



Town of Pelham

COMMUNITY IMPROVEMENT PLAN

Downtown Fonthill | Downtown Fenwick

November 2009



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Town of Pelham Community Improvement Plan

1.0 INTRODUCTION

1.1 Purpose

The Town of Pelham retained RCI Consulting in association with GSP Group Inc. to prepare a Community Improvement Plan (CIP) for the Downtown Fonthill and Downtown Fenwick commercial areas. Working closely with a project steering committee that included Town staff and representation from the Downtown Beautification Advisory Committee, the preparation of this plan was informed and guided by an extensive program of stakeholder and community consultation, as well as input and oversight from Town Council.

While not yet exhibiting evidence of wide spread blight or deterioration, both Downtown Fonthill and Downtown Fenwick exhibit signs of stagnation and early signs of deterioration. A number of critical community improvement needs were identified in both downtowns through a detailed analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis).

The purpose of this CIP is to:

- a) Identify the physical, economic, and other strengths and weaknesses in Downtown Fonthill and Fenwick as well as the opportunities for and threats to revitalization and redevelopment of these key commercial areas in Pelham (SWOT Analysis);
- b) Articulate a Vision for Downtown Fonthill and Downtown Fenwick;
- c) Define an appropriate community improvement project area;
- d) Specify a Public Realm and Urban Design Plan that contains a strategy for land use, urban design and public realm improvements in Downtown Fonthill and Downtown Fenwick; and,
- e) Develop a toolbox of incentive programs that can be offered by the Town to directly stimulate private sector investment in the revitalization and redevelopment of the two downtown areas.

1.2 Methodology

A number of tasks were completed in order to provide a comprehensive foundation for the preparation of a CIP for Downtown Fonthill and Fenwick. Preparation of an Interim Report (September 2008) included the following steps:

- a) Background Review of relevant legislation, and provincial, regional and local planning and policy documents;
- b) Review of best practices utilized by other Niagara Region and Ontario municipalities to promote revitalization and redevelopment in their downtowns;
- c) Walking tours of both downtown commercial areas done on February 28 and April 28, 2008. During these walking tours, consulting team members took photographs, made observations and took notes with respect to built form, physical characteristics and conditions, land uses and economic activity in the two downtown commercial areas;
- d) A SWOT Analysis of the two key downtown areas in Pelham;
- e) Input from the public on SWOT Analysis and the Vision and strategies for improvement in Downtown Fonthill and Fenwick received during the public meetings held in Fonthill and Fenwick on July 8 and 9, 2008, respectively; and,
- f) Input from the project steering committee and Town staff.

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Based on the SWOT Analysis and Vision contained in the Interim Report, and Urban Design and Public Realm Plan and Preliminary Financial Incentive Programs were developed. These were presented at a second public meeting held on November 24, 2008. Input from the public meeting and the project steering committee was used to revise and finalize the Urban Design and Public Realm Plan, Financial Incentive Programs and Implementation Strategy contained in this CIP.

1.3 Report Content

This report is divided into several sections.

Section 2.0 provides a background review of legislation and policy documents that provide guidance for preparation of the CIP.

Section 3.0 contains the results of the SWOT Analysis conducted for the two downtown commercial areas.

Section 4.0 describes the Community Improvement Project Area for Downtown Fonthill and Fenwick.

Section 5.0 provides additional detail on the community consultation program conducted to provide input to the preparation of the CIP.

Section 6.0 contains the Vision developed for Downtown Fonthill and Downtown Fenwick on which the CIP is based.

Section 7.0 presents the Urban Design and Public Realm Plan.

Section 8.0 contains a comprehensive tool kit of municipal financial incentive programs specifically designed to address the critical community improvement needs in Downtown Fonthill and Fenwick, and over time, help achieve the vision for these two areas.

Section 9.0 contains an Implementation Strategy that outlines the timing and priority of actions required by key stakeholders to implement the CIP.

Section 10.0 contains a Monitoring Program designed to assist the Town in monitoring progress on implementation of the CIP and the economic and other impacts of the programs contained in the CIP.

Section 11.0 contains a basic Marketing Strategy for the CIP.

Finally, Section 12.0 provides a brief conclusion to the CIP.

The Appendices contain a number of supporting documents, including administrative guidelines for the incentive programs contained in Section 8.0 of the CIP.

2.0 BACKGROUND REVIEW

This section of the CIP reviews the legislative authority for preparation and adoption of a CIP for the Downtown Fonthill and Fenwick Commercial Areas. This section of the report also outlines the provincial, regional and town planning policy framework that guides land use planning in Downtown Fonthill and Fenwick Olde. This section of the report identifies the key policy directions contained in planning policy documents that are relevant to preparation of the CIP.

2.1 *Municipal Act, 2001*

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

- Giving or lending any property of the municipality, including money;
- Guaranteeing borrowing;
- Leasing or selling any municipal property at below fair market value; and
- Giving a total or partial exemption from any levy, charge or fee.

This prohibition is generally known as the “bonusing rule”. Section 106(3) of the *Municipal Act, 2001* provides an exception to this bonusing rule for municipalities exercising powers subsection 28 (6), (7) or (7.2) of the *Planning Act* or under section 365.1 of the *Municipal Act, 2001*.

Section 365.2 (1) of the *Municipal Act, 2001* specifies that despite Section 106, a local municipality may establish a program to provide tax reductions or refunds in respect of eligible heritage property. This financial tool is designed to help owners of heritage properties maintain and restore their properties. An eligible heritage property for this program is a property or portion of a property that is designated under Part IV of the *Ontario Heritage Act* or is part of a heritage conservation district under Part V of the *Ontario Heritage Act* and that is subject to a heritage easement agreement.

The amount of the tax reduction or refund provided by a local municipality in respect of an eligible heritage property must be between 10 and 40 per cent of the taxes for municipal and school purposes levied on the property that are attributable to:

- a) the building or structure or portion of the building or structure that is the eligible heritage property; and,
- b) the land used in connection with the eligible heritage property, as determined by the local municipality.

Municipalities must pass a by-law to adopt the program.

Section 365.1(2) and (3) of the *Municipal Act, 2001* allows municipalities to pass a by-law providing tax assistance to an eligible property in the form of a deferral or cancellation of part or all of the taxes levied on that property for municipal and education purposes during the rehabilitation period and the development period of the property, both as defined in Section 365.1 (1) of the *Municipal Act, 2001*. Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act*. A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance will be permitted to

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provide tax assistance for municipal purposes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province's Brownfields Financial Tax Incentive Program (BFTIP).

2.2 *Planning Act* – Section 28 (Community Improvement)

Section 28 of the *Planning Act* allows municipalities with provisions in their official plans relating to community improvement to designate by by-law a “community improvement project area” and prepare and adopt a community improvement plan for the community improvement project area. Once the community improvement plan has been adopted by the municipality and comes into effect, the municipality may exercise authority under Section 28(6), (7) or (7.2) of the *Planning Act* or Section 365.1 of the *Municipal Act, 2001* in order that the exception provided for in Section 106 (3) of the *Municipal Act, 2001* will apply.

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

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

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

- i) acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28 (3) of the *Planning Act*);
- ii) construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));
- iii) sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and
- iv) make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the community improvement project area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the community improvement plan (Section 28 (7)).

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

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

2.3 Ontario Heritage Act

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

Grants and loans for heritage restoration and improvement can also be provided under a CIP. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it does not require Ministerial approval, as do CIP's under Section 28 of the *Planning Act*. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees, e.g., tenants who may wish to undertake heritage improvements.

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

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered "part of the cost of alteration". A design study is certainly an important precursor to, and key component of, any major heritage features alteration. As such, a professional design study is included as part of the grant/loan program described in this report.

Section 39 (2) of the *Ontario Heritage Act* allows the council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land, and this practice is advisable.

2.4 Provincial Policy Statement 2005

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

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

PPS 2005 is organized into three principal policy sections including Building Strong Communities, Wise Use and Management of Resources, and Protecting Public Health and Safety. Within these sections, the Province outlines the guiding policy framework for land use decisions made by upper and lower-tier municipalities. Municipal official plans are required to be consistent with all applicable Provincial policies by adopting appropriate land use designations and policies. As well, community improvement plans should be consistent with the PPS.

2.5 Places to Grow Growth Plan

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

- Direct growth to built-up areas where the capacity exists to best accommodate the expected population, household and employment growth while providing strict criteria for settlement area boundary expansion;
- By the year 2015 and every year thereafter, require at least 40% of all residential development occurring annually within a municipality to be in the built up area;
- Require municipalities to establish intensification targets;
- Promote transit-supportive densities and healthy mix of residential and employment uses;
- Preserve employment lands for future economic opportunities;
- Identify and support a transportation network that links urban growth centers through an extensive multi-modal system anchored by efficient public transit and highway systems for moving people and goods;
- Plan for community infrastructure to support growth;
- Ensure suitable water and wastewater services are available to support future growth; and,

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- Identify a natural system and prime agricultural areas, and enhance the conservation of these valuable resources.

2.6 Smart Growth in Niagara

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

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

Virtually all of these principles apply directly to the CIP for Downtown Fonthill and Fenwick.

2.7 Regional Niagara Policy Plan

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

Section 3, Regional Strategy for Development and Conservation, identifies seven strategic objectives. These objectives and their supporting principles are designed to preserve and enhance Niagara's unique characteristics and quality of life, while achieving a balance between accommodating growth and development and conserving resources and protecting the environment. Of these objectives, four are of particular relevance to this CIP. These objectives include:

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

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- To improve regional self-reliance through long-range economic development planning and economic diversification. The relevant principles are relating employment and residential areas to discourage commuting; and,
- To undertake and support those activities which improve the quality of life for the Niagara community. The relevant principle is to recognize the importance of quality of life in community development through housing, employment, services, agriculture, environmental quality, and natural features.

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

2.8 Regional Municipality of Niagara Model Urban Design Guidelines

The Model Urban Design Guidelines for the Regional Municipality of Niagara were prepared by Brook McIlroy Planning & Urban Design and finalized in April 2005. The document, in part, implements the Region's "smart growth" agenda. These Design Guidelines provide a series of smart growth principles and a number of design guidelines to be implemented during the planning and development review and approval process.

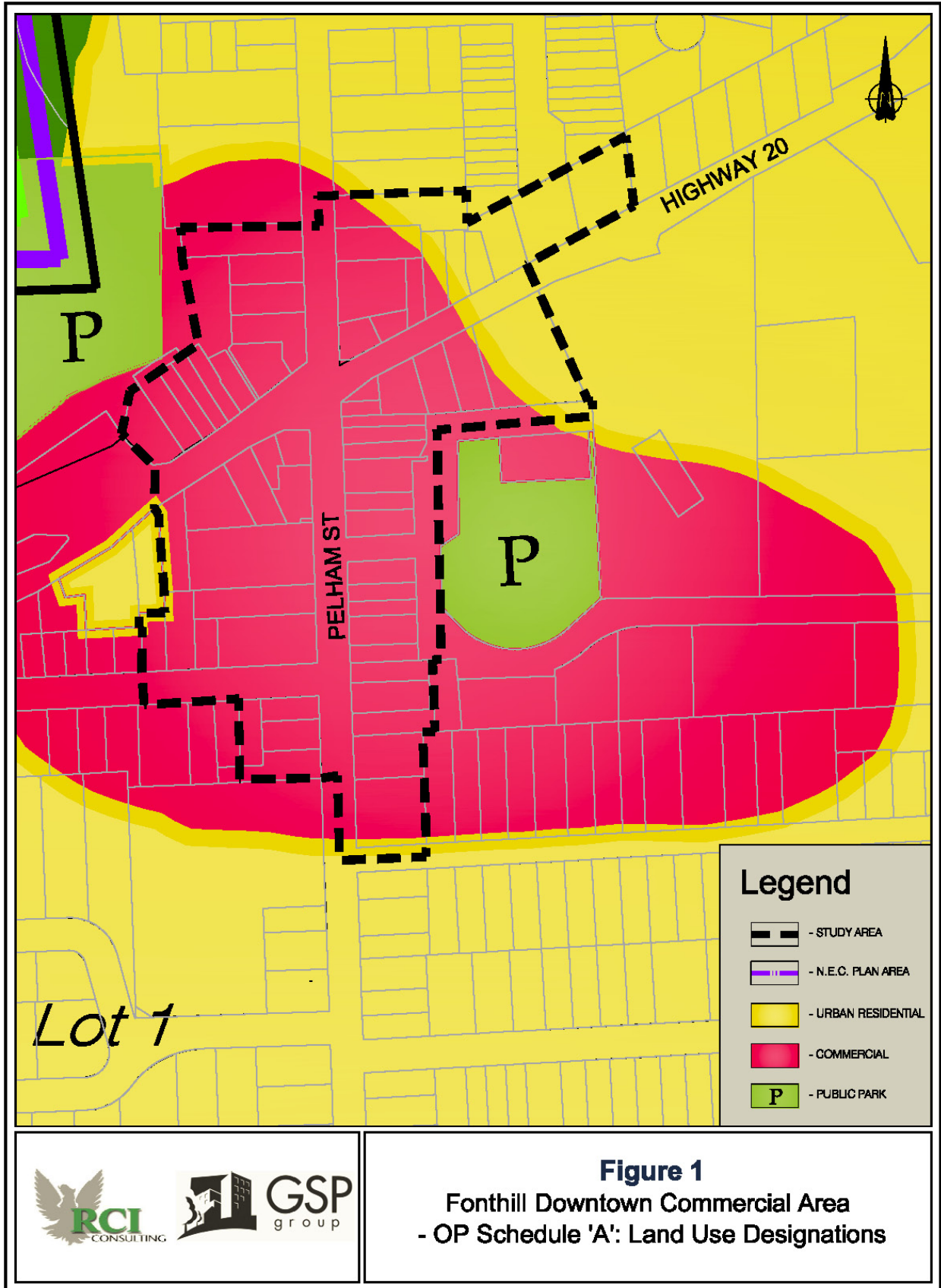
The Design Guidelines are principally oriented to new developments or neighbourhoods in greenfield areas. However, Section 4b provides design guidance for main street environments, including guidelines for renovations and preservation and for infill developments. Section 3c provides design guidance for sidewalks and streetscaping in the public realm, including commentary on commercial area sidewalks. This guidance should be incorporated into any specific design guidance for the CIP areas of Fonthill and Fenwick.

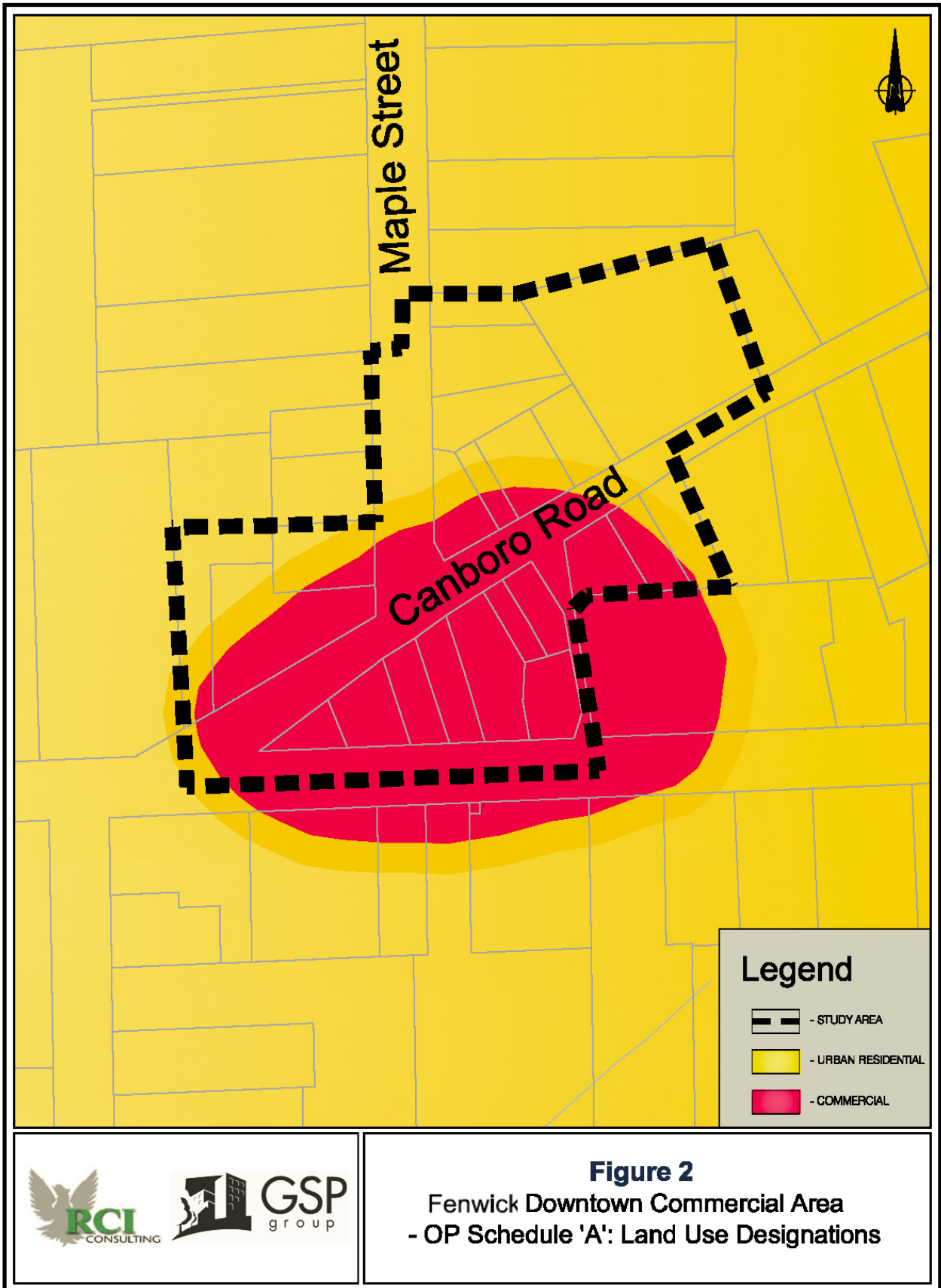
2.9 Town of Pelham Official Plan

The Official Plan for the Pelham Planning Area was adopted by the Council of the Corporation of the Town of Pelham in 1970 and approved by the then Minister of Housing in 1974. There have been eight amendments approved to the Pelham Official Plan since 1974.

2.9.1 Land Use Policies

Figures 1 and 2 show the land use designations for the downtown commercial areas in Fonthill and Fenwick, respectively.





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In Fonthill, the majority of the lands within the Downtown Commercial Area are designated Commercial with an area in the northeast corner of the area designated Urban Residential. In Fenwick, the southern half of the commercial area is designated Commercial while the northern half is designated Urban Residential.

Section 1.17 of the Official Plan contains the Urban Residential land use policies. The major uses permitted in the Urban Residential Area are:

- 1.17.1 Single family residences, multiple family residences of various kinds and apartments; and,
- 1.17.2 Associated institutional uses such as schools, churches and parks.

Section 1.21 of the Official Plan contains the Commercial Area land use policies. This section of the Plan notes that the centre of Fonthill is expected to remain the principle focus of commercial activity. Other smaller commercial areas are located elsewhere and provision for some expansion of these has been made in the Official Plan. It is the general intent of the Plan to maintain these commercial areas in a compact form and to prevent their scattering or developing in a ribbon like fashion.

The major uses permitted in the Commercial Areas are:

- 1.21.1 Retail outlets, offices and personal and professional services;
- 1.21.2 Institutions, government offices and recreation facilities; and
- 1.21.3 Dwelling units within commercial buildings provided that these are designed with sufficient amenity for access, parking and private open space.

2.9.2 Community Improvement Policies

Section 1.53 of the Official Plan sets out policies for Community Improvement. This section contains four subsections as follows:

- a) Goals and Objectives;
- b) Criteria for the Selection of Community Improvement Area;
- c) Establishment of Community Improvement Areas; and,
- d) Methods of Implementation.

