consists of three different priority areas which relate to program eligibility: Lundy's Lane is in Priority Area 3.	Community Improvement Project Area: Is interpreted to consist of Employment Lands only, and therefore does not overlap with the Lundy's Lane Community Improvement Project Area which does not contain any employment-designated lands.	N/A	Only the Brownfield CIP has a Community Improvement Project Area that overlaps with that of the Lundy's Lane CIP. The Lundy's Lane CIP contains specific language to address the relationship of these Plans.



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
Adaptive Reuse and Motel Revitalization Grant <ul style="list-style-type: none"> Grant up to \$10,000 or 50% of costs Grant to convert motel uses to commercial uses Grant to convert existing commercial to a mixed use building Grant to assist in continued use of motels/hotels 	Residential Loan Program <ul style="list-style-type: none"> 0% loans to convert non-residential to residential, upgrade existing residential to meet Building Code/property standards, Construct units on vacant land \$20/sq.ft. to up to \$20K per unit (no max. per property specified) 	Residential Loan Program <ul style="list-style-type: none"> 0% loans to convert non-residential to residential, upgrade existing residential to meet Building Code/property standards, Construct units on vacant land \$20/sq.ft. to up to \$20K per unit, \$500K per property. 	No equivalent program	No equivalent program	This may be related to the building portion of the Building and Façade Improvement Grant/Loan Program. Additionally, this may be related to the Residential Grant/Loan program.	The Lundy's Lane CIP does not offer loan programs. The City has indicated a preference not to administer loan programs. The equivalent program in Lundy's Lane is a grant with different terms and eligible costs. The Lundy's Lane program differs in that it is focused on those improvements that are required to convert to commercial and mixed uses. The program is targeted to motel uses Thus the terms of the program vary greatly from the similar programs administered in other CIPs.
	Commercial Building Loan Up to \$15K loan (\$20K for certain properties) for building code/ accessibility improvements (roof, barrier-free access, windows/doors, plumbing/electrical).	Commercial Building Grant <ul style="list-style-type: none"> 50% up to \$10K for building improvements (up to \$15K for certain properties) – accessibility, fire protection, roof, structural, windows/doors, electrical/plumbing, etc. 				



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
Commercial Façade Improvement grant <ul style="list-style-type: none"> 50% of costs up to as much as \$7,500 – building materials, doors /windows, awnings/ canopies 	Commercial Building Loan and Façade Grant Program <ul style="list-style-type: none"> 50% up to \$10K – storefront, masonry, architectural detailing, painting/ treatment, signage, new lighting, landscaping works 	Commercial Building and Façade Improvement Grant Program <ul style="list-style-type: none"> 50% up to \$10K for façade improvements (up to \$15K for certain properties) – storefront, masonry, architectural detailing, painting/treatment, signage, new lighting, landscaping works 	No equivalent program	No equivalent program	This is related to the Region's Building and Façade Improvement Grant/Loan Program.	<p>The Lundy's Lane CIP includes a program focused on Commercial Façade improvements, which differs from the equivalent programs contained in other City CIPs. The program contained in the Lundy's Lane CIP does not address the full suite of eligible works contained in other documents. Additionally, the Lundy's Lane CIP addresses landscaping improvements as a separate program. Although it is desirable to maintain similarities between the different similar programs across the CIPs, the very different nature of the critical needs and existing character in Lundy's Lane has made it difficult to align the programs. Additionally, the City has expressed an intention to implement only grant programs, so the Lundy's Lane CIP accordingly does not include a loan component.</p>



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
Tax Increase Based Grant <ul style="list-style-type: none"> • Tax increase based grant for major improvements, certain forms of development • Up to 10 years • Cannot be combined with other grants 	Revitalization Grant Program <ul style="list-style-type: none"> • Tax increase based grant • Up to 10 years 	Revitalization Grant Program <ul style="list-style-type: none"> • Tax increase based grant • Up to 10 years • Specific terms (i.e., there is a schedule of the % of tax increment paid as grant in certain years) • Cannot be combined with other grants 	Brownfields Rehabilitation Grant Program <ul style="list-style-type: none"> • Tax increase based grant • Up to 10 years • Wide range of eligible costs, which cannot overlap with eligible costs claimed under other grant programs and the Tax Assistance program • The program is intended to be utilized only once the tax assistance program ends (see below) • Relates to both City and Regional taxes 	Tax Increase Based Grant <ul style="list-style-type: none"> • Tax increment based grant to stimulate investment in employment lands • Applies for up to 5 years for Regional taxes and up to 10 years for City taxes • Broad range of eligible projects (development, redevelopment, etc.) • Various studies could be required 	<p>This is related to the Region's Property Rehabilitation and Redevelopment Tax Increment Funding Program.</p>	<p>The Lundy's Lane CIP implements a similar program as existing CIPs. This is referred to as a Tax Increase Based Grant, rather than Revitalization Grant. There is overlap with the equivalent program covered in the Brownfields CIP, so policies have been added to ensure there is no double dipping between the CIPs.</p> <p>The program requirements differ between CIPs to recognize the unique critical needs to be addressed by the Lundy's Lane CIP. Additionally, the Lundy's Lane CIP includes more flexibility in the way the grant can be implemented, whereas the existing programs include more specific payment schedules.</p>