The Region of Niagara has developed and circulated Model Community Improvement Policies to all the local municipalities in Niagara Region. These policies set out basic guidelines and elements for local municipal Community Improvement policies, but the guidelines can and have been tailored by local municipalities in Niagara to meet their individual needs.

The Community Improvement policies in the Town Official Plan were reviewed in light of:

- i) The Region of Niagara Model Community Improvement Policies;
- ii) Recent changes to Section 28 of the *Planning Act*;
- iii) Recently approved Official Plan Amendments for Community Improvement Policies in Niagara Falls and Welland.

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The results of this analysis suggest that the Community Improvement Policies in the Town Official Plan are dated and provide less than sufficient detail and direction to the Town regarding:

- a) The objectives of community improvement;
- b) The criteria that can be utilized to designate a community improvement project area;
- c) Actions the Town can take to implement a CIP.

This is largely a result of the age of the Official Plan. The Community Improvement policies in the Official Plan were written primarily for the purpose of guiding improvements to public infrastructure and obtaining funding under long extinct Provincial programs such as the Commercial Area Improvement Program (CAIP), the Program for Renewal, Improvement and Development (PRIDE), and its predecessor, the NIP (Neighbourhood Improvement Program). These policies were not written for the purposes that community improvement plans are being used today, i.e., enabling the municipal provision of grants and loans and other proactive municipal activities to promote community improvement such as downtown and commercial area revitalization and brownfield redevelopment. As such, it is recommended that the Community Improvement policies in the Official Plan be updated and revised.

The Town of Pelham has recognized the need to update the Community Improvement policies in its Official Plan by preparing revised Draft Community Improvement Policies. These draft policies have been reviewed, and it is recommended that these draft policies be revised to:

- a) Add a short preamble description of the abilities of a municipality to utilize community improvement under Section 28 of the Planning Act;
- b) Remove improper references to “community improvement policy areas”;
- c) Augment the goals of community improvement;
- d) Specify objectives for community improvement in the Town;
- e) Consider expanding the list of criteria that can be used to designate a community improvement project area and provide some direction with respect to priority criteria;
- f) Directly specify that the Town may offer grants and loans to owners of land and their assignees.

2.9.3 Amenity and Design Policies

As it is the general intent of the Pelham Official Plan to improve the appearance and convenience of the area and to reduce levels of noise, pollution, conflict and other nuisances, Section 2 of the Official Plan contains a series of policies on Amenity and Design. Several of these policies are applicable to the commercial downtown areas, and especially Downtown Fonthill.

Section 2.3 of the Official Plan (Parking and Loading) specifies that parking and loading facilities shall be required for all industrial, commercial, institutional and associated uses, where normal traffic generation so warrants. Such facilities shall be:

- 2.3.1 Adequately surfaced to minimize dust and mud;
- 2.3.2 Clearly defined for their purpose; and,
- 2.3.3 Generally designed to present a satisfactory appearance

Some of the commercial properties at the rear of Pelham Street do not conform to this policy.

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Section 2.10 of the Official Plan (Trees, Planting and Landscaping) notes that the Town, and particularly the Fonthill area, owes no small part of its charm to trees and the preservation of these is considered imperative. It is the general intent of the Plan that a program of tree planting and preservation will be engaged in so that all areas are provided with trees in sufficient number to maintain a high standard of amenity and appearance.

Section 2.12 of the Official Plan (Overhead Wires) notes that it will be the Town's continuing policy that electrical power, telephone and other utilities and cables be placed underground. In any redevelopment this shall be required as far as is reasonably feasible having in mind the size of the project, the scope of the work involved and the nature of cabling in adjacent areas. Policy 2.12.3 states that where overhead wires exist in areas already developed and likely to remain stable in the foreseeable future, the municipality will encourage the burying of such wires and may require this at the time major streets or drainage works are undertaken and contribute financial assistance towards the cost of necessary works.

Section 2.13 of the plan contains policies termed Municipal Housekeeping, but these policies could more aptly be referred to as "Public Realm Maintenance and Improvement". Policy 2.13 notes that as part of the implementation program for this Plan, the Town will adopt policies to maintain a high standard of public buildings, public works and all other public facilities, and more particularly;

- 2.13.1 All roads, sidewalks and curbs, storm drains and ditches, water and sewage works, and all other public works will be maintained in good repair so that the maintenance of private property will be thereby encouraged.
- 2.13.2 The position and design of all public signs will be co-ordinated so that they form a harmonious part of a continuously improving street scene.
- 2.13.3 All new street furniture will be chosen and placed so as to visually enhance the general appearance of the area. Present furniture that does not meet a high standard of design and appearance will be progressively replaced.

Finally, Section 2.14 of the Official Plan deals with the Centre of Fonthill. This policy section notes that the proposed reconstruction of Highway 20 through Fonthill will minimize much of the traffic congestion that has plagued the core area for many years. The subsequent opportunity for improvement and for enhancing its attractiveness for shopping and business will be promoted by the Council; in particular the following policies will be pursued:

- 2.14.1 Adequate off street parking lots will be provided and will be attractively landscaped and designed with pedestrian access to stores, businesses and public facilities.
- 2.14.2 The municipality may set up a parking fund and may permit contributions as part of the parking requirements in zoning by-laws.
- 2.14.3 Curbs, boulevards, landscaped sections, sidewalks and the general appearance of streets will be improved as a public effort to improve appearances.

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2.14.4 Private property holders will be encouraged and supported in their efforts to maintain and improve the appearance of buildings.

2.14.5 Development proposals may be judged on the basis of their contribution to the amenity of the area as well as on the basis of any other municipal requirements.

Clearly, these policies not only support the redevelopment of Downtown Fonthill and the CIP, but also provide direction with respect to the type of public amenities to be provided as part of the redevelopment efforts.

2.10 Town of Pelham Zoning By-law

The land within the Downtown Commercial areas of Fonthill and Fenwick is regulated by the Town of Pelham Zoning By-law No. 1136 (1987), as amended. Figures 3 and 4, respectively, show the applicable zoning for the downtown commercial areas of Fonthill and Fenwick.

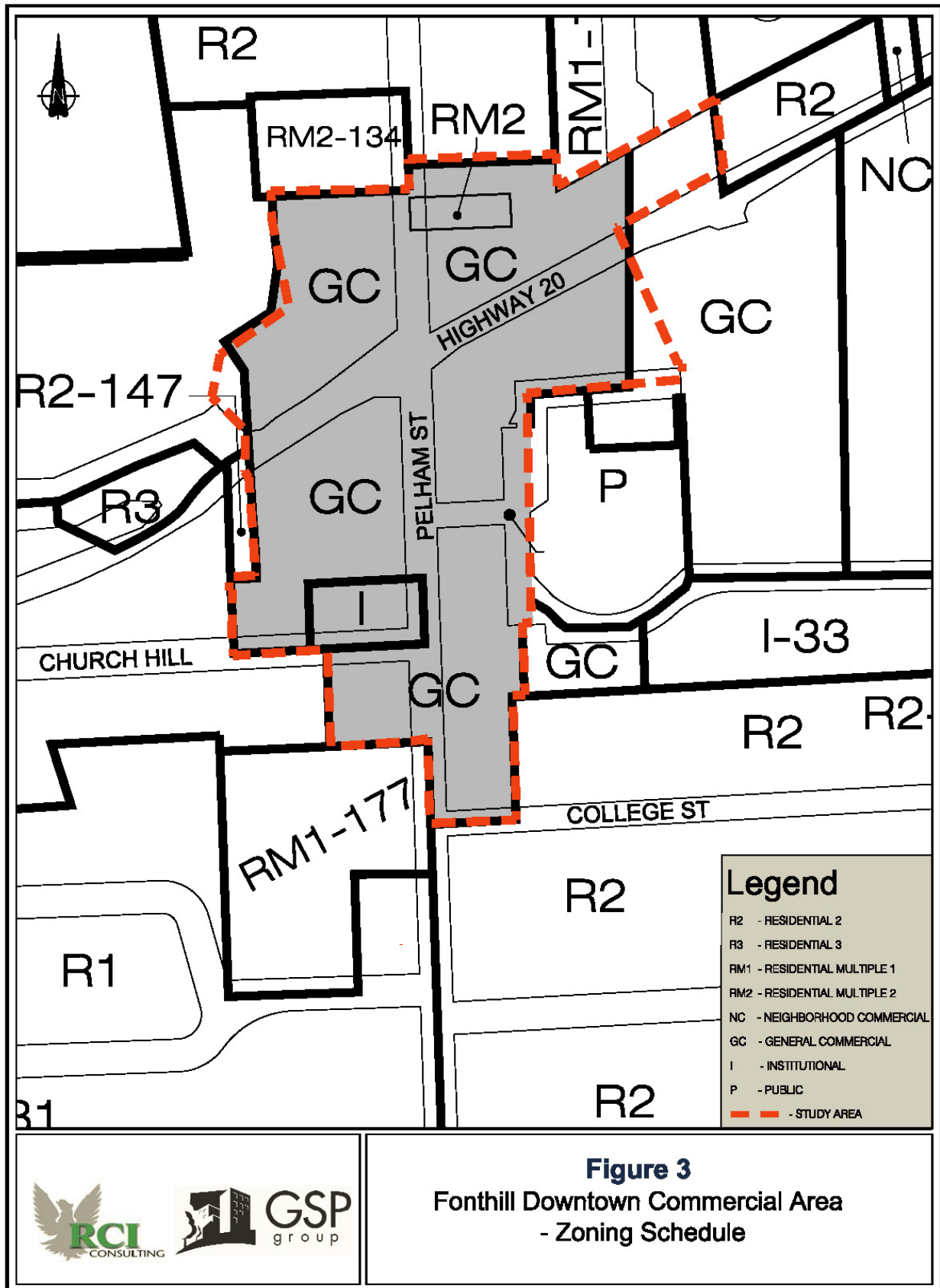
As shown in Figure 3, properties located within the Fonthill Downtown Commercial Area are zoned General Commercial (GC), Residential 2 (R2), Residential Multiple 2 (RM2) and Institutional (I). Properties located within the Fenwick Downtown Commercial Area are zoned General Commercial (GC) or Public (P).

The majority of properties in both downtown commercial areas are zoned GC. The GC Zone permits a broad range of uses including:

- Retail commercial (retail stores, bakeries, shopping centre);
- Service commercial (service shops, salons, clinics, banks, barber shops, restaurants, undertaking establishments, laundromat, dry cleaning);
- Office commercial (business and professional);
- Auto-related commercial (retail fuel outlet, automobile sales or rental, automobile service stations, car washes); and
- Other uses (hotels, motels, day nursery, parking areas, tourist homes, nurseries and greenhouses, public halls, custom workshops).

The GC Zone has a number of regulations concerning the built form and use of properties. The principal regulations include a:

- minimum lot frontage of 15.5 metres;
- minimum lot area of 465 square metres;
- maximum lot coverage of 40 percent;
- maximum gross floor area of 50 percent of lot area;
- minimum front yard of 6.0 metres;
- minimum side yard of 0 to 4.5 metres depending on the situation;
- minimum rear yard of 0 to 10.5 metres depending on the situation;
- maximum building height of 10.5 metres.



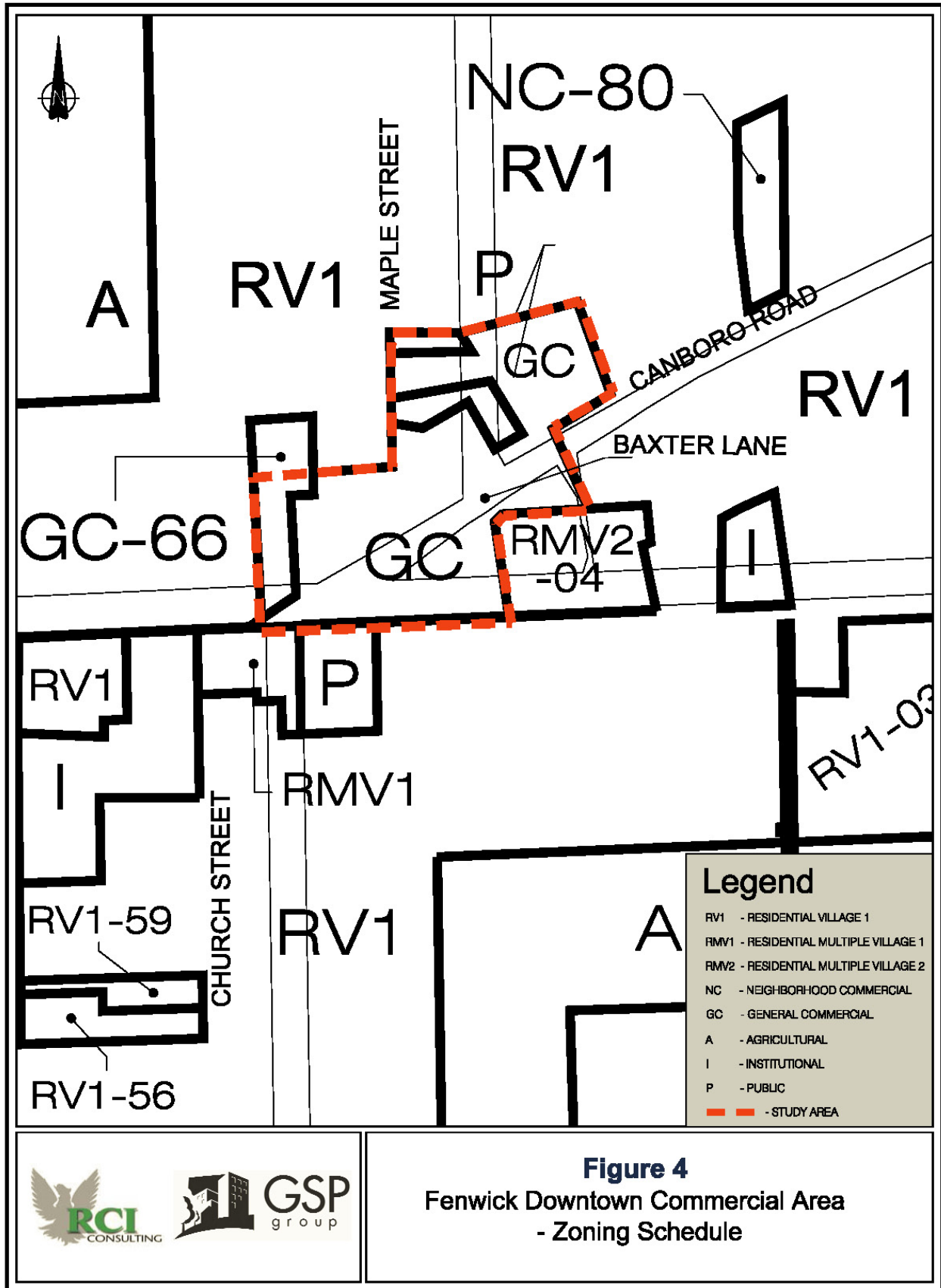


Figure 4
Fenwick Downtown Commercial Area
- Zoning Schedule



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There are additional “central business area” regulations that apply specifically to the Fonthill Downtown Commercial Area, along Pelham Street and Church Hill. These regulations specify for this area that:

- the minimum lot frontage is the lesser of 9.0 metres or the existing frontage;
- the minimum lot area is the lesser of 280 square metres or the existing frontage;
- there are no minimum front or side yards except 3.0 metres for properties abutting Highway No. 20; and,
- the minimum rear yard depth is 4.0 metres.

The regulations of the GC Zone apply where not superseded by these specific regulations.

2.11 Town of Pelham Urban Core Beautification Strategy

The Town of Pelham retained the firms ENVision and SRM Associates to undertake the Urban Core Beautification Strategy, which investigated the physical characteristics and visual aesthetics of Fonthill and Fenwick and provided urban design and streetscape direction for redevelopment and street reconstruction projects. The Urban Core Beautification Strategy ultimately identified a set of urban design principles and provided a streetscape strategy for both the cores of Fonthill and Fenwick, as well as an implementation strategy including cost and budget estimates.

In terms of the physical characteristics and aesthetics of Fonthill and Fenwick, the Beautification Strategy contains a number of general observations. Existing overhead wires limit street tree planting and impact the development of the pedestrian environment. Lighting standards are unattractive, not oriented to the pedestrian, and, in some instances, a hazard to vehicles. On-street parking is not well-defined and has impacts on the visual perception of the street. There are a number of unsafe vehicular movements given parking lot accesses and generally an undefined pedestrian realm. The lack of formalized pedestrian crossings makes pedestrian movements difficult and unsafe.

For Fonthill, the Beautification Strategy identifies six urban design principles that are aimed at strengthening the arrival to the core and its streetscape environment. These principles are:

1. *Strengthen the typology of streetscapes to enhance arrival to the village;*
2. *Create a major community gateway at the Rice Road intersection that is integrated with the major open space and stormwater management facility for that location;*
3. *Visually distinguish the downtown urban core with the use of traffic calming features to improve public safety and to animate the streetscape;*
4. *Punctuate Pelham Street Crossroads by providing pedestrian nodes on the corners and by creating unique green space parkettes;*
5. *Pedestrianize Pelham Town Square by signaling the intersection, updating centre island treatment, providing way finding signage and an enhanced pedestrian environment; and*
6. *Establish a comprehensive “family” of signs that includes village identity signs, themed heritage street signs, and way finding signs to civic institutions and off-street parking.*

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For Fenwick, the Beautification Strategy identifies six urban design principles that are aimed at preserving the core's rural quality and improving pedestrian safety and circulation.

1. *Calm traffic by creating urban design features that force through traffic to slow down in the village core;*
2. *Protect heritage streetscapes (shade tree lined roads) by replacing declining shade trees and by supplementing the streetscape with new plantings;*
3. *Visually distinguish the downtown urban core with the use of traffic calming features to improve public safety and to animate the streetscape;*
4. *Provide decorative roadway and pedestrian lighting to improve the safety and to support the "special" character of the core node;*
5. *Widen sidewalks and provide safe pedestrian crossings; and*
6. *Establish a comprehensive "family" of signs that includes village identity signs, themed heritage street signs, and way finding signs to civic institutions and off-street parking.*

The streetscape master plans within the Beautification Strategy provide design direction on a number of streetscape components for different sub-areas within Fonthill and for Fenwick. Figures 5 and 6 illustrate the streetscape visions for Downtown Fonthill recommended by the Beautification Strategy. Figure 7 illustrates the streetscape visions for Downtown Fenwick recommended by the Beautification Strategy. The proposed design of these components is summarized in Table 1 below.



Figure 5
Urban Core Beautification Strategy
- Fonthill Streetscape (Pelham St / Hwy.20)

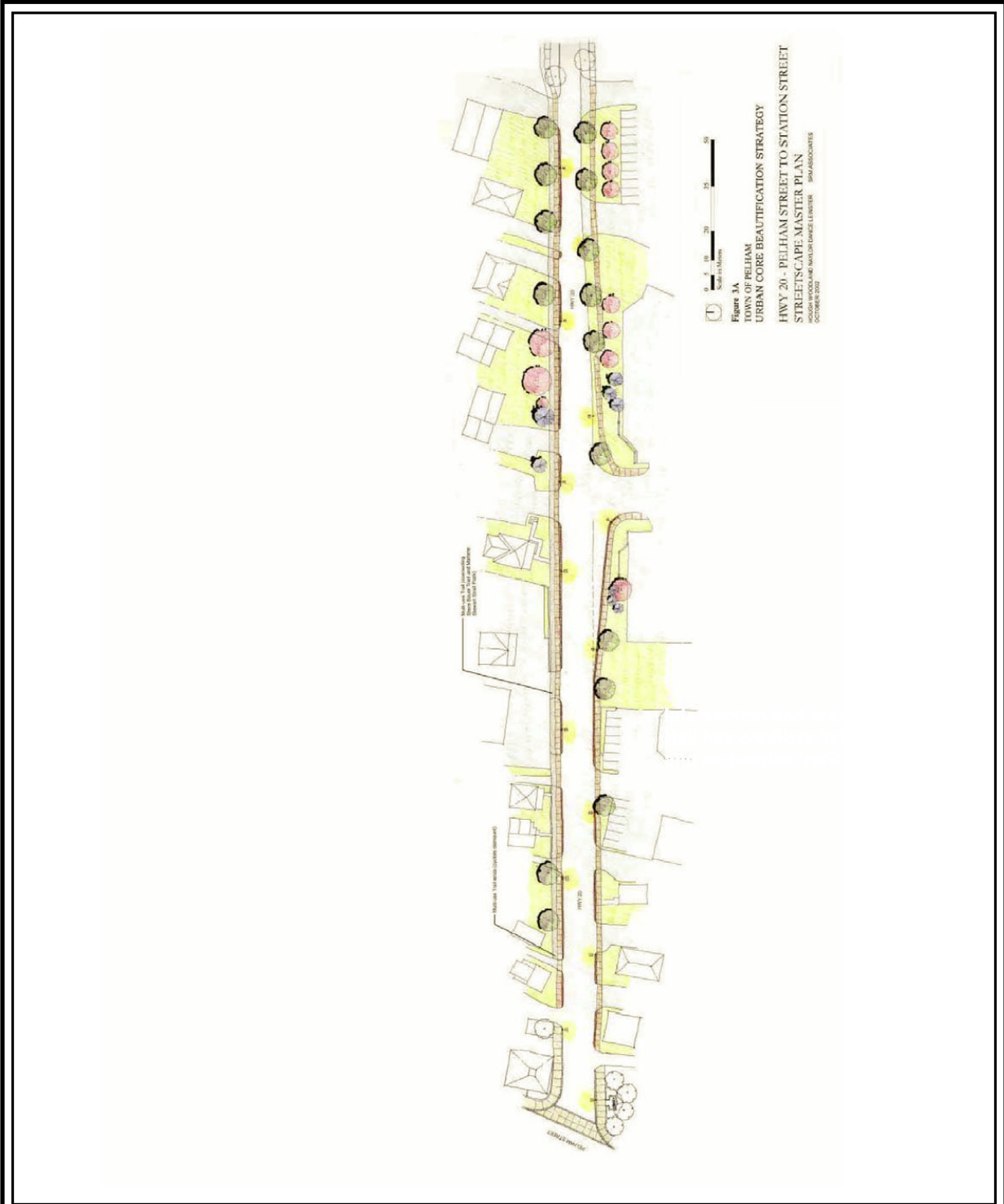


Figure 6
 Urban Core Beautification Strategy
 - Fonthill Streetscape (Hwy.20)

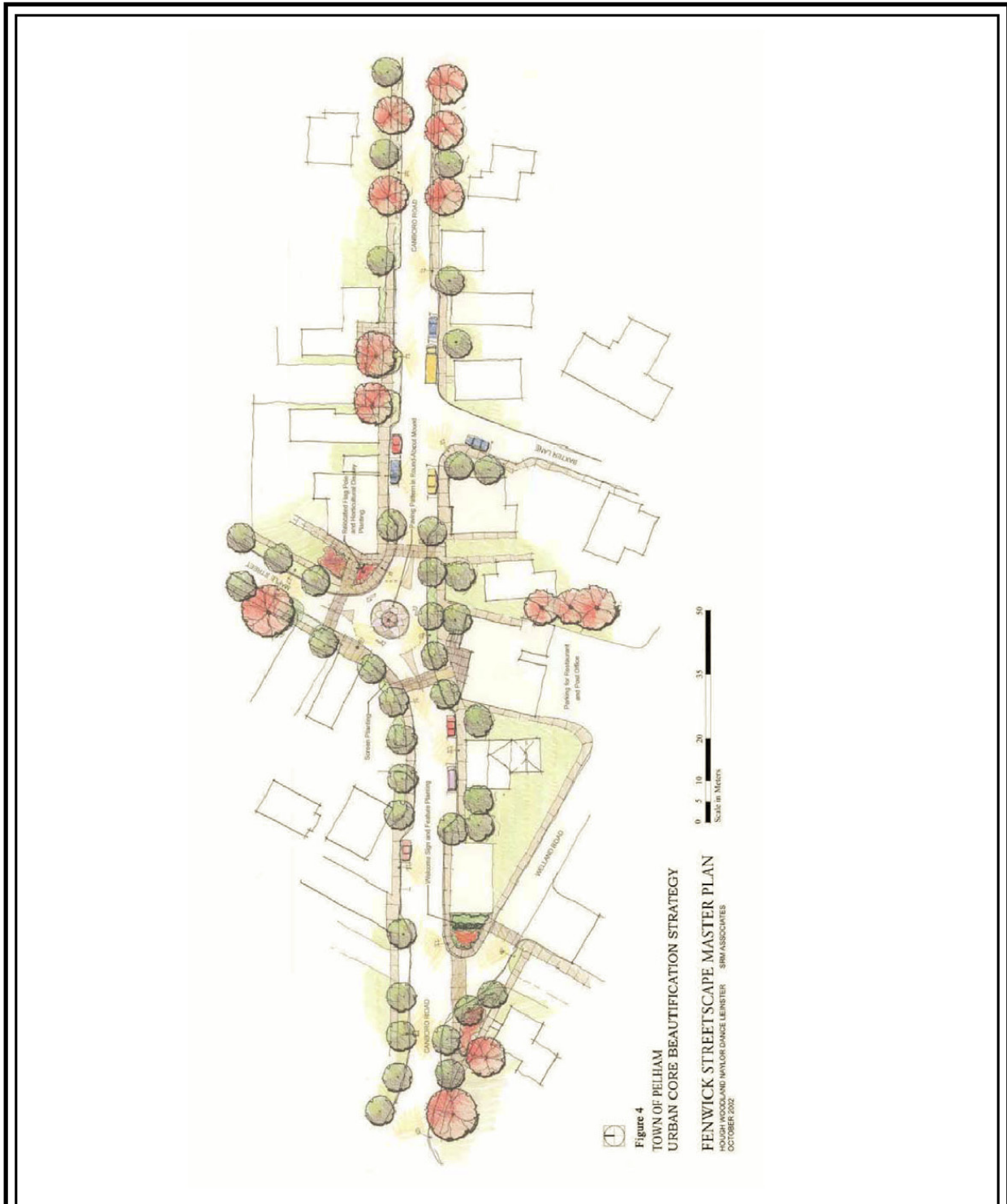


Figure 7
Urban Core Beautification Strategy
- Fenwick Streetscape

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Table 1 Streetscape Component Design

Streetscape Component	Fonthill Hwy. 20 (Station to Pelham)	Fonthill Pelham Street (College to Broad) & Hwy. 20 (Pelham to Canboro)	Fonthill Pelham and Hwy. 20 intersection	Fenwick
Lighting	Decorative roadway luminaries for road with pedestrian fixture mounted on same pole.	Teardrop heritage style fixture on decorative pole with street and pedestrian lighting, and banner arms and hanging basket brackets.	Consistent with that along Pelham Street.	Teardrop heritage style fixture on decorative pole with street and pedestrian lighting, and banner arms and hanging basket brackets.
Sidewalks/ Walkways	Minimum 1.5 metre wide sidewalk, preferable 2.0 metre wide with 0.5 metre splash strip.	Sidewalk treatment of concrete with decorative band, width adjusted to particular section.	Consistent with that along Pelham Street, but with extra decorative coloured impressed concrete at crosswalks.	Sidewalk treatment of concrete with decorative band, width adjusted to particular section.
Street trees and planting	Deciduous street tree with large canopy with 15 metre spacing.	Hardy and salt-tolerant species that are high branching and light-transparent crown. Vegetated buffer between front yard parking areas and street.	Not recommended at intersection given sightlines.	Hardy and salt-tolerant species that are high branching and light-transparent crown. Vegetated buffer between front yard parking areas and street.
Traffic calming	None.	Narrowing of street profile through delineation of travel lanes, on-street parking, and bump outs and islands.	Removal of right turn slip lane from Hwy. 20 eastbound to Pelham Street and addition of at-grade staging area at northeast corner.	Narrowing of street profile through delineation of travel lanes, on-street parking, and bump outs. Roundabout at village crossroads with a mounded centre.
Street trees and planting	Deciduous street tree with large canopy with 15 metre spacing.	Hardy and salt-tolerant species that are high branching and light-transparent crown. Vegetated buffer between front yard parking areas and street.	Not recommended at intersection given sightlines.	Hardy and salt-tolerant species that are high branching and light-transparent crown. Vegetated buffer between front yard parking areas and street.

2.12 Architectural Design Guidelines: The Village of Chestnut Ridge

The Planning Partnership prepared the Architectural Design Guidelines for the Village of Chestnut Ridge, an area of approximately 30 hectares located on the north side of Highway No. 20 immediately east of Lookout Street and bounded by the Lookout Golf and Country Club to the north. The purpose of the Architectural Design Guidelines is to provide a guide that would assist in ensuring that aesthetic and design-related objectives and the overall goal of a livable community is achieved. Although these Guidelines apply to an area that is outside the downtown commercial areas and they are residentially-oriented in nature, they provide a good gauge for the content and approach for the development of similar guidelines for the Downtown Fonthill and Fenwick areas.

There design themes and elements from the Architectural Design Guidelines for the Village of Chestnut Ridge that are transferable to the Downtown Fonthill and Fenwick areas are as follows:

- a) Elevation design – front entry location and orientation, window placement and treatment, roof design, incorporation of utilities and services;
- b) Building siting – building setbacks and massing;
- c) Architectural style – variety and compatibility along streetscape, and complementary architecturally;
- d) Materials – primary and secondary materials, number of materials, variety and harmony of colours, preferred materials; and
- e) Priority lots – enhanced and upgraded elevation design for corner buildings, gateway buildings, and terminating vista buildings.

The Architectural Design Guidelines establish a design review process to be initiated prior to the issuance of a building permit. The process involves the submission of design and architectural drawings, site and streetscape plans, and exterior materials and colours to a “Control Architect”, an independent architect who provides the final approval of the drawings and plans in respect to conformity with the Architectural Design Guidelines.

2.13 Facilities Feasibility Study

2.13.1 Downtown Fonthill

The Draft Facilities Feasibility Study was recently completed by dma Planning & Management Services and WGD Architects Limited. This study recommends that:

- a) in the short term, a Master Plan be prepared for Pelham Town Square. This Master Plan should identify opportunities to consolidate the existing library and civic centre within a single building that provides: strong presentation of civic features, strong connection to other businesses and residential components of the site, and excellent opportunities to accommodate civic events, parking and traffic flow.
- b) In the short to medium term, confirm the most appropriate location for a new Civic Centre and Library; and,

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- c) In the long term, redevelop the Civic Building and Fonthill Branch of the Pelham Library into a single facility.

Based on the efficiencies and synergies created by the successful combination of civic buildings and public library branches in other municipalities, such as Welland, the consolidation of the civic building and public library should take place in Downtown Fonthill and the Master Plan referenced in a) above should also include the strong connection to businesses on Pelham Street.

The Town of Pelham is also currently undertaking an infrastructure needs assessment in Downtown Fonthill.

2.13.2 Downtown Fenwick

The Draft Facilities Feasibility Study recommends that:

- a) The opportunity to locate Fire Station #2 and a new Fenwick Library on a single site be investigated;
- b) In the short term, redevelop the Fenwick Branch of the Pelham Library generally on the existing site as part of a joint fire station, community meeting and training room; and,
- c) Sell existing Fire Station #2.

The Draft Facilities Feasibility Study proposes that this new joint use facility would include:

- i) Just over 2,400 square feet of library space;
- ii) 3,400 square feet for the fire hall; and,
- iii) 1,600 square feet of shared training/community room space.

Separate parking for 5 volunteer firefighters and 42 library patrons would be provided. From the perspective of the CIP, there are a number of issues around this recommendation in the Draft Facilities Feasibility Study. The library is currently located in a building constructed in 1919. Due to its age, the building would require extensive and costly renovation to improve energy efficiency, thermal comfort and envelope integrity for any future institutional or other use. No alternative use has been proposed for this building.

The proposed location of the Fire Station/Library would also appear to impact the historic Fenwick Railroad Museum building. The proposal seems rather forced from a site configuration and design perspective. The combined site does not seem well suited for the joint facility, particularly due to the irregular shape of the site. Also, the proposed facility does not have any presence along Canboro Road (except for a parking lot entrance).

Town Council rejected the recommendation in the Draft Facilities Feasibility to combine the fire station and library in Downtown Fenwick.

3.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

3.1 Commercial Area Characteristics

In order to conduct the SWOT Analysis, consulting team members conducted a walking tour of both downtown commercial areas on February 28 and April 28, 2008. During these walking tours, consulting team member took numerous photographs and notes. Observations were made with respect to:

- Land use/ building use;
- Building height/signage;
- General condition of buildings, building facades, properties and landscaping;
- Heritage/historical buildings;
- General land use compatibility;
- Streetscaping and sidewalks;
- Traffic and parking;
- Retail and commercial business operations and vacancies; and,
- Recent building construction/rehabilitation.

The detailed observations with respect to the physical and economic characteristics in both downtown commercial areas are contained in Section 3.0 of the Interim Report. Figures 8 and 9 illustrate a summary of the key physical characteristics for the Downtown Fonthill and Downtown Fenwick commercial areas, respectively.

Based on the assessment of commercial area characteristics, together with input from the Pelham Downtown Beautification Advisory Committee, and the site analysis undertaken as part of the Urban Core Beautification Strategy, a summary of strengths, weaknesses, opportunities, and threats was prepared for both the Fonthill and Fenwick Downtown Commercial Areas. The SWOT Analysis for Downtown Fonthill is contained in Section 3.2 and the SWOT Analysis for Downtown Fenwick is contained in Section 3.3

There are approximately 60 occupied businesses in the Fonthill Downtown Commercial Area with 6 vacant business addresses, including two vacant ground floor commercial units and four vacant commercial buildings. One of the vacant ground floor commercial units is on the east side of Pelham Street while the other is on the south side of Highway No. 20. Three of the four vacant commercial buildings are on the east side of Pelham Street and one is on the north side of Highway No. 20. While a 10% commercial vacancy rate in a downtown area is considered only slightly higher than that due to normal business turnover, the existence of four entirely vacant buildings is cause for concern. The number of vacant commercial lots in Downtown Fonthill is also a concern.

The occupied businesses in the Fonthill Downtown Commercial area represent a broad range and mix of business types, including:

- dental/medical clinics/offices (7);
- professional offices (7);

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- massage therapy, spas, beauty salons (5);
- restaurants/delicatessen (5);
- banks/ credit unions (3);
- financial services (2);
- florists (2);
- photo studios (2); and,
- variety stores (2).

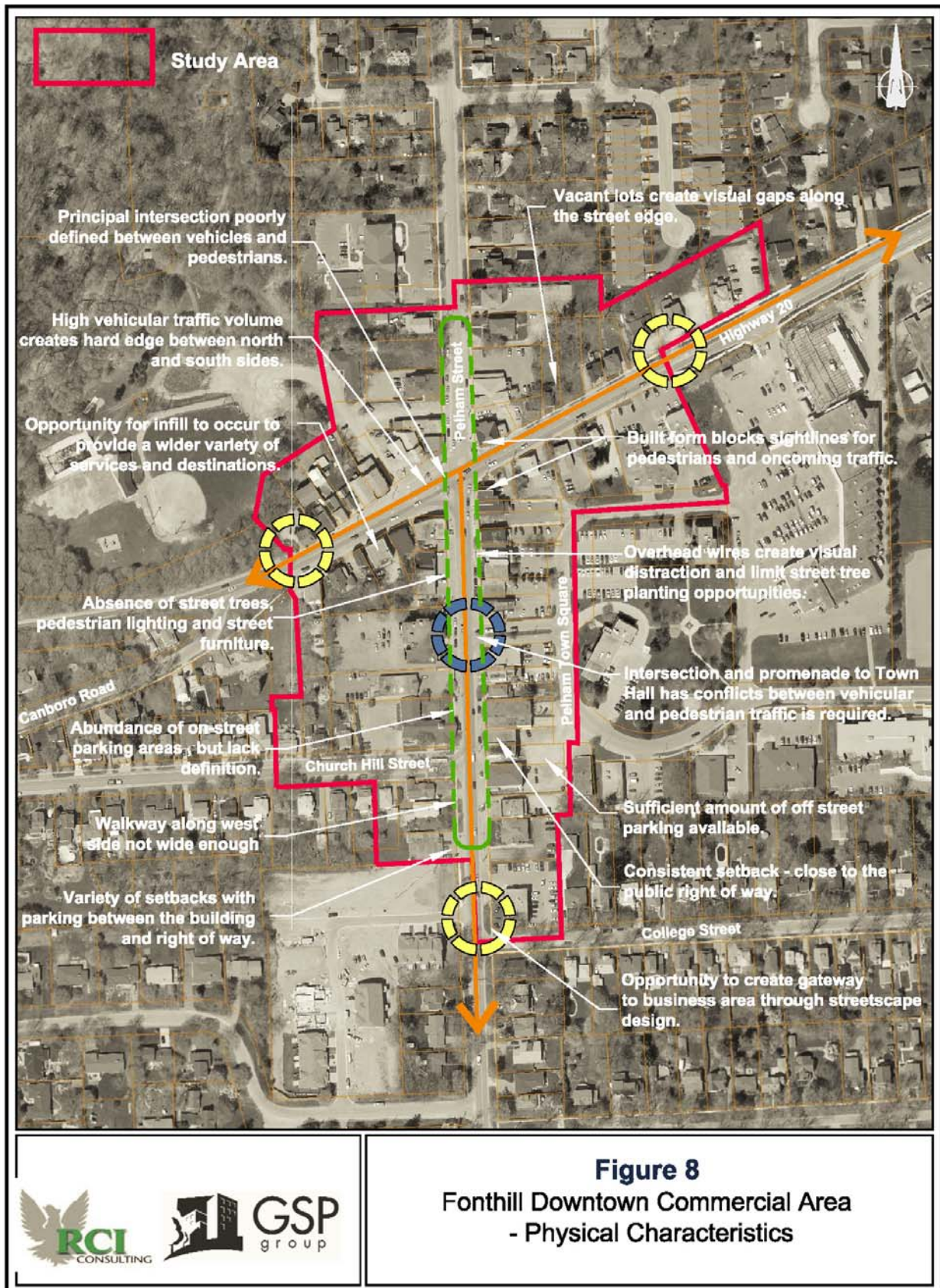
While many banks and financial institutions have pulled out of smaller towns in Ontario, Downtown Fonthill still has two major bank branches (TD Canada Trust and CIBC) and the Meridian Credit Union. Downtown Fonthill also has two financial services companies.

Downtown Fonthill includes a few businesses not normally found in a downtown of this size including a hardware store and a bridal boutique. While Downtown Fonthill has a relatively high number of dental, medical and professional offices and massage therapy, spa and beauty salon businesses, as well as a number of personal services businesses, it is under-represented by retail commercial businesses, i.e., businesses that actually sell consumer goods such as clothes, electronics, and sporting goods. The lack of a supermarket was also noted. While this lack of certain types of retail commercial uses is a weakness, there are a number of vacant and underutilized commercial units and lots where these types of businesses could locate in Downtown Fonthill.

A townhouse development was recently built just to the south of the Downtown Fonthill commercial area. There has been little new development activity within the Downtown Fonthill Commercial Area. There is a new building that was recently constructed on the west side of Pelham Street that houses Foster Counseling and Rehabilitation Associates and J&J Floral Expressions. The building that houses Forestgreen Creations was also recently renovated.