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
No Development Charge (DC) exemption or grant is specifically provided in the Lundy's Lane CIP.	Development Charge Exemption <ul style="list-style-type: none"> 75% exemption from DC on residential, commercial, mixed use development Provided under the DC By-law 	Development Charge Exemption <ul style="list-style-type: none"> 75% exemption from DC on residential, commercial, mixed use development Provided under the DC By-law 	Development Charge Exemption <ul style="list-style-type: none"> 75% exemption from DC on brownfield sites Provided under the DC By-law 	Development Charge Grant Program <ul style="list-style-type: none"> Grant program to rebate all or a portion of Development Charges, paid upon completion, subject to application achieving specific scoring. This grant appears to be administered and paid by the Region and by the City jointly. Note this is not an exemption under the DC By-law, but is intended as a CIP-funded program 	This appears to be related to the Region's Reduction of Regional Development Charges program.	A DC exemption not possible without amending the DC By-law. However, a "rebate" could be offered, but would be funded through the incentives budget. The Lundy's Lane CIP includes some discussion on the future potential to include a Development Charges Exemption for the Community Improvement Project area (Section 4). The Lundy's Lane CIP does not include a City DC grant, which does not necessarily pertain to Region DCs
No equivalent program	No equivalent program	Peer Robinson Residential Rehabilitation Grant Program <ul style="list-style-type: none"> \$2,000-\$10,000 grant for exterior improvements to single detached and semi-detached residential uses. 	No equivalent program	No equivalent program	The Region indicates, at the time of completing this document, that it does not administer any programs related to exterior improvements on residential properties.	Not applicable to Lundy's Lane as it relates to single/semi-detached dwellings and there is no intention to incentivize improvements to these types of uses.



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
Landscaping, Parking and Property Improvement Grant <ul style="list-style-type: none"> 50% or up to \$7,500 for a variety of landscaping, walkway, parking area, outdoor patio, accessibility, or bicycle parking improvements. 	<ul style="list-style-type: none"> Some eligible costs for some landscaping improvements are included in the commercial façade grant program. 	<ul style="list-style-type: none"> Some eligible costs for some landscaping improvements are included in the commercial façade grant program. 	No equivalent program	No equivalent program	The Region has indicated that the Public Realm Improvement Program (PRIP) is operative any may include relevant programs available to local municipalities. At the time of adoption of this document, there was no Regional funding/support available for this program.	This is a new program in Lundy's Lane, developed to respond specifically to the issues in the corridor. It is recommended as a stand-alone program as it contains a variety of contemplated improvements whereas existing CIPs did not specifically address all aspects of this program.
No equivalent program	No equivalent program	No equivalent program	Environmental Study Grant Grant to assist in preparing work plans, Phase II Environmental Site Assessments, and similar studies/plans.	No equivalent program	The Region maintains an Environmental Site Assessment Study Grant Program.	Since the Brownfields program is City-wide, these incentives could be potentially available to the Lundy's Lane CIP corridor. No Lundy's Lane CIP program overlaps with this program.
No equivalent program	No equivalent program	No equivalent program	Tax Assistance Program Program to freeze property taxes for up to 5 years and education taxes for up to 3 years during and after the remediation redevelopment of brownfield properties.	No equivalent program	No specific relationship to Niagara Region's programs have been identified.	This program can only be implemented by a Brownfields CIP.



Lundy's Lane CIP (First Draft)	Downtown CIP	Historic Drummondville CIP	Brownfield CIP	Economic Gateway CIP	Niagara Region Funding Availability	Analysis
No equivalent program	No equivalent program	No equivalent program	No equivalent program	Municipal Employment Creation Incentive Program <ul style="list-style-type: none"> • Waiver of planning fees, building fees and study grants • Eligible projects must be approved for the Tax Increment Based program • This is a locally funded/administered program. 	The Region does not participate specifically in the Economic Gateway CIP's programs but does participate in Gateway CIP programs (e.g., TIBG, and DC reduction grant program for qualifying projects).	This is not applicable to the Lundy's Lane corridor.



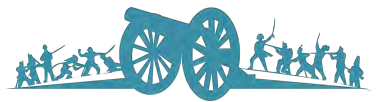
APPENDIX 4: Fiscal Impact Assessment

In order to anticipate fiscal impacts of the CIP on the City, it is important to project potential costs and potential benefits. A fiscal impact assessment is difficult to identify accurately for any CIP, since the actual costs of implementing the CIP will be subject to many factors, including, for example:

- Uptake of the programs, which is in itself subject to many variables and factors that are difficult to predict;
- Demand and value of applications associated with the individual types of programs (some programs have much higher potential incentives than others);
- The nature of applications/projects undertaken by applicants; and
- Administrative changes to the CIP itself which can be made over time. For example, Council has the ability to allocate funding to only certain programs and effectively disable one or more of the programs. Council may opt to discontinue funding for any programs, or for the whole CIP at its discretion.

The tables below identify a preliminary, high-level fiscal impact assessment for the Lundy's Lane CIP over a ten-year implementation period. The assumptions used in the analysis were made in consideration of historic CIP application data (for existing CIPs) provided by the City, and the Consulting Team's general experience and understanding of CIP success and fiscal impact in other municipalities. The following commentary provides guidance around the methodology and implications of the assessment:

- **Table A.5.1** identifies the estimated total number of properties in the recommended Community Improvement Project Area. This is simply listed as an assumption that is referenced in subsequent tables.
- **Table A.5.2** broadly estimates the number of properties that could be eligible for each grant. Generally, eligibility for façade and building improvements under the commercial façade, landscaping and property improvement grant and applications for the adaptive reuse and motel revitalization grant is limited, since these grants are only available for certain uses and in certain circumstances. Eligibility for landscaping and property improvements under the commercial façade, landscaping and property improvement grant is relatively widely available to most commercial properties, though the City has discretion to require these grants to be combined. The tax increment-based grant is theoretically available to all properties where redevelopment is proposed. For the purpose of calculating financial impact, the commercial façade, landscaping and property improvement grant is split into two components given they may be subject to different degrees of program uptake as indicated in Table A.5.3.
- **Table A.5.3** provides a projection of the likelihood that eligible properties noted above could successfully apply for a grant over a ten-year period. The estimates are fairly conservative in nature. Generally, the grant programs are anticipated to be relatively well-accessed compared with the tax increment grant. The assumptions in this table are broad estimates and likely to vary based on many unpredictable variables. The assumptions are generally informed by the City's history of success and broadly the success and uptake of these types of programs in other municipalities.



- **Table A.5.4** estimates the average value of each grant application. Generally, the average application value will not achieve the maximum, since the grant values are based on the length of the façade or the property lines. For a conservative estimate, the table does not subtract Regional participation, which is subject to change. The assumed average grant for a tax increment-based program is estimated as a \$50,000 tax increment paid out over ten years in decreasing amounts (reducing by 10% per year). It is noted tax increment grants can vary widely. A \$50,000 tax increment is a potential scenario involving the redevelopment of a commercial site for about 15 new dwelling units as part of a mixed use development.
- **Table A.5.5** identifies the cost to the City for issuing the grants over a ten-year period. It is noted that demand for the grant programs is likely to change over the years in response to changing needs. For example, demand for façade/landscaping/adaptive reuse grants is likely to be higher early on, while applications for tax increment based grants is more likely to occur later during the implementation period of the Plan. Since this is difficult to project, the table assumes a consistent number of applications per year, based on the previous assumptions. In total, it is projected that about \$458,000 in grants will be issued and about \$2 million in tax increment grants will be issued over a ten-year life of the Plan.
- **Table A.5.6** projects the approximate private sector contribution of the three non-tax-based grant programs. At a very minimum, the private sector must contribute 50% of the project's cost in accordance with the Plan. However, actual contribution is often much higher. It is projected that the non-tax-based programs will yield over \$1.8 million in private sector construction over 10 years.
- **Table A.5.7** projects long-term tax revenue as an outcome of the tax-increase based grant program. Based on previous assumptions, it is assumed that the program will generate about \$2.75 million in new tax revenue over 10 years, which exceeds the grants issued during that timeframe.