There are 10 businesses in Downtown Fenwick. As one would expect in a village downtown, these businesses are primarily convenience type uses for passing vehicular traffic and are oriented mostly to the local population. However, the artisan cheese shop and hardware store likely draw from a larger market area. There is only one vacant commercial building in Downtown Fenwick. However, it is not clear that all of the businesses in Downtown Fenwick are thriving, and some of the businesses appear to be open limited hours. Downtown Fenwick would clearly benefit from the addition of several more businesses that would draw more potential customers for the existing businesses.

There is no visual evidence of any recent development/redevelopment activity in Downtown Fenwick. In fact, there is no visual evidence of any major building rehabilitation or facade improvement works.



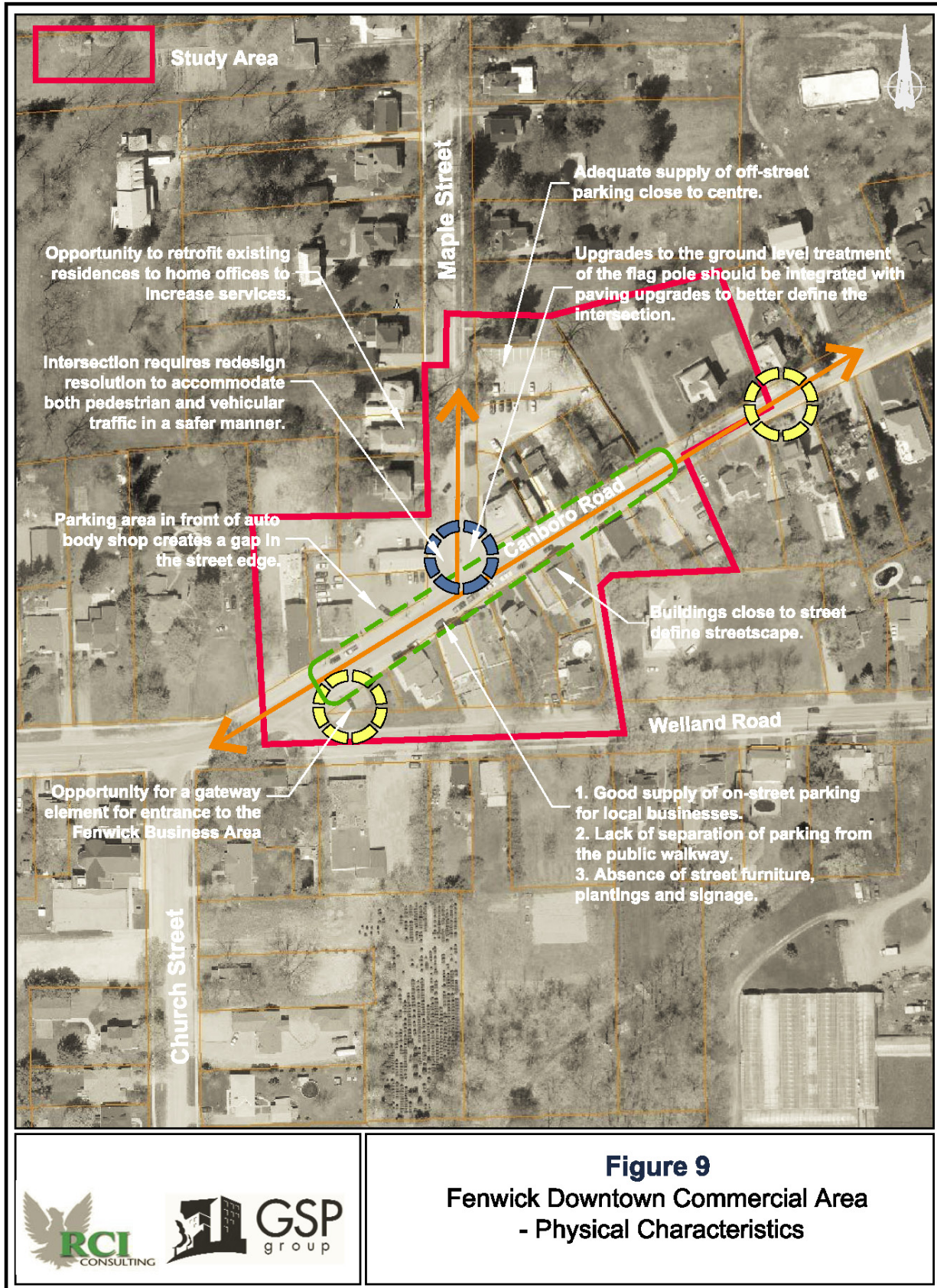


Figure 9
Fenwick Downtown Commercial Area
- Physical Characteristics



3.2 SWOT Analysis – Downtown Fonthill Commercial Area

3.2.1 Top Strengths

Land Use

- Civic focus of Pelham Town Square enhances commercial node by drawing people downtown
- Open space in Pelham Town Square
- Range and variety of commercial and service type uses including a number of higher order business uses including professional services and medical offices
- Downtown is located at intersection of two well traveled regional routes
- Established and stable surrounding residential neighbourhoods support the downtown
- Good supply of parking both on-street and off-street
- Local business character of the main street and high ratio of locally owned businesses
- Low business vacancy rate along main streets
- Relatively few incompatible land uses

Streetscape and Built Form

- Sufficient right-of-way width to accommodate a range of streetscape elements
- Built form along Pelham Street is generally close to the street edge
- Most buildings in Downtown Fonthill are in good condition and the building stock is generally well-maintained
- Several buildings have recently undergone rehabilitation/facade improvement

Community

- Central location in the Niagara Region
- Individuality of “villages” within Pelham
- High level of volunteerism
- Safe downtown
- Strong agricultural base in the community

3.2.2 Top Weaknesses

Land Use

- Highway No. 20 is a heavy traffic route, with significant truck traffic volumes
- Pelham Street is a heavy traffic route
- Commercial competition from commercial development along Highway No. 20 to the east
- Relatively poor pedestrian connections between Pelham Town Square area and Pelham Street
- Number of main street type uses (LCBO, post office, etc) on Pelham Town Square that would be more appropriate on Pelham Street
- Relatively few stores selling consumer goods

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Streetscape and Built Form

- Hydro wires create a negative aesthetic impact and limit tree planting
- Pelham Street's high traffic volumes create an uncomfortable pedestrian environment
- Lack of consistent street planting along Pelham Street
- Grade and geometric challenges at Pelham Street and Highway No. 20 intersection
- Undefined on-street parking spaces
- Lack of streetscape amenities (garbage containers, benches, planters, etc...)
- Breaks in continuity of built form edge along street given front yard parking areas
- Poor condition of some properties, especially building facades and storefront areas
- Few significant heritage buildings and not many buildings with noteworthy architectural character
- Immediately surrounding residential neighbourhoods are low density
- Limited visibility from and connectivity with the Civic Square

Community

- Largely a "bedroom" community
- Relative lack of shopping activity in the downtown on weekends

3.2.3 Opportunities and Threats

One of the greatest assets for Downtown Fonthill is its location at the intersection of Highway No. 20 and Pelham Street. The general high volume of vehicular traffic contributes to commercial activity in Downtown Fonthill. This high level of traffic and lack of an alternative route for through traffic and especially trucks is also one of Downtown Fonthill's greatest challenges from a usability and pedestrian environment and safety perspective. Sightlines and grade changes present challenges for pedestrians at the Pelham Street and Highway No. 20 intersection. Highway No. 20 presents a hard edge (physical barrier) between the north and south sides of Pelham Street while Pelham Street itself presents a heavily traveled vehicle route with no clearly defined pedestrian crossing routes. During our site tours, few pedestrians on Pelham Street were seen crossing Highway No. 20.

Although relatively well-maintained, the overall quality of the building stock in the Fonthill downtown commercial area from an architectural perspective is relatively unremarkable. There are no identified or designated heritage buildings within the study area. There are only a few buildings of significant architectural interest in terms of building design. Buildings on the east side of Pelham Street present a fairly consistent built edge along the street which assists in defining a pedestrian realm. However, the built form on the west side is not consistent in terms of setbacks, which together with front yard parking areas, creates an undefined pedestrian environment along the street.

The streetscape along Pelham Street is noticeably automobile-oriented and perceptively unfriendly to the pedestrian. There are no defined pedestrian crossings on Pelham Street. Street tree and other plantings are virtually absent along Pelham Street. This makes for a "hard" street corridor where the pedestrian realm is not visually or physically distinguished from the vehicular realm. The overhead power lines along the east side of Pelham Street aesthetically impact the

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streetscape and physically limit street tree planting. Overall, there are no elements or character that creates a unified and coherent streetscape within the downtown commercial area.

With the above challenges in mind, there are also a number of opportunities for community improvement in Downtown Fonthill. The Draft Facilities Feasibility Study recommends that in the long term the Civic Building (Town Hall) be consolidating with the Fonthill Branch of the Public Library in Downtown Fonthill in a new building. The City of Welland recently built a new city hall and main public library facility in its Downtown core. This project has proven very successful in Welland and generates substantial pedestrian traffic at the new civic facility in Welland during all hours of the day and on weekends. While the long term recommendation to consolidate the Civic Building and Fonthill Branch of the Public Library is supported, this will not directly address the existing lack of connectivity between the Town Square and Pelham Street, or the poor condition of the rear of commercial buildings that front onto Pelham Street.

The current small-scale built form fabric on Pelham Street is conducive to a main street pedestrian environment with small frontages and no single uses that monopolize long stretches of the Pelham Street frontage. There are established and stable residential neighbourhoods surrounding the core that can also support a pedestrian-oriented atmosphere. However, the high traffic levels and truck traffic on Pelham Street represent a threat to the creation of an enjoyable pedestrian environment in Downtown Fonthill.

From a streetscape perspective, the Pelham Street right-of-way is an adequate size to accommodate a redesigned street corridor including such elements as sidewalks, boulevard, bump-outs, benches, street trees and plantings, on-street parking, and travel lanes.

Business activity within Downtown Fonthill is relatively healthy. The range and number of higher order businesses among the approximately 60 businesses in Downtown Fonthill provide an opportunity to build on the existing strong business base. However, the condition of some of the buildings in Downtown Fonthill, and especially the poor condition of a number of commercial building facades and properties negatively impacts the ability to attract new businesses to Downtown Fonthill.

While business vacancy rates are low, the number and condition of vacant commercial buildings represents a possible threat to the economic well being of Downtown Fonthill, and particularly the north side of Highway No. 20 east of Pelham Street. This area detracts from an otherwise healthy downtown on Pelham Street. The vacant lands and underutilized buildings on Highway No. 20 and on Pelham Street near its intersection with Highway No. 20 represent an opportunity to create commercial infill space and attract new business uses to Downtown Fonthill. These new uses could include new retail commercial uses and specialty goods and services. There is also an opportunity to expand the commercial area along Church Hill Street via possible conversion of a few residential dwellings for commercial uses such as offices or bed and breakfast use.

3.3 SWOT Analysis – Downtown Fenwick Commercial Area

3.3.1 Top Strengths

Land Use

- Small downtown commercial area that is compact and walkable
- Situated on well-traveled route in the area
- Sufficient amount of on-street and off-street parking

Streetscape and Built Form

- Buildings frame the street with minimal/zero setbacks
- Relatively tight right-of-way for pedestrian orientation

Community

- Central location in the Niagara Region
- Individuality and character of this village commercial area within the Town of Pelham
- High level of volunteerism
- Strong agricultural base in community

3.3.2 Top Weaknesses

Land Use

- Small range of retail uses and services provided
- Irregular hours for a number of current businesses
- Limited number of dwellings within walking distance

Urban/Streetscape Design

- Lack of street trees and plantings create a barren look
- No defined pedestrian crossings
- Poor condition of a number of the existing commercial buildings including windows, doors, building materials, facades and storefronts
- Lack of a proper gateway

Community

- Lack of quick access to higher order goods and services

3.3.3 Opportunities and Threats

The downtown core of Fenwick is noticeably small in geographic extent, with a limited number of commercial uses and services provided. Many of the uses of the downtown area are convenience oriented and serve the local population. The surrounding land uses are low density residential. This size of village centre and range of existing business uses limits the ability to attract people and new businesses.

Fenwick's building stock from an architectural perspective is relatively plain, with few designated heritage buildings within the study area and few buildings of significant architectural

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interest or merit. Buildings on both sides of Canboro Road present a consistent built edge that is located close to the street which assists in defining a pedestrian realm. The type of use, built form setbacks and front yard parking at the northwest corner of Canboro Road and Maple Street are not desirable for a downtown environment. Furthermore, the deteriorated condition of a number of commercial and residential buildings in Downtown Fenwick present an impediment to attracting new businesses and even encouraging existing businesses to remain and prosper. Some of these buildings could be rehabilitated and used for new commercial uses while other could be demolished and replaced with new commercial buildings. The Downtown Fenwick commercial area could also be expanded to include the conversion of the two residential dwellings on the west side of Maple Street to commercial or mixed use (commercial/residential).

Fenwick's downtown commercial area appears to have adequate parking. There is a considerable amount of on-street parking that is relatively well-defined by the street curb, although not visually delineated. The off-street parking on the east side of Maple Street north of Canboro Road provides a significant number of parking spaces. There are no defined pedestrian crossings of Canboro Road.

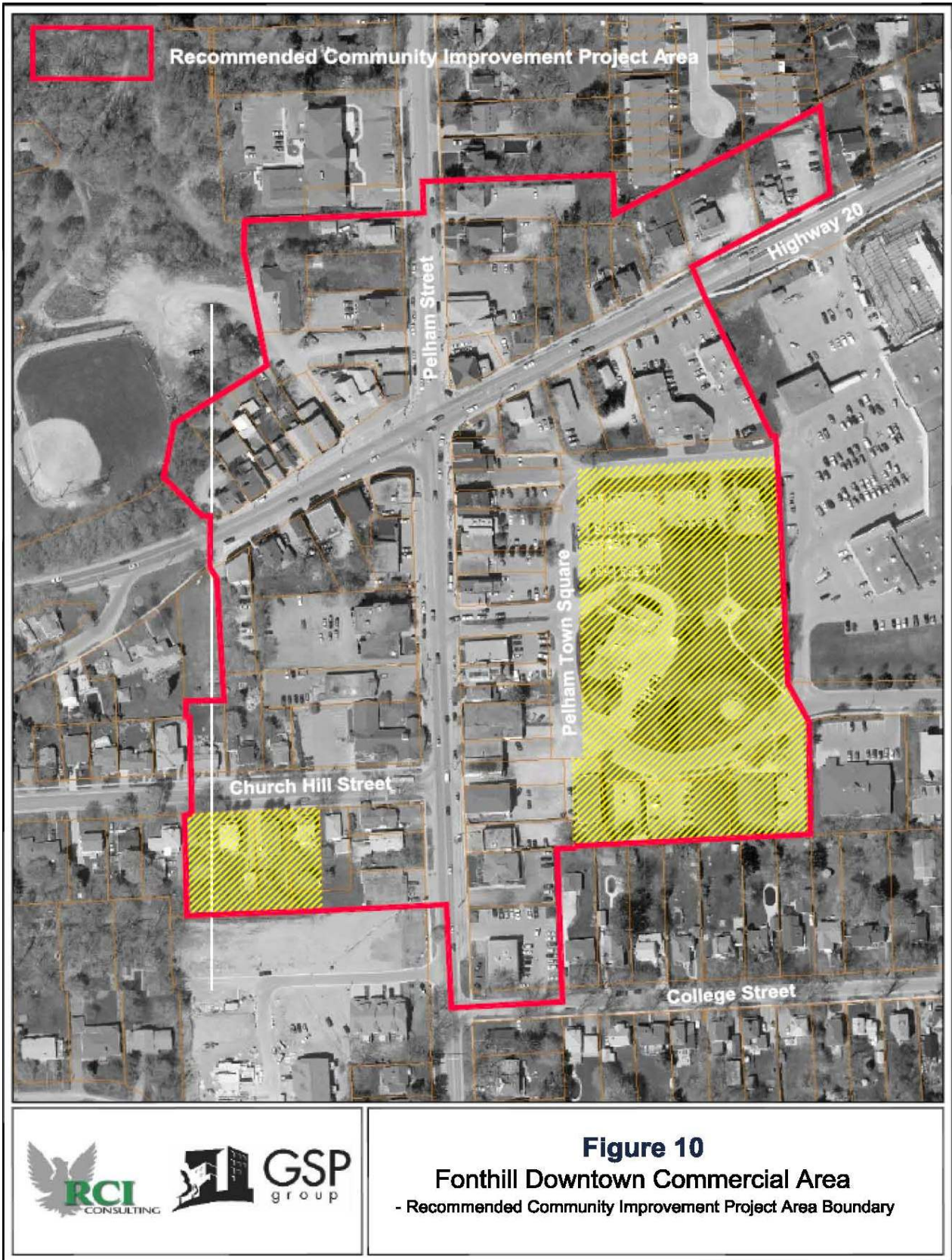
The centre median at the intersection between Canboro Road and Maple Street containing the flagpole currently presents an unattractive and confusing situation from a traffic perspective at the crossroads of this downtown area. This centre median could be improved through reconstruction and plantings to physically define focal point within the Fenwick downtown commercial area or relocation of the flagpole to the vacant lands at the intersection of Canboro Road and Welland Street in conjunction with the construction of a proper gateway at this location.

4.0 COMMUNITY IMPROVEMENT PROJECT AREA

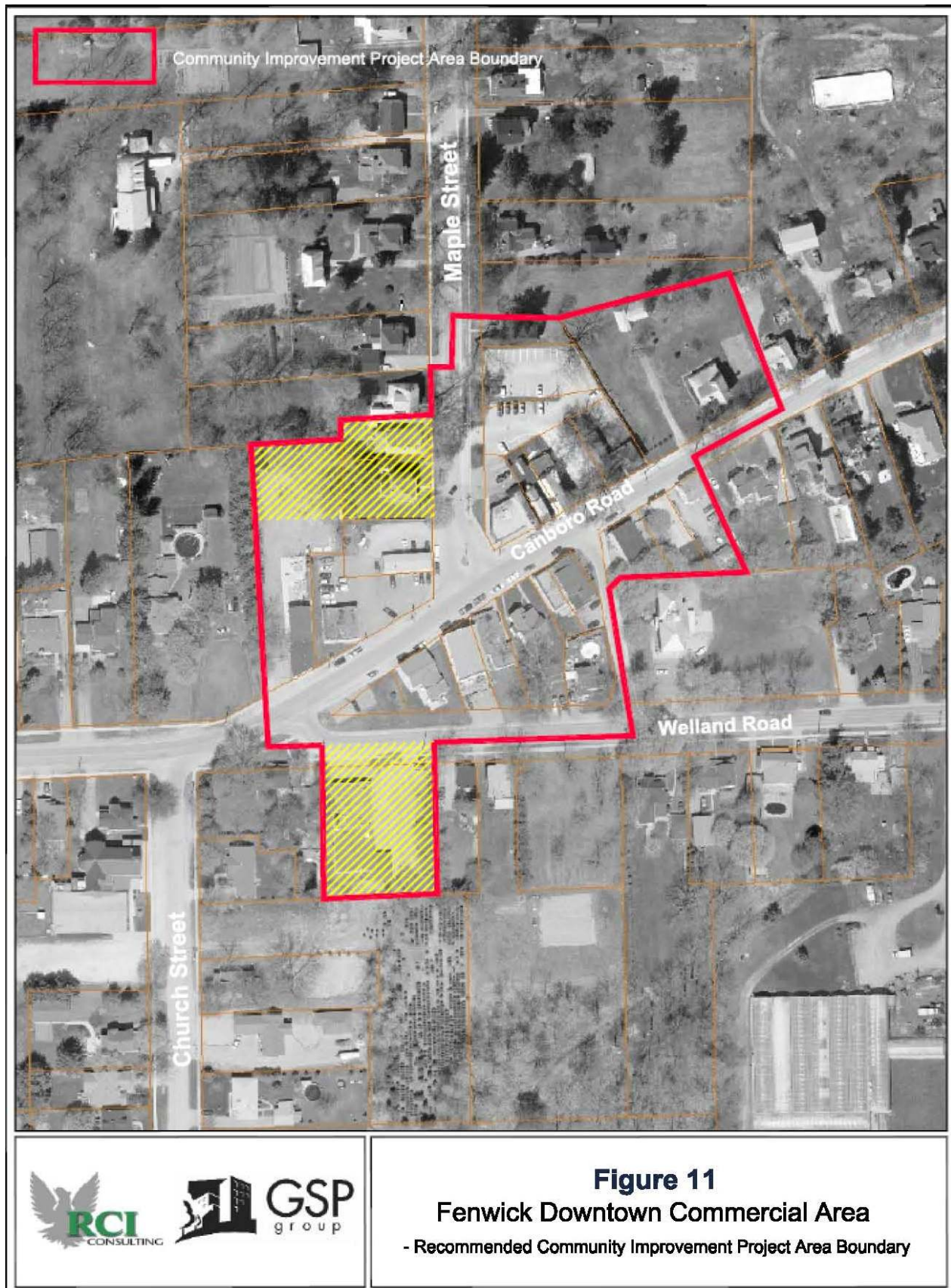
The recommend Community Improvement Project Area (project area) for the Downtown Fonthill component of the CIP is shown in Figure 10. Using the study area identified in the RFP for the Fonthill Downtown Commercial Area, the recommended Community Improvement Project Area in Figure 10 was chosen based on the existence and prevalence of weaknesses and impediments as identified in the SWOT Analysis along with comments received at the public meetings and from Town staff and the Pelham Downtown Beautification Advisory Committee. Only properties and areas requiring community improvement were included within the community improvement project area boundary. Conversely, areas and properties that do not require community improvement were not included in the community improvement project area.

In the case of Downtown Fonthill, lands to the west, south, and north are stable residential areas. The yellow shaded areas in Figure 10 were added to the Fonthill Downtown Commercial Area to form the Downtown Fonthill Community Improvement Project Area. The yellow shaded areas include Pelham Town Square and three residential properties with potential for conversion to commercial uses on the south side of Church Hill Street.

The recommend Community Improvement Project Area for the Downtown Fenwick component of the CIP is shown in Figure 11. The same methodology employed to delineate the Downtown Fonthill Community Improvement Project Area was used to delineate the Downtown Fenwick Community Improvement Project Area. The yellow shaded areas in Figure 11 were added to the Fenwick Downtown Commercial area to form the Downtown Fenwick Community Improvement Project Area. This includes the Fire Station property on Welland Road and two residential properties with potential for conversion to commercial uses on the west side of Maple Street.



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5.0 COMMUNITY CONSULTATION

5.1 Steering Committee

A project steering committee was formed to help guide preparation of the Pelham CIP. The committee was comprised of senior Town staff and a representative of the Downtown Beautification Committee. Several meetings of the steering committee were held throughout the preparation of the CIP. These meetings allowed the consultant to:

- provide the Steering Committee with progress updates;
- discuss key issues and components of the CIP with the Steering Committee;
- obtain comments and input from the Steering Committee on draft reports prior to presentation of these reports to Council and the public; and,
- coordinate public meetings and other steps required to complete the CIP.

5.2 Downtown Beautification Committee

Meetings were also held with the Downtown Beautification Committee at key points during the preparation of the CIP. This included at the beginning of the project, after the draft SWOT Analysis was completed, and once the draft Land Use, Urban Design and Public Real Improvement Strategy and draft Incentive Programs has been prepared. In each case, the draft components of the CIP noted above were presented to the Downtown Beautification Committee and the Committee provided key input that led to revisions to these key components of the CIP. The Downtown Beautification Committee endorses this CIP.

5.3 Public Meetings

RCI Consulting and GSP Group Inc., together with the Town of Pelham, held public workshops on July 8, 2008 in Fonthill and on July 9, 2008 in Fenwick. The purpose of the public workshops was to present the findings of the SWOT Analysis, receive input from residents and business owners regarding the condition of the respective downtown areas and their vision for the downtown areas, and to answer any questions regarding the project. After a presentation by the consultants of the results of the Background Review and SWOT Analysis, workshop participants (approximately 35 in Fonthill and 25 in Fenwick) were organized into groups to discuss five principal questions, as follows:

1. What do you think are the most significant weaknesses/ threats in the Downtown?
2. What do you think are the most significant strengths/ opportunities in the Downtown?
3. What is your vision for the Downtown? If you went away and came back in 10 years, what would you like to see?
4. What types of public improvements would you like to see in the Downtown?
5. What types of financial incentives do you think would be most attractive and utilized in the Downtown?

Section 6.0 contains a synthesis of the primary observations from the public workshops and a distilled Vision for both commercial areas. Detailed summary notes of the observations made by participants during the workshops can be found in Appendix A.

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A second public meeting was held on November 24, 2008. The format was again a public workshop where the consultants presented the draft Land Use, Urban Design and Public Realm Improvement Strategy and the draft Incentive Programs. Approximately 55 people attended this public meeting. Attendees were divided into workshop groups and asked to comment on the draft Land Use, Urban Design and Public Realm Improvement Strategy and the draft Incentive Programs. Participants were asked to identify any revisions or additions to these key components of the CIP and which of the proposed recommendations were most critical to the revitalization of Downtown Fonthill and Downtown Fenwick. This input along with input from the Downtown Beautification Committee and the project Steering Committee was used to revise and finalize the Land Use, Urban Design and Public Realm Improvement Strategy and the Incentive Programs contained in this CIP.

6.0 VISION

6.1 Downtown Fonthill

6.1.1 Public Workshop Results

A synthesis of the main observations from the various groups is as follows:

- a) Traffic volumes, traffic speed and truck traffic volumes are a principal concern for the pedestrian environment in Downtown Fonthill. Heavy vehicular traffic volumes and speeds on both Highway No. 20 and Pelham Street create real safety concerns and an overall uncomfortable pedestrian environment. There are no formal crossings of Pelham Street except at the Highway No. 20 intersection. Participants identified a pedestrian crossing at the Pelham Street intersection with Pelham Town Square as particularly important. Participants acknowledged that Downtown Fonthill is largely a vehicular environment, and that traffic re-routing and traffic calming features are primary considerations.
- b) Sidewalks are generally narrow and are influenced by undefined on-street parking and the topography of Downtown Fonthill makes walking north towards Highway No. 20 more difficult. Also, there are no bike storage amenities for cyclists on Pelham Street.
- c) There is a good mix and range of uses in Downtown Fonthill and the immediately surrounding area. However, participants acknowledged the need for more businesses that sell “things” and also the introduction of more civic uses and events that invite people downtown, i.e., attractors. Participants noted that the core services available in Downtown Fonthill are adequate, but that they could be supplemented.
- d) Participants noted that the downtown area does not have some of the physical elements typically found in small town main street environments that encourage people to make shopping trips longer term and make multiple stops in the Downtown. The lack of a comfortable pedestrian environment is the primary factor.
- e) There is a strong public interest in upgrading Downtown Fonthill. Community spirit and civic pride were identified as being quite high in Fonthill, and in Pelham in general. Residents and business owners are interested in creating a true main street environment in Downtown Fonthill and are inspired by such areas in other municipalities. Participants identified that there is a strong business association in Fonthill.
- f) Downtown Fonthill’s physical environment needs improvement. In particular:
 - i) there is no unity or consistency in building façades and architecture;
 - ii) the overhead utility wires are unattractive along the streetscape;
 - iii) there is a general lack of “greenery” in the downtown, including trees and other plantings; and,
 - iv) on-street parking is unclear and off-street parking areas are disconnected from the main street.

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- g) Downtown Fonthill lacks a clear identity. For example, it lacks a unifying theme for building façades, architecture and streetscaping. There are no “gateways” to Downtown Fonthill identifying entry and arrival to the main street environment. Participants identified that the creation of an identity that builds on the “rural roots” of the community is needed.
- h) Downtown Fonthill enjoys a strong location and context. Downtown Fonthill’s central location in the Niagara Region, its unique topography as a high point in the Niagara Peninsula, and its context at two major vehicular routes enhance its possibility as a focal point in the surrounding region.
- i) Fonthill possesses a small town, rural background that can and should be emphasized as part of its identity. There is a clear interest in preserving Downtown Fonthill’s small town character. Participants noted that physical improvements (i.e. rural theme) and new uses (i.e. festivals and other civic activities) should reflect the history and rural background of Fonthill.
- j) The connection and interface between Pelham Street and the Town Square area is poor. Participants noted that the Town Square presents a significant opportunity to expand Downtown Fonthill as a destination in the region, via enhancement of the civic presence that already includes such functions as the Town Hall, band shell and farmer’s market. Participants noted the rear yards of Pelham Street commercial properties do not present an attractive interface with the Town Square. Participants felt that there is the opportunity for improvements to the rear of these properties, infill developments on Pelham Street, and better pedestrian connections between the Town Square and Pelham Street.

6.1.2 Vision for Downtown Fonthill

In terms of a long-term Vision, participants generally envisioned Downtown Fonthill in time to have:

- Reduced traffic flows and speeds with potential traffic rerouting or traffic calming measures;
- A unified theme for building façades, architecture and streetscape;
- An enhanced village square environment associated with Pelham Town Square;
- Parking arrangements and pedestrian routes that enable people to walk throughout downtown;
- More gathering places for social interaction opportunities including outdoor patios and cafes;
- More destination type uses that accommodate longer stays in the downtown;
- A good marketing program identifying businesses and civic/community functions;
- A small town, rural theme to development and improvements; and
- An improved streetscape including lighting, wider sidewalks, better signage, bike storage, tree lined streets, and buried utility wires.

6.2 Downtown Fenwick

6.2.1 Public Workshop Results

A synthesis of the main observations from the various groups is as follows:

- a) There are a limited number of businesses in Downtown Fenwick to draw visitors. Some of these businesses operate on irregular hours. The small number and range of businesses limits the ability to draw people to Fenwick. Most uses in Downtown Fenwick are convenience and short-term stay uses. Additional uses in Downtown Fenwick should be smaller scale and agricultural or rural in nature to reflect the character of Downtown Fenwick.
- b) Downtown Fenwick is not friendly to pedestrians. Traffic volumes, speed and especially truck traffic volumes and speed along Canboro Road are a concern for the function of Downtown Fenwick and the quality of the pedestrian environment. Coupled with the lack of traffic calming features, this traffic detracts from the pedestrian-oriented, main street feel that Downtown Fenwick should have. Participants noted the need to create a more pedestrian-oriented downtown environment with slower traffic speeds and more pedestrian and streetscape amenities.
- c) There are no formal pedestrian crossings of Canboro Street, particularly at the intersection with Maple Street. Sidewalks are generally narrow and are in poor condition, particularly for those users with more limited mobility. Sidewalks are in need of repair or replacement and the streetscape lacks a sense of greenery, particularly mature street trees. Canboro Street does not have painted lines dividing travel lanes and has no visual definition of on-street parking spaces.
- d) Downtown Fenwick lacks a unifying theme for building façades, architecture and streetscaping. There are no memorable “gateways” to Downtown Fenwick that identify an entry or arrival to the main street environment, particularly important given the small size of the downtown area.
- e) Downtown Fenwick lacks a defined identity and image. There is a lack of a building theme and an absence of street amenities and cohesiveness in the streetscape treatment along Canboro Road. The fear of visitors “passing through without noticing” in Downtown Fenwick was noted by a number of participants. Participants identified that the creation of a united identity that builds on the “rural roots” of the community is needed.
- f) There is a strong public interest in upgrading Downtown Fenwick and community spirit is high. Fenwick is a cohesive community with a mix of long-term and newer residents. Participants noted the people and social connections within the community are one of its greatest strengths. Residents and business owners identified the need to improve the visual aesthetics of Downtown Fenwick.

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- g) There is a quaint feel to Downtown Fenwick. Participants emphasized the small town, quiet and friendly, “old world” feel of the Downtown Fenwick. Although public improvements to the streetscape and private improvements to building façades were seen as necessary, sensitive and complementary integration with this character was emphasized.
- h) The flagpole site in Downtown Fenwick needs improvement. Participants identified the role of the flagpole as a historical linkage, however noted that flagpole area currently does little to define an identity or image for Downtown Fenwick. Although there was no agreement on whether to improve the flagpole in place or move it to a new location in Downtown Fenwick, there was agreement regarding the need for physical and aesthetic improvements to this key gateway to Downtown Fenwick.
- i) Connections between Downtown Fenwick and Centennial Park need to be strengthened and emphasized. Centennial Park accommodates a number of civic and community functions and can play an integral part in the revitalization of Downtown Fenwick. Additionally, other civic improvements such as a public library or a farmer’s market were identified as necessary functions to draw visitors to Downtown Fenwick.

6.2.2 Vision for Downtown Fenwick

In terms of a long-term Vision, participants generally envisioned Downtown Fenwick in time to have:

- Traffic calming measures to slow traffic on Canboro Road;
- A unified theme for building façades, architecture and streetscape that reflects the rural background of the community;
- An upgraded look and feel in downtown that is consistent with the current quaint, peaceful and small town character;
- More gathering places and community space for social interaction opportunities and community programs;
- Recognition of the history of Fenwick through plaques and other monuments;
- A small town, rural theme to development and improvements; and
- An improved flagpole feature that is a focal point and adds to the character of Downtown Fenwick;
- Defined crosswalks of Canboro Road to make downtown more pedestrian friendly;
- New services and uses that can accommodate residents’ needs in Downtown Fenwick;
- An improved streetscape including lighting, wider sidewalks, better signage, street art, bike storage, tree lined streets, a fountain, and buried utility wires.

7.0 LAND USE, URBAN DESIGN AND PUBLIC REALM IMPROVEMENT STRATEGY

This section of the Pelham CIP outlines a strategy for land use, urban design and public realm improvements in Downtown Fonthill and Downtown Fenwick. This strategy has been designed to achieve the vision for Downtown Fonthill and Downtown Fenwick by building on the strengths and addressing the weaknesses identified in the SWOT Analysis for both areas. Preparation of this strategy was also guided by the following key principles which have been drawn from successful downtown revitalization efforts across North America:

- The overall experience of downtown visitors, shoppers and residents is paramount to the success of downtown revitalization efforts. Therefore, enhancing the quality of the pedestrian experience along main streets and the sense of place in the downtown is a principal method in which a downtown can remain vibrant and even competitive with contemporary shopping areas.
- Small, short-term improvements are desirable and necessary in addition to larger long-term improvements in order to meet the long-term objective of an attractive and healthy downtown. A number of downtown improvements can be implemented and evaluated in short, manageable steps over the long-term.
- The downtown vision can only be achieved through a combination of public sector (Town of Pelham, Regional Municipality of Niagara) and private sector (property and business owners) efforts. Both the public and private sectors have important and interconnected roles to play, and therefore need to communicate and coordinate their efforts and actions.

The remainder of this section describes the land use, urban design and public realm components of the Improvement Strategy and a summary of recommendations for each of the downtown areas.

7.1 Downtown Fonthill

7.1.1 Land Use

7.1.1.1 Official Plan

Currently, land use designations in the Official Plan are illustrated conceptually on Schedule A of the Official Plan. The majority of the Downtown Fonthill Community Improvement Project Area is designated Commercial on Schedule A of the Pelham Official Plan. The Commercial designation permits a broad range of land use types that are appropriate within a downtown context, including retail, service and office commercial uses, civic and community uses, and mixed-use buildings with residential dwelling units above commercial uses. This designation should be the principal land use designation in the Downtown given it provides the greatest flexibility to accommodate a wide range of uses in the commercial focus of Fonthill.

The remaining properties in Downtown Fonthill (principally on the north side of Highway No. 20 east of Pelham Street and on the south side of Pelham Town Square) are currently designated Urban Residential on Schedule A of the Official Plan. The Urban Residential designation principally permits single detached dwellings and multiple unit residential development, but also

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permits “*ancillary retail commercial outlets...provided these are in the nature of neighbourhood stores for the convenience of the nearby residents*”. However, the Urban Residential designation does not permit the broad range of commercial and service uses typically expected within a downtown area.

Furthermore, there are properties just outside of the Downtown Fonthill Community Improvement Project Area boundary that are designated Commercial (for instance, single detached lots on the north side of College Street) that should be residentially designated. Conversely, there are properties just outside of the Downtown Fonthill Community Improvement Project Area boundary that are designated Urban Residential either fully or in part (for instance, retail development immediately to the east of Pelham Town Hall) that should be commercially designated.

Given this issue around land use designation, it is recommended that the Town review the land use designations on Schedule A of the Official Plan to ensure those land use designations are appropriate and that the land use designations are properly aligned with parcel boundaries. This can be accomplished after the CIP is complete, either through an individual Amendment or a comprehensive Amendment undertaken as part of any future five-year review as per the Planning Act.

7.1.1.2 Zoning

The majority of properties in the Downtown Fonthill Community Improvement Project Area are zoned General Commercial (GC). The GC Zone permits a broad range of retail commercial, service commercial, office commercial, and other uses, that are appropriate within a downtown context. However, the GC Zone also permits auto-related commercial uses such as fuel outlets and service stations, which are not necessarily appropriate within the built form context of a main street with a pedestrian-oriented environment. Therefore, it is recommended that the Town consider removing such uses as permitted uses from the GC Zone in Downtown Fonthill.

The zoning performance regulations of the GC Zone are appropriate for a downtown environment such as Downtown Fonthill, particularly regarding front yard setbacks and building height. Development with zero front yard setbacks along Pelham Street is permitted, which allows buildings to be located against the public right-of-way to reinforce or “frame” the street. For properties along Highway No. 20, the required 3.0 metre minimum front yard setback is appropriate as it provides additional separation between pedestrians and this higher volume vehicular route. The maximum building height of 10.5 metres (3 storeys) is appropriate given it provides a suitable building height to street (right-of-way) width ratio along Pelham Street and Highway No. 20. Typically, a 1:2 to 1:3 ratio is desirable for downtown environments.

The vision for Pelham Street through Downtown Fonthill is of a vibrant, pedestrian oriented main street environment, with buildings close to the street. In certain areas of Downtown Fonthill, such as the west side of Pelham Street near the Highway No. 20 intersection, it is recommended that over time as redevelopment occurs, that new buildings be built closer to the street to reinforce the pedestrian environment. Although current zoning generally supports this type of built form, it is recommended that Town staff and Council be flexible when considering

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development proposals and specific zoning by-law amendments in Downtown Fonthill, provided the overall vision for Downtown Fonthill is maintained.

It is recommended that the properties along Church Hill Street recommended for addition to the Project Area be rezoned to a GC Zone. Also, these properties and the properties added to the Project Area on the south side of Pelham Town Square should be shown on the Central Business Area (CBA) overlay in Schedule A5 of the Zoning By-law in order to allow the desirable site-specific regulations for Downtown Fonthill offered by the overlay (namely zero front yard setbacks).