It is strongly emphasized that this fiscal impact assessment is a starting point and a guide only, and this analysis is highly variable and subject to change. It is recommended that the City implement the Plan's monitoring and evaluation program as contained in Section 5.4, to update the fiscal impact assessment overtime and understand the fiscal implications of the Plan's implementation based on observed uptake, actual grants issued and other indicators.



Table A.5.1: Number of Properties in the CIPA: 187

Table A.5.2: Eligible Properties

Eligible Properties	% Eligible	Estimated # of Eligible Properties (Total CIPA)
Eligibility for Commercial Façade Improvement Grant under the Commercial Façade, Landscaping and property Improvement Grant	20%	37
Eligibility for Landscaping & Property Improvement Grant under the Commercial Façade, Landscaping and Property Improvement Grant	75%	140
Eligibility for Adaptive Reuse Grant	15%	28
Eligibility for Tax Increment Based Grant	100%	187

Table A.5.3: Likelihood to Apply Successfully within the 10 year period

Likelihood to Apply Successfully within the 10 year period	% Likelihood to Apply over 10 year period	# Properties expected to apply over 10 yr period (Total CIPA)	Applications per year over 10 years
Eligibility for Commercial Façade Improvement Grant under the Commercial Façade, Landscaping and Property Improvement Grant	35%	13	1
Adaptive Reuse Grant	35%	49	5
Tax Increment Based Grant	5%	9	1

Table A.5.4: Average Estimated Applicant Value (City Cost)

Average Estimated Application Value (City Cost)	Average City Grant Per Application
Eligibility for Commercial Façade Improvement Grant under the Commercial Façade, Landscaping and Property Improvement Grant	\$ 5,000.00
Eligibility for Landscaping & Property Improvement Grant under the Commercial Façade, Landscaping and Property Improvement Grant	\$ 6,000.00
Adaptive Reuse Grant	\$ 10,000.00
Tax Increment Based Grant (10 year Grant Period for an application involving a tax increment of \$50,000 in City taxes)	\$290,000.00



Table A.5.5: Cost Projection

Cost Projection	Grants (Commercial Façade, Landscaping & Property Improvement Adaptive Reuse)	Tax Increment-Based Rebates
Year 1	\$45,815.00	\$40,000.00
Year 2	\$45,815.00	\$80,000.00
Year 3	\$45,815.00	\$120,000.00
Year 4	\$45,815.00	\$160,000.00
Year 5	\$45,815.00	\$200,000.00
Year 6	\$45,815.00	\$230,000.00
Year 7	\$45,815.00	\$260,000.00
Year 8	\$45,815.00	\$280,000.00
Year 9	\$45,815.00	\$290,000.00
Year 10	\$45,815.00	\$300,000.00
Total Over 10 Years	\$458,150.00	\$1,960,000.00

Table A.5.6: Grant Benefit Projection

Investment Ratio	Costs
Minimum Private Sector Contribution Related to Grant Programs (assumes 1:1 private/public investment ratio, based on the requirement that a maximum of 50% of costs must be borne by the applicant) Commercial Façade, Landscaping & Property Improvement.	\$458,150.00
Projected Private Sector Contribution for Grant Programs (assumes \$4 in private investment for every \$1 in grant funding) (Commercial Façade, Landscaping & Property Improvement, Adaptive Reuse)	\$1,832,600.00

Table A.5.7: Projected Long-term Taxation Increase

Year	Cumulative Taxation Increase	Grant Issuance (Table A.5.5) (\$)	Net Tax Revenue Change
Year 1	\$50,000.00	(\$40,000.00)	\$10,000.00
Year 2	\$100,000.00	(\$80,000.00)	\$20,000.00
Year 3	\$150,000.00	(\$120,000.00)	\$30,000.00
Year 4	\$200,000.00	(\$160,000.00)	\$40,000.00
Year 5	\$250,000.00	(\$200,000.00)	\$50,000.00
Year 6	\$300,000.00	(\$230,000.00)	\$70,000.00
Year 7	\$350,000.00	(\$260,000.00)	\$90,000.00
Year 8	\$400,000.00	(\$280,000.00)	\$120,000.00
Year 9	\$450,000.00	(\$290,000.00)	\$160,000.00
Year 10	\$500,000.00	(\$300,000.00)	\$200,000.00
Total Over 10 Years	\$2,750,000.00	(\$1,960,000.00)	\$790,000.00