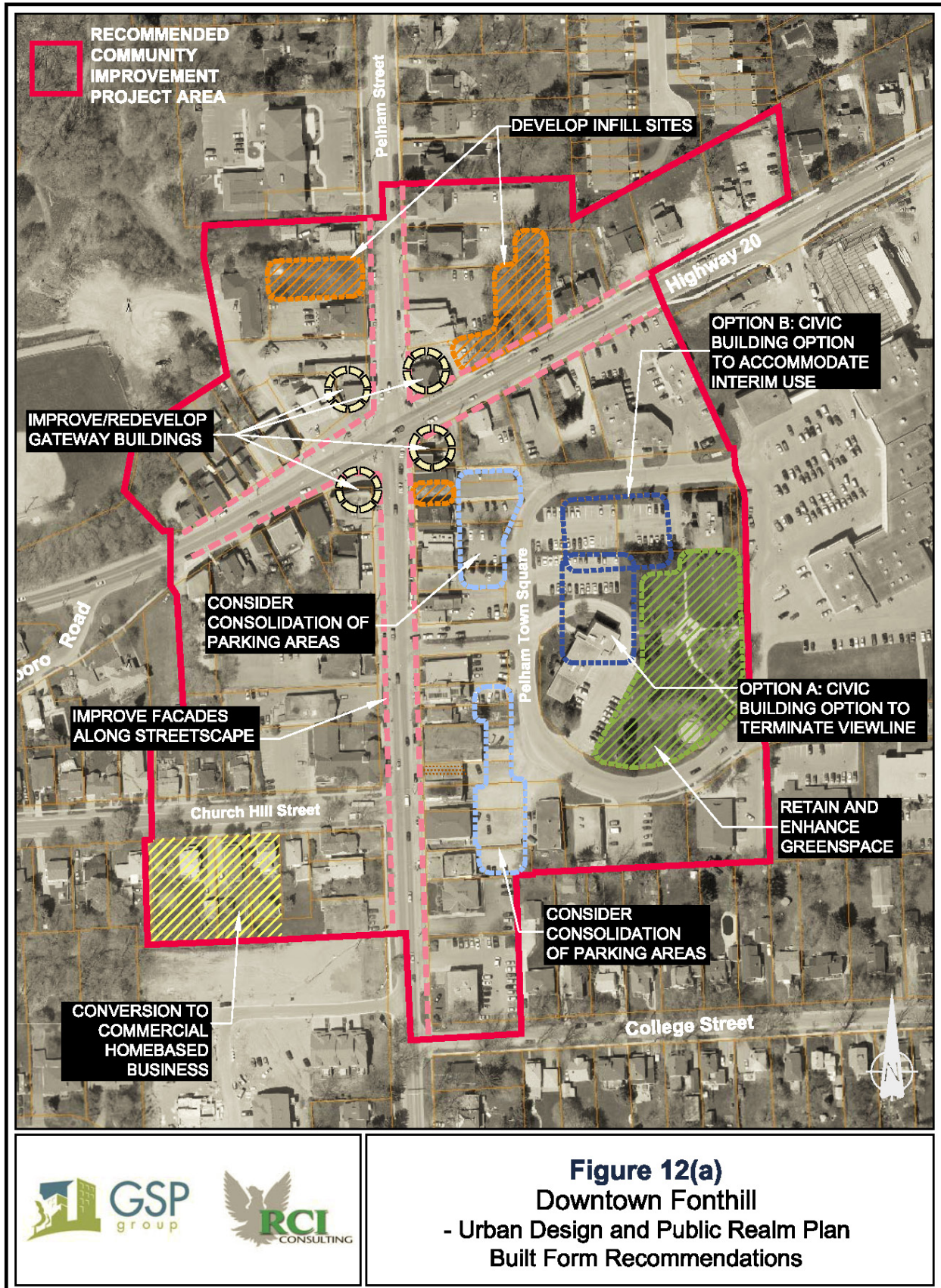
7.1.2 Urban Design and Public Realm

A key component in the improvement and revitalization of Downtown Fonthill is the creation of an area that is pedestrian-oriented, mixed in terms of shopping and daily service needs, has a distinct character, and encourages visitors to stay downtown by making it a “people place”. The compact form of Downtown Fonthill is conducive to a pedestrian-oriented main street environment. However, the current design of the public realm does not effectively support such an environment.

The Urban Design and Public Realm Plan for Downtown Fonthill illustrates the urban design and public realm improvements that are recommended to achieve the vision for Downtown Fonthill. These recommendations build on the Town of Pelham Urban Core Beautification Strategy completed in October 2002, and should be read in conjunction with that document. The Urban Design and Public Realm Plan for Downtown Fonthill is illustrated in three figures: Built Form (Figure 12a), Streetscape (Figure 12b), and Pedestrian Connections (Figure 12c). There are nine principal components where improvements are recommended, which are outlined below.



Above: Long-term potential of Urban Design and Public Realm Plan for Downtown Fonthill.



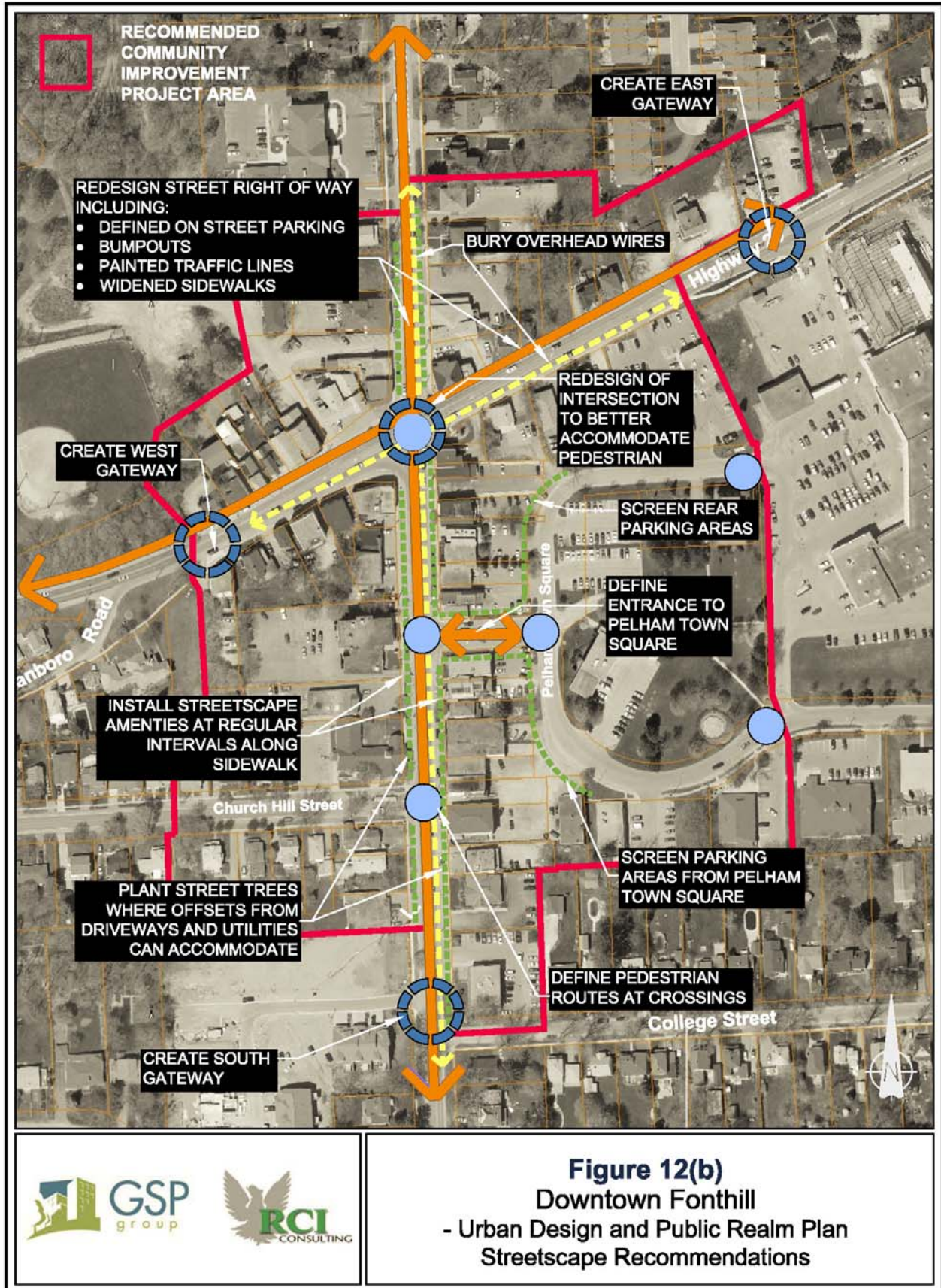


Figure 12(b)
Downtown Fonthill
 - Urban Design and Public Realm Plan
 Streetscape Recommendations

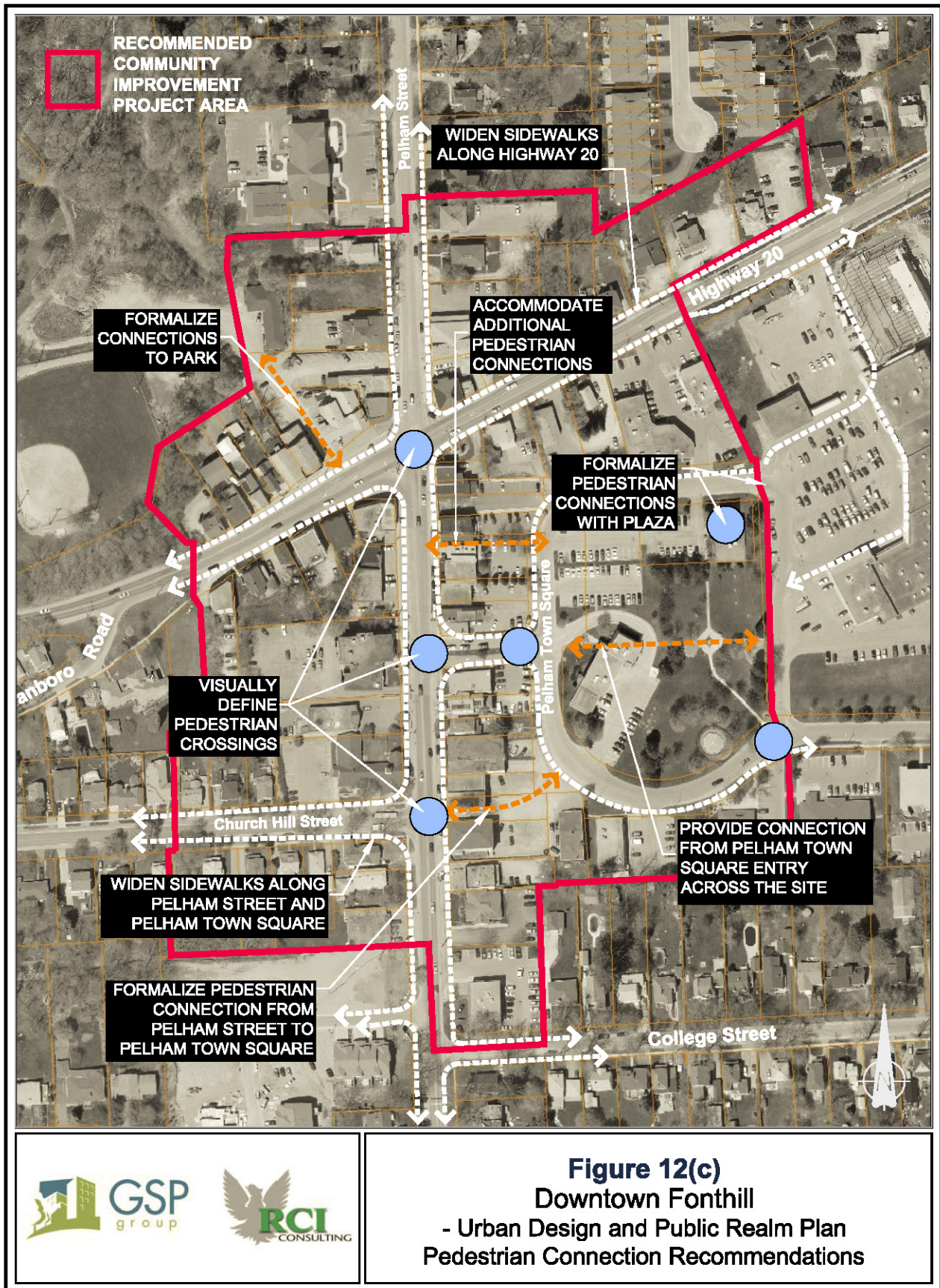


Figure 12(c)
Downtown Fonthill
 - Urban Design and Public Realm Plan
 Pedestrian Connection Recommendations

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7.1.2.1 Gateways

Gateways represent the main entrances into Downtown Fonthill and serve the purpose of announcing entry to the downtown area, thereby adding to the sense of place. There are three highly visible potential gateway locations for Downtown Fonthill:

- i) A western gateway near the Highway No. 20 intersection with Canboro Road;
- ii) An eastern gateway near the entrance to the adjacent shopping plaza; and,
- iii) A southern gateway near the Pelham Street intersection with College Street.

While Fonthill itself currently has entrance signage at the gateways to the village, it is recommended that specific downtown signage identifying this unique area within the village be installed as part of a system of gateways for Downtown Fonthill. It is also recommended that the gateways to Downtown Fonthill be strengthened with appropriate landscape features and design elements that denote arrival into Downtown Fonthill. Gateway features can be located either within a central median or in the outer boulevard of the street. They should include specific signage announcing arrival (and departure) to the downtown and include a combination of landscape elements to provide visual interest. These gateway features should be a coordinated and integrated component of an overall streetscape design plan for Downtown Fonthill.

Demonstration examples:



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7.1.2.2 Pelham Street

Participants at the visioning workshop identified the volume and speed of vehicular traffic, particularly truck traffic, through Downtown Fonthill along Highway No. 20 and Pelham Street as a principal concern from a safety and pedestrian comfort perspective. This traffic issue is regional in nature, given it encompasses the entire Town of Pelham and the surrounding areas, and is beyond the scope of the CIP. Nevertheless, it is strongly recommended that the Region of Niagara and Town of Pelham coordinate the undertaking of a Transportation Master Plan that examines traffic within and through the Town, including traffic impacts on Downtown Fonthill and alternative routes (especially for truck traffic) and traffic calming features that could be implemented outside of the downtown area to reduce traffic and especially truck traffic through Downtown Fonthill.

Notwithstanding the regional traffic issues, Pelham Street is the principal “main street” within Downtown Fonthill and possesses significant potential for the creation of a pedestrian-friendly environment. However, the current streetscape on Pelham Street is not conducive to the creation of such an environment. The streetscape lacks vegetation in terms of street trees and landscape plantings. Overhead wires limit tree planting, impact the visual appearance of the street, and detract from the image of Downtown Fonthill. The lack of street trees and defined on-street parking spaces creates a larger perceived right-of-way. This may in turn result in the higher speeds of traffic witnessed on Pelham Street. Streetscape amenities such as garbage receptacles, benches and planters are limited. The current street lighting also does not contribute to the desired pedestrian environment in the downtown.

The overall vision for the Pelham Street streetscape is of a tighter street right-of-way that is oriented to the pedestrian and promotes walking. Therefore, it is recommended that the streetscape improvements along Pelham Street include:

- a) Burial of overhead wires on the east side of Pelham Street to limit physical impediments, enhance visual appearance, and to accommodate further streetscape amenities;
- b) Installation/upgrading of defined pedestrian crossings at the Pelham Town Square entrance, Highway No. 20 intersection, and southern mid-block pedestrian crossing, including paving materials and design that acts as a physical and visual cue for both pedestrians and vehicles;
- c) Installation of coordinated design streetscape amenity features in appropriate locations, including garbage receptacles, benches, and planter boxes;
- d) Alternating street tree planting and defined on-street parking spaces on both edges of the Pelham Street right-of-way;
- e) Repainting of street lines to define vehicular lanes;
- f) Installation of decorative light standards consistent with the desired character of the area, containing both street-oriented and pedestrian-oriented fixtures;
- g) Consideration of private patio areas within the public right-of-way that conform to urban design guidelines and do not obstruct pedestrian travel routes along the sidewalk;
- h) Installation of banners on light standards with a consistent “Pelham” format but, with the opportunity for differentiation between villages (through colour, images, etc).

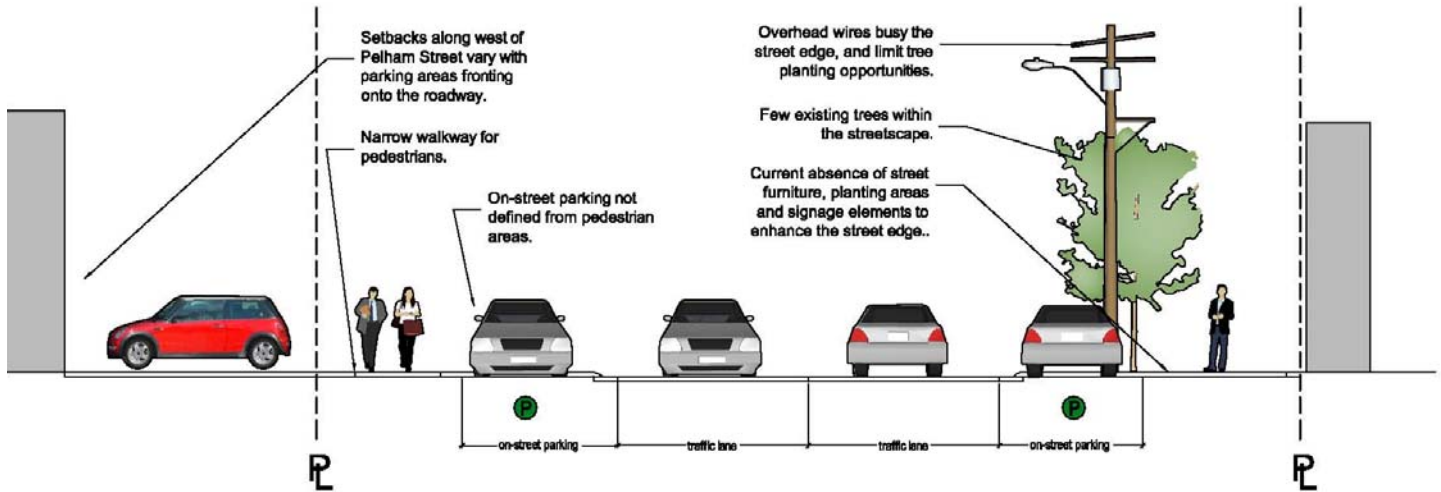
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Demonstration examples:

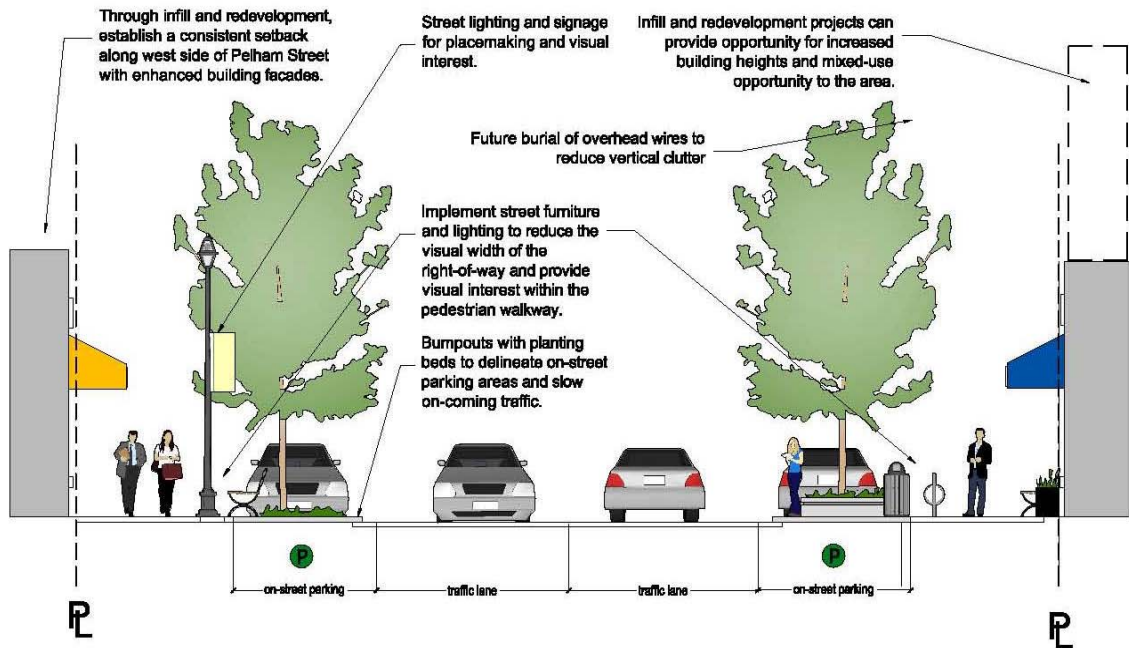


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PELHAM STREET – Existing



PELHAM STREET – Recommended



Above: “Tightening” of Pelham Street right-of-way in Downtown Fonthill through Urban Design and Public Realm Plan recommendations.

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7.1.2.3 Highway No. 20

Highway No. 20 is a primary vehicular route through Fonthill. The streetscape along Highway No. 20 within the Project Area has the same physical design issues as Pelham Street, including a lack of street trees, landscape plantings, defined on-street parking spaces, streetscape amenities, and quality street lighting. Overhead wires limit tree planting, impact the visual appearance of the street, and detract from the image of Downtown Fonthill. The fact that Highway No. 20 accommodates more vehicular traffic including more truck traffic than Pelham Street, presents a significant challenge in terms of achieving a pedestrian-oriented design.

Similar to Pelham Street, the overall vision for Highway No. 20 streetscape within the Project Area is a tighter street right-of-way that is oriented to the pedestrian and that serves to slow traffic through the area. Recommendations for Highway No. 20 are similar to those for Pelham Street and include:

- a) Burial of overhead wires on the south side of Highway No. 20 to limit physical impediments, enhance visual appearance, and to accommodate further streetscape amenities;
- b) Installation/upgrading of defined pedestrian crossings at the Pelham Street intersection entrance, including paving materials that act as a physical and visual cue for both pedestrians and vehicles;
- c) Installation of coordinated design streetscape amenity features in appropriate locations, including garbage receptacles, benches, and planter boxes;
- d) Alternating pattern of street tree planting and defined on-street parking spaces on both edges of the Highway No. 20 right-of-way;
- e) Installation of a landscaped centre median treatment (if right-of-way space permits);
- f) Street lane painting to define vehicular lanes;
- g) Installation of decorative lighting standards consistent with the desired character of the area, containing both street-oriented and pedestrian-oriented fixtures;
- h) Installation of banners on light standards with a consistent “Pelham” format but, with the opportunity for differentiation between villages (through colour, images, etc).

Demonstration examples:



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7.1.2.4 Pelham Street/Highway No. 20 Intersection

The intersection of Pelham Street and Highway No. 20 is a key area in Downtown Fonthill, given it is the northern gateway to the principal commercial area of Pelham Street and connects the north and south ends of Pelham Street. The current configuration and design of this intersection does not present an attractive gateway into Downtown Fonthill, nor does it provide for comfortable pedestrian crossing, particularly from a safety perspective, across Highway No. 20. Noticeable changes in grade, traffic volumes, and sightlines all present challenges remaking this intersection to be more pedestrian-friendly and attractive.

It is recommended that a functional redesign of this intersection be undertaken following the review of the broader transportation system through the Transportation Master Plan. This redesign should investigate options for:

- a) leveling the intersection to provide more accessible grades through the intersection;
- b) surface treatment within the vehicular and pedestrian routes in the intersection;
- c) turning movements and dedicated turning lanes, particularly considering the need for the eastbound right-hand slip lane on Highway No. 20 to Pelham Street; and,
- d) traffic calming measures for reducing traffic speeds on Highway No. 20.

These considerations are in addition to the streetscape improvements identified above along Highway No. 20.

Demonstration examples:



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7.1.2.5 Civic Node

The location of Pelham Town Hall in Downtown Fonthill, and Peace Park given its public events, provides a civic function within Downtown Fonthill. This civic node is an important destination, drawing people to the downtown area in addition to the commercial function of the area.

However, the physical design of Pelham Town Square results in an unappealing view of the rear yards of commercial properties on Pelham Street. This rear parking and storage area is poorly integrated, particularly from a pedestrian perspective in terms of the connection with Pelham Street and its main street function.

The current Town Hall building is dated and is in need of enlargement and modernization. The final report of the Town of Pelham *Facilities Feasibility Study* recommends a new “civic centre” in the long term, preferably in Pelham Town Square, although the final location within the Square still needs to be evaluated and confirmed. The *Facilities Feasibility Study* recommends the preparation of a master plan that, among other things, investigates the opportunity for consolidating civic administration space as well as library space within this new civic centre building.

As experienced in other local municipalities, such as Welland, a new civic centre building downtown, and especially one that includes a library, can significantly increase pedestrian traffic downtown and contribute to enhancing the civic presence in Downtown Fonthill. Ideally, the new civic centre building would be located to terminate the vista from Pelham Street (Option 1 on Figure 12b) and to strengthen the connection between the Pelham Street commercial area and the Town Square. Regardless of the specific location and setback from the street, any new civic building on the existing site should be visually linked with Pelham Street through its location and design features to terminate viewlines.

Regardless of the actual configuration of a new building on the Pelham Town Square site, it is recommended that the master plan process for the civic site consider the following elements:

- a) pedestrian connections across the site, connecting Pelham Street and the commercial plaza;
- b) retaining and enhancing the public green space (Peace Park) for accommodating the current civic functions (Farmer’s Market, Fonthill Bandshell);
- c) allowing for any potential new functions on the site;
- d) accommodating off-street overflow parking for Pelham Street; and,
- e) incorporating on-street parking on Pelham Town Square with bumpouts and street tree plantings.

Pelham Town Square itself needs to be linked aesthetically and functionally with Pelham Street and the main street environment of Downtown Fonthill. Therefore, it is recommended that the entrance to Pelham Town Square from Pelham Street be improved with a landscaped centre median and reconstructed sidewalk connections. It is recommended that Pelham Town Square receive similar streetscaping improvements to Pelham Street, including street trees, sidewalk, and boulevard treatments.

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7.1.2.6 Infill Development and Redevelopment

There are several undeveloped vacant lots along Pelham Street and Highway No. 20 in Downtown Fonhill that present opportunities for additional economic activities in the core and to reinforce the desired built form in the area. Additionally, there are several buildings within Downtown Fonhill that warrant redevelopment, given their current building condition and form. Ideally, new buildings would be multiple stories with residential and commercial uses above ground floor retail uses, to provide additional space and downtown activity and to visually frame Pelham Street in an “urban” manner.

The overall goal of infill development and redevelopment within Downtown Fonhill should be a built form that is visually attractive, oriented to the pedestrian scale, built close to the street edge, of an appropriate mass and height for the area, and in keeping with the small town character of the area. It is recommended that particular attention be paid to any new buildings located at the corners of the intersection of Pelham Street and Highway No. 20. It is recommended that urban design guidelines be prepared to guide the design and development of infill and redevelopment projects within Downtown Fonhill. These guidelines should provide guidance on such matters as building location and setbacks, facade design and architectural elements, building height and massing, and lighting and signage treatment, among other elements.

Demonstration examples:



Town of Pelham Community Improvement Plan

7.1.2.7 Pedestrian Connections

The current physical design of streets and the streetscape within Downtown Fonthill clearly favours vehicular travel over pedestrian travel within the downtown area. Pedestrian routes across main streets are not clearly defined, which would provide visual cues to both drivers and pedestrians as to appropriate crossing routes within the downtown, and an overall safer pedestrian environment. Generally, the overall pedestrian system has to be improved in terms of connections and design. Given its prominent role at the centre of Downtown Fonthill and the pedestrian connection to the Town Hall and adjacent commercial plaza, it is recommended that the pedestrian crossing of Pelham Street at the entrance to Pelham Town Square be visually and physically defined through the use of different paving materials and/or colours. Similarly, definition is required at the Highway No. 20 intersection in a similar fashion, although topography and sight lines present unique considerations.

Pedestrian connections need to be strengthened from Pelham Street through to Pelham Town Square and onto the adjacent commercial plaza. Therefore, it is recommended that the existing pedestrian connection from Pelham Street to Pelham Town Square on the east side of Pelham Street (as shown on Figure 12c) be formalized as a public connection, and designed and enhanced to promote a comfortable pedestrian connection to rear parking areas. Likewise, additional mid-block pedestrian connections between Pelham Street and rear parking areas should be considered as infill development and redevelopment occurs along Pelham Street. Finally, it is recommended that pedestrian connections be strengthened between Downtown Fonthill and Marlene Stewart Streit Park on the north side of Highway No. 20. Such a connection needs to be a more defined pedestrian route with appropriate signage along Highway No. 20 that identifies an entrance to the Park.

Demonstration examples:



Town of Pelham Community Improvement Plan

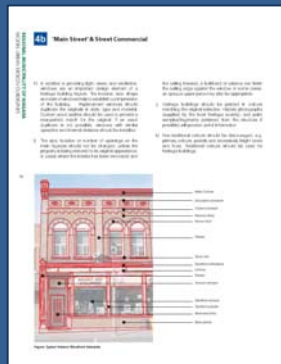
7.1.2.8 Facade Improvements

Downtown Fonthill does not have the advantage of an existing stock of high quality heritage buildings to build on and provide visual cues to new development. Although Fonthill dates back to the early 1800s, the age of Downtown Fonthill's built form is relatively young and reflects a more contemporary and functional architecture. This is in contrast to many other small town downtowns and traditional main streets in Ontario that can capitalize on the heritage features and value in their building stock when enhancing the public realm environment in their downtowns. With the exception of a few recently updated buildings, façade improvements are warranted for many buildings within Downtown Fonthill.

Façade improvement programs, such as the program recommended in the Pelham CIP, encourage business and property owners to enhance and promote a downtown's unique character and identity. The purpose of such programs is to develop a more coherent, creative and attractive appearance within downtown and main street areas by offering financial incentive to promote improvements to the exterior of buildings in downtown areas.

The overall goal of façade improvements within Downtown Fonthill should be to enhance the pedestrian-orientation and the visual appeal and identity of the area. Façade improvements may include elements such as improvement to: (a) signage placement and treatment; (b) design of door and window design and location; (c) awning and canopy installation; (d) façade materials; (e) roofline design and treatment; and (f) pedestrian-oriented lighting. It is recommended that the Urban Design Guidelines prepared for Downtown Fonthill include guidelines for these elements.

Demonstration examples:



Town of Pelham Community Improvement Plan

7.1.2.9 Rear Parking Areas

The rear parking areas of the properties fronting onto Pelham Street currently do not present an attractive visual interface with the well-travelled public streetscape of Pelham Town Square. The lack of attractive rear façades, a series of smaller parking areas with individual accesses to Pelham Town Square, and lack of coordination of garbage storage areas present challenges for creating an attractive pedestrian interface between Pelham Town Square and Pelham Street.

A reconfiguration and redesign of these rear parking areas would assist in improving and strengthening the interface between the different components of Downtown Fonthill. It is recommended that these rear parking areas be considered for consolidation and coordination between the different properties. This could yield a number of benefits including:

- a) Increased parking efficiency in terms of the overall number of spaces provided;
- b) Coordinated entrance accesses from Pelham Town Square for safer vehicular movements;
- c) Minimizing physical disruption of the pedestrian realm along Pelham Town Square by reducing the number of vehicular entrances; and,
- d) increasing opportunities for street tree planting along the streetscape.

While desirable from a visual and efficiency perspective, there are clearly challenges with such efforts. Primarily, this is a private landowner initiative that needs to be coordinated between the various individual landowners with mutually agreeable plans and agreements for the use and design of these areas. However, the Town of Pelham can play a role in coordinating and encouraging these efforts and providing the necessary support to facilitate such changes.

Demonstration examples:



7.2 Downtown Fenwick

7.2.1 Land Use

7.2.1.1 Official Plan

Similar to Downtown Fonthill, there is a disconnect in the Official Plan between the land use designations in Schedule A and the actual land uses on the ground in the Downtown Fenwick Community Improvement Project Area. The majority of the Downtown Fenwick Project Area is designated Commercial on Schedule A of the Official Plan. The remaining properties in the Project Area are designated Urban Residential on Schedule A of the Pelham Official Plan. It is recommended that the Town review the land use designations on Schedule A of the Official Plan to ensure those land use designations are appropriate and that the land use designations are properly aligned with parcel boundaries.

7.2.1.2 Zoning

The majority of properties in the Fenwick Project Area are zoned General Commercial (GC). The GC Zone permits a broad range of retail commercial, service commercial, office commercial, and other uses, that are appropriate within a downtown context. However, the GC Zone does permit auto-related commercial uses such as fuel outlets and service stations, which are not appropriate within the built form context of a main street environment. Therefore, it is recommended that the Town consider removing such uses as permitted uses from the GC Zone in Downtown Fenwick.

The zoning performance regulations of the GC Zone are generally appropriate for a downtown environment such as Downtown Fenwick. However, Fenwick is not afforded the same regulations as Downtown Fonthill respecting desirable downtown site-specific regulations such as zero front yard setbacks and building height maximums. It is recommended that a similar Commercial Business Area overlay zone be added to Downtown Fenwick.

7.2.2 Urban Design and Public Realm

A principal component of the improvement of Downtown Fenwick will be the creation of an area that is pedestrian-oriented, mixed in terms of shopping and daily service needs, has a distinct and definable character, and that encourages visitors to stay downtown by making it a “place”. The compact form of Downtown Fenwick is conducive to a pedestrian-oriented main street environment; however, the current design of the public realm does not support such an environment as well as it could.

The Urban Design and Public Realm concept plan for Fenwick (Figure 13) illustrates the recommended urban design and public realm improvements to achieve the vision for Downtown Fenwick. Again, these recommendations build on the Town of Pelham Urban Core Beautification Strategy and should be read in conjunction with that document. The Downtown Fenwick concept plan illustrates all three themes for improvement: built form, streetscape, and pedestrian connections. There are five principal components of the public realm where improvements are recommended, which are outlined below.

Town of Pelham Community Improvement Plan



Above: Long-term potential of Urban Design and Public Realm Plan for Downtown Fenwick.

Town of Pelham Community Improvement Plan

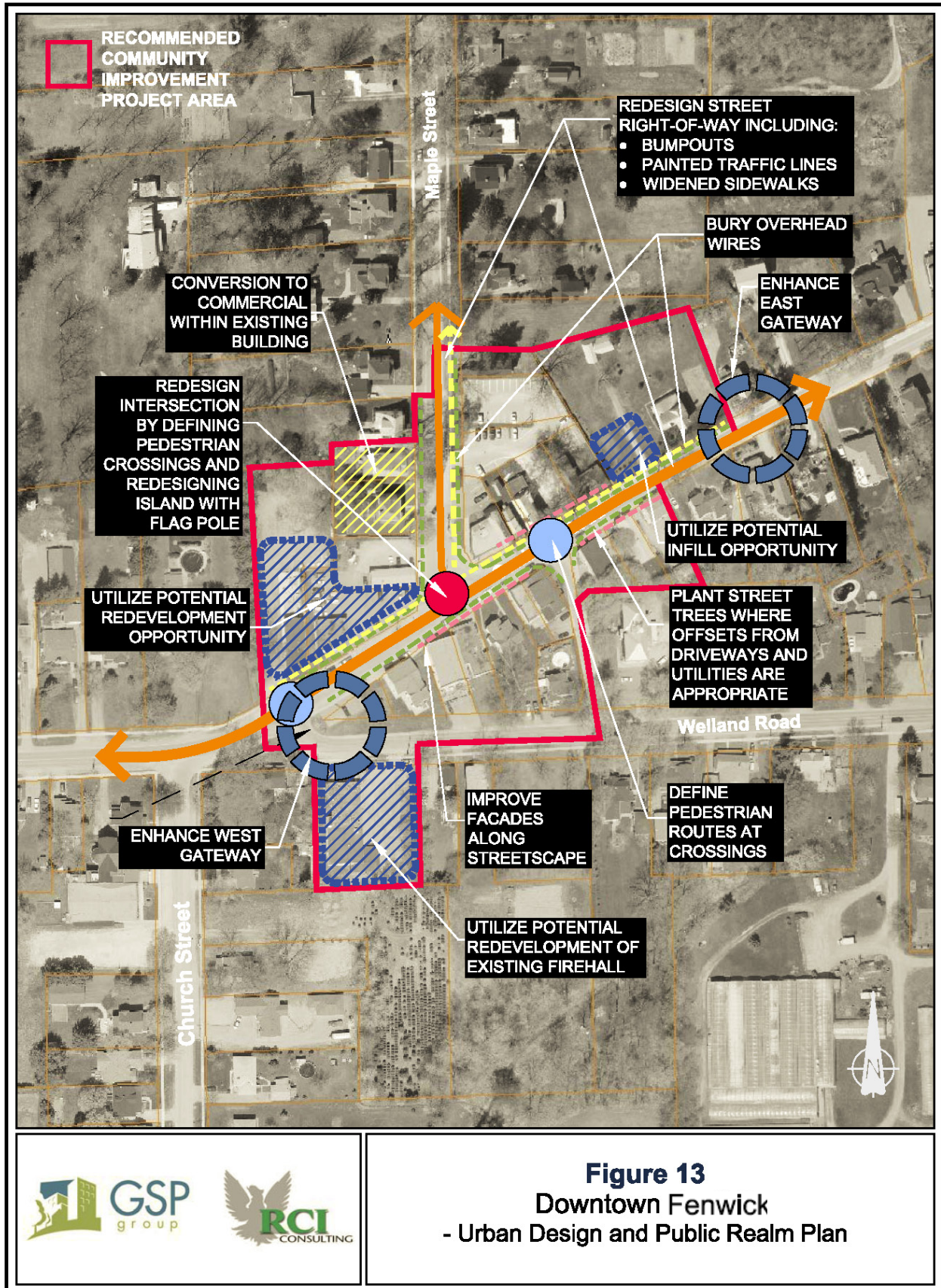


Figure 13
Downtown Fenwick
 - Urban Design and Public Realm Plan



Town of Pelham Community Improvement Plan

7.2.2.1 Gateways

Gateways represent the main entrances into Downtown Fenwick and have the principal purpose of announcing entry to the downtown area and to adding to the sense of place. There are two potential gateway locations in Downtown Fenwick: the western gateway at the Canboro Road and Welland Road intersection; and the eastern gateway near the public library. While Fenwick itself currently has entrance signage at the gateways to the village, it is recommended that specific downtown signage identifying this unique area within the village be installed.

It is recommended that the gateways to Downtown Fenwick be strengthened with appropriate landscape features and design elements to perform their arrival function. Gateway features can be located either within a central median or in the outer boulevard of the street. They should include specific signage announcing arrival (and departure) to the downtown and include a combination of landscape elements to provide visual interest. These gateway features should be coordinated and integrated components of overall streetscape design.

Demonstration examples:



Town of Pelham Community Improvement Plan

7.2.2.2 Canboro Road

Canboro Road is the “main street” within Downtown Fenwick and currently is a reasonably pedestrian-friendly environment. However, Canboro Road’s current streetscape can be significantly improved. Generally, Canboro Road’s streetscape lacks street trees and landscape plantings and overhead wires impact the image of the street and limit tree planting. The lack of street trees and defined on-street parking spaces create a larger perceived right-of-way with resulting traffic implications. Streetscape amenities such as garbage receptacles, benches and planters are limited while street lighting does not contribute to the desired pedestrian environment in the downtown.

Similar to Pelham Street in Downtown Fonthill, the overall vision for the Canboro Road streetscape is to provide a tighter street right-of-way that is oriented to the pedestrian. Therefore, it is recommended that streetscape efforts along Canboro Road include:

- a) Burial of overhead wires on the north side of Canboro Road to limit physical impediments, enhance visual appearance, and to accommodate further streetscape amenities;
- b) Installation/upgrading of defined pedestrian crossings at the Canboro Road and Maple Street intersection, including paving materials and design that act as physical and visual cues for both pedestrians and vehicles;
- c) Installation of coordinated design streetscape amenity features in appropriate locations, including garbage receptacles, benches, bicycle parking racks, and planter boxes;
- d) Alternating street tree planting and defined on-street parking space on both edges of the Canboro Road right-of-way;
- e) Street lane painting to define vehicular lanes;
- f) A redesigned central median at Canboro Road and Maple Street intersection to accommodate the existing flagpole in order to provide a visual feature as well a traffic-calming feature;
- g) Installation of decorative lighting standards consistent with the desired character of the area, containing both street-oriented and pedestrian-oriented fixtures; and
- h) Installation of banners on light standards with a consistent “Pelham” format but with the opportunity for distinction between villages (colour, images, etc).

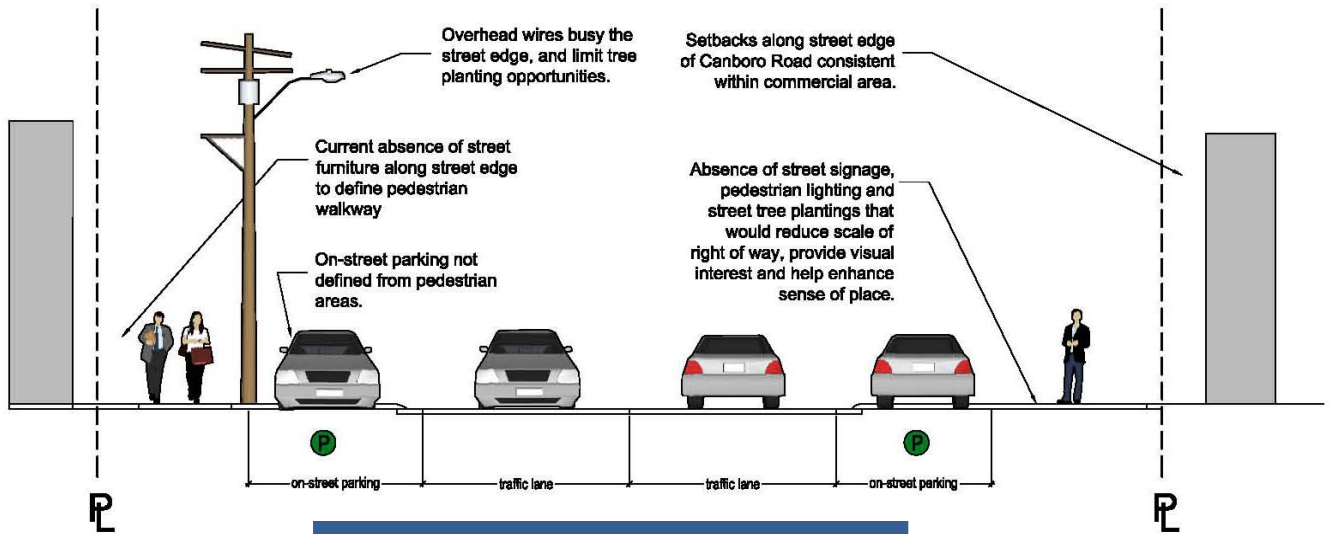
Demonstration examples:



Town of Pelham Community Improvement Plan

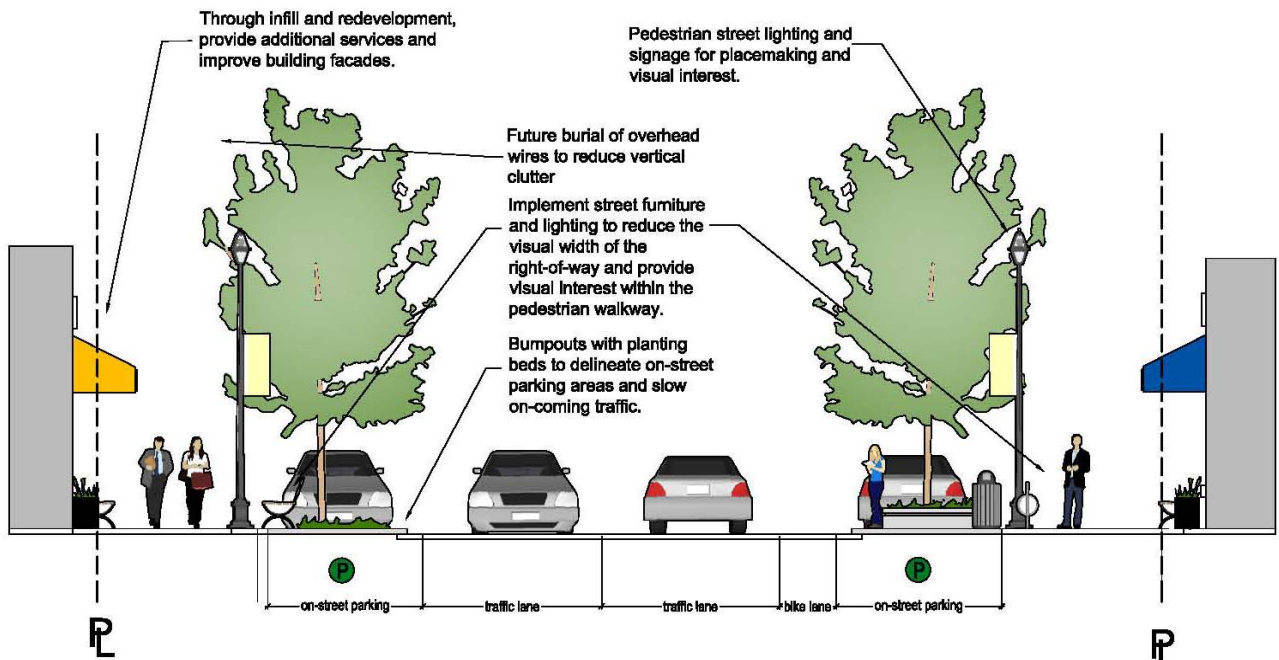
CANBORO ROAD – Existing

CANBORO ROAD - EXISTING CONDITION



CANBORO ROAD – Recommended

CANBORO ROAD - GENERAL RECOMMENDATIONS



Above: “Tightening” of Canboro Road right-of-way in Downtown Fenwick through Urban Design and Public Realm Plan recommendations.

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7.2.2.3 Infill Development and Redevelopment

There are several undeveloped or underutilized properties along Canboro Road in Downtown Fenwick that present opportunities for additional uses in the core and to reinforce the desired built form image in the area. Additionally, there are several buildings within Downtown Fenwick that warrant redevelopment, given their building condition and current form. Ideally new buildings would have multiple stories with uses above the ground floor retail uses, to provide additional above space and enhance the downtown activity, and to visually frame Canboro Road.

The overall goal of infill development and redevelopment within Downtown Fenwick should be built form that is visually attractive, oriented to the pedestrian scale, built close to the street edge, of an appropriate mass and height for the area, and in keeping with the small town character of the area. It is recommended that urban design guidelines be prepared to guide the design and development of infill and redevelopment projects within Downtown Fenwick. These guidelines should provide guidance on such matters as building location and setbacks, facade design and architectural elements, building height and massing, and lighting and signage treatment, among other elements.

Demonstration examples:



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7.2.2.4 Pedestrian Connections

Downtown Fenwick is currently an automobile-dominated environment in terms of physical design and actual use. Similar to Fonthill but to a lesser extent, the current physical design of streets and the streetscape within Downtown Fenwick clearly favours vehicular travel over pedestrian travel. Pedestrian routes across the principal streets are not clearly defined, which would provide visual cues to both drivers and pedestrians as to appropriate crossing routes within the downtown and an overall safer pedestrian environment.

Generally, the overall pedestrian system should be improved in terms of connections and design. It is recommended that the pedestrian crossing of Canboro Road at the Maple Street intersection be better defined visually and physically through the use of paving materials and colours. A defined pedestrian crossing to the east, near the eastern gateway, may be needed to improve pedestrian connections between the north and south sides of the street should also be investigated. It is recommended that sidewalks along Canboro Road be reconstructed to enhance the pedestrian environment along this main street. Additionally, it is recommended that a pedestrian connection between Downtown Fenwick and Centennial Park be considered, either on-street or off-street.

Demonstration examples:



Town of Pelham Community Improvement Plan

7.2.2.5 Facade Improvements

Downtown Fenwick does not have the advantage of high quality heritage buildings to build on and provide visual cues to new development. Fenwick, like Fonthill, is relatively young in terms of built form and reflects a more contemporary and functional architecture. This is in contrast to other small town downtowns and traditional main streets that can capitalize on the heritage features and value in their building stock when enhancing the public realm environment in their downtowns.

Façade improvements are warranted for most buildings within Downtown Fenwick. The existing streetscape contains a unique, “organic” feel, which workshop participants appreciated and which should be built upon and not entirely transformed as part of the urban design guidelines. The overall goal of façade improvements within Downtown Fenwick should be to enhance the pedestrian-orientation and the visual appeal and identity of the area. Façade improvements may include elements such as improvement to: (a) signage placement and treatment; (b) design of door and window design and location; (c) awning and canopy installation; (d) façade materials; (e) roofline design and treatment; and (f) pedestrian-oriented lighting. It is recommended that the Urban Design Guidelines prepared for Downtown Fenwick include guidelines for these elements.

Demonstration examples:



7.3 Further Study

7.3.1 Urban Design Guidelines

A high quality, well-designed, and urban environment is necessary to attract people and businesses to Downtown Fonthill and Downtown Fenwick. To this end the preparation of urban design guidelines is warranted for both Downtown Fonthill and Downtown Fenwick, specific to downtown development and redevelopment, to express the Town's built form expectations and to guide the design and development of both private sector developments and public sector developments and public works projects.

The urban design guidelines should guide infill development, redevelopment, and façade improvement by addressing, at a minimum, the following elements:

- Elevation design – front entry location and orientation, window placement and treatment, roof design, incorporation of utilities and services, signage, awnings, ;
- Building siting – building setbacks, heights, and massing;
- Architecture – architectural theme, variety and compatibility along streetscape, architectural features;
- Materials – primary and secondary materials, number of materials, variety and harmony of colours, preferred materials; and
- Priority lots – enhanced and upgraded elevation design for corner buildings, gateway buildings, and terminating vista buildings;
- Streetscape – design and location of streetscape amenities, including garbage receptacles, lighting, benches, planters, and bicycle racks, and
- Design review – establishment of a design review process.

7.3.2 Streetscape Plans

The Urban Design and Public Realm Plans above have recommended numerous improvements to the public realm along the principal downtown streets in both Fonthill (Pelham Street, Highway No. 20, Pelham Town Square) and Fenwick (Canboro Road). However, these are general in nature and to be specifically designed and detailed to ensure a comprehensive and coordinated product can be achieved. Given this, the preparation and approval of streetscape plans should be undertaken, complete with specific details and locations of the streetscape elements and cost information, to ensure a comprehensive program of improvement can be developed. Such a process needs to involve the Town of Pelham, the Region (particularly for Highway No. 20), business and property owners along the affected streets, and the general public.

7.4 Summary of Recommendations

The following are a summary of the recommendations made in the above sections regarding the land use framework and Urban Design and Public Realm Plans for Downtown Fonthill and Downtown Fenwick:

7.4.1 Downtown Fonthill

1. Tie the boundaries of the “Downtown” designation in the Official Plan for Downtown Fonthill to the boundaries of the CIP Project Area boundary through a Town-initiated Official Plan Amendment.
2. Consider a Town-initiated Zoning By-law Amendment that removes permissions for auto-related uses such as fuel outlets and service stations for properties within the downtown boundary.
3. Ensure Town Council is flexible for Downtown Fonthill when considering development proposals and zoning by-law amendments for relief from certain zoning regulations, provided the overall vision and intent for the Downtown is maintained.
4. Consider Zoning By-law Amendments, either privately or Town-initiated, to rezone the properties on Church Hill Street that have been recommended for inclusion in the CIP Project Area boundary to commercial zones permitting “downtown” type uses.
5. Review the overall transportation network within Downtown Fonthill and the surrounding areas (both within the Town of Pelham and the surrounding municipalities) through the Transportation Master Plan exercise.
6. Incorporate landscaped features at the key gateways to Downtown Fonthill, that are coordinated with the overall streetscape design, which announce arrival to the downtown area and provide a sense of identity.
7. Improve the treatment of the streetscape along Pelham Street, including burial of overhead wires, coordinated design of amenity features, street tree and landscape plantings, painting of vehicular lanes, decorative light standards, and banner material.
8. Improve the treatment of the streetscape along Highway No. 20, including burial of overhead wires, coordinated design of amenity features, street tree and landscape plantings, painting of vehicular lanes, decorative light standards, and banner material.
9. Undertake a functional redesign of the intersection of Highway No. 20 and Pelham Street, which could include leveling of the intersection grades, improved surface treatment defining vehicular and pedestrian routes, improved turning and through movements, and traffic calming measures.

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10. Use a new civic building to visually terminate the view from Pelham Street, reinforce a civic presence in Downtown Fonthill, and more effectively link Pelham Street with Pelham Town Square.
11. Undertake a master plan exercise for the Town Hall site that accommodates a number of elements, including the identifying the preferred location and massing of a new civic building in addition to opportunities for retaining and enhancing Peace Park, additional off-street downtown parking, and incorporating on-street parking on Pelham Town Square.
12. Encourage that new buildings through redevelopment or infill development be placed near the public street edge and are of an appropriate height, scale and massing so as to frame the street.
13. Visually define a crossing of Pelham Street at the intersection with Pelham Town Square through unique surface treatment of the street in order to differentiate pedestrian routes.
14. Formalize existing pedestrian connections at mid-block locations between Pelham Street and Pelham Town Square, particularly to rear parking areas, and considered additional mid-block pedestrian connections between Pelham Street and rear parking areas as infill development and redevelopment occurs along Pelham Street.
15. Strengthen the connection between Downtown Fonthill and Marlene Stewart Street Park with a more defined route and more apparent entrance signage along Highway No. 20.
16. Implement a façade improvement program for Downtown Fonthill to enhance and promote the downtown's identity by developing a more coherent, creative and attractive appearance within downtown, which emphasize the pedestrian-orientation and the visual appeal and identity of the area.
17. Consider a reconfiguration and redesign of the rear parking areas of the properties along the east side of Pelham Street, initiated by private landowners and supported where possible by the Town, to consolidate such areas for potential parking efficiency, access, and streetscape improvements.
18. Prepare urban design guidelines specific to Downtown Fonthill that express the Town's built form expectations and guide the design and development of both private sector developments and public sector projects and also provide guidance to the façade improvement program.
19. Prepare and approve streetscape plans for Pelham Street and Highway No. 20 within Downtown Fonthill that provide specific details regarding the location and costing of streetscape design and design elements, with the process coordinated between the Town, the Region, downtown business and property owners, and the general public.

7.4.2 Downtown Fenwick

1. Tie the boundaries of the land use designations in the Official Plan for Downtown Fenwick to the boundaries of the CIP Project Area boundary through a Town-initiated Official Plan Amendment.
2. Consider a Town-initiated Zoning By-law Amendment that removes permissions for auto-related uses such as fuel outlets and service stations for properties within the downtown boundary, and also provides the same regulations as is the case for Downtown Fonthill in respect to front yard setbacks and building heights.
3. Incorporate landscaped features at the key gateways to Downtown Fenwick, that are coordinated with the overall streetscape design, which announce arrival to the downtown area and provide a sense of identity.
4. Improve the treatment of the streetscape along Canboro Road, and the subject portion of Maple Street, including burial of overhead wires, coordinated design of amenity features, street tree and landscape plantings, design definition of the flag pole location, painting of vehicular lanes, decorative light standards, and banner material.
5. Encourage that new buildings through redevelopment or infill development be placed near the public street edge and are of an appropriate height, scale and massing so as to frame the street.
6. Visually define a crossing of Canboro Road at the intersection with Maple Street, and an additional crossing further east along Canboro Road near the entrance to the downtown area, through unique surface treatment of the street in order to differentiate pedestrian routes.
7. Implement a façade improvement program for Downtown Fenwick to enhance and promote the downtown’s identity by developing a more coherent, creative and attractive appearance within downtown, which emphasize the pedestrian-orientation and the visual appeal and identity of the area.
8. Prepare urban design guidelines specific to Downtown Fenwick that express the Town’s built form expectations and guide the design and development of both private sector developments and public sector projects and also provide guidance to the façade improvement program.
9. Prepare and approve streetscape plans for Canboro Road and Maple Street within Downtown Fenwick that provide specific details regarding the location and costing of streetscape design and design elements, with the process coordinated between the Town, the Region, downtown business and property owners, and the general public.

8.0 INCENTIVE PROGRAMS

8.1 Critical Community Improvement Needs

In order for the Vision for Downtown Fonthill and Downtown Fenwick to be realized, the critical needs identified during the SWOT Analysis and the public consultation process need to be addressed and overcome. Based on the input received from members of the public at the two public meetings, the Downtown Beautification Committee, and Town staff, the following are the critical community improvement needs in Downtown Fonthill and Downtown Fenwick that can be addressed through the development and implementation of incentive programs:

- a) Improve the condition, appearance and architectural character of commercial and mixed use buildings and properties, especially building facades, including front, side and rear building facades;
- b) Improve the quality and attractiveness of commercial signage and storefronts/display areas;
- c) Attract new investment in the form of adaptive reuse, rehabilitation and redevelopment to vacant and underutilized buildings;
- d) Attract new development to vacant lots;
- e) Attract more retail stores selling consumer goods (Downtown Fonthill);
- f) Attract a wider range of retail uses and services (Downtown Fenwick); and,
- g) Increase the number of people living in the two downtown areas so there is more support for existing and new businesses in these areas.

8.2 Approach

The financial incentive programs contained in this CIP represent a comprehensive tool kit of programs specifically designed to address the above noted critical needs, and over time, help achieve the Vision for Downtown Fonthill and Downtown Fenwick. These financial incentive programs are designed to encourage private sector investment, rehabilitation, adaptive reuse, redevelopment, and construction activity in the two downtown commercial areas.

The programs contained in this CIP are referred to as a “toolkit” because once the CIP is adopted and approved, the incentive programs in the CIP can be activated by Council, one or more at a time, based on Council approval of the implementation of each program, subject to the availability of funding. The programs are also referred to as a “toolkit” because once activated, these programs can be used individually or together by an applicant. General requirements that apply to all the programs contained in this CIP and program specific requirements have been included in this CIP to help ensure that the Vision for both downtown areas will be achieved while protecting the financial interests of the Town of Pelham.

The balance of Section 8.0 provides a description of each of the financial programs, including the program purpose, type, eligibility criteria and requirements. Table 2 provides a summary of each incentive program contained in this CIP. Administrative guidelines for each of the incentive programs contained in this CIP are provided in Appendices B to G. These appendices do not form part of the CIP, and therefore may be changed from time to time, as required, without amendment to this Plan.

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Table 2 Summary of Incentive Programs

Program	Description	Regional Participation (current as of date of CIP)	Critical Community Improvement Needs Addressed (see Section 8.1 above)
8.4 Commercial Building Facade Improvement Grant Program	<p>Grant equal to 50% of the cost of eligible facade and storefront improvement/ restoration works to commercial, institutional and mixed use buildings.</p> <p>Maximum grant per property/project for front facade and storefront improvement/ restoration works is \$12,500.</p> <p>At discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$7,500 may be provided where said rear and/or side facades are highly visible.</p>	Region will match Town grant to a maximum of \$5,000 from the Region	a, b, c, e, f
8.5 Commercial Building Improvement Loan Program	<p>No interest loan equal to 70% of cost of eligible interior and exterior building maintenance and improvement works to commercial, institutional and mixed use buildings.</p> <p>Minimum loan per property/project is \$5,000.</p> <p>Maximum loan per property/project is \$20,000.</p>	Region will match Town loan to a maximum loan of \$10,000 from the Region	a, c, e, f
8.6 Revitalization Grant Program	<p>Annual grant equal to 70% of the increase in Town property taxes for up to 10 years after project completion.</p> <p>The project must result in an increase in assessment and property taxes.</p>	Region will match the percentage of the Town grant for the same time period	a – g
8.7 Residential Intensification Grant Program	<p>Grant equal to \$15 per sq.ft. of residential space rehabilitated or created to a maximum grant of \$15,000 per unit and a maximum of 5 units per property/project.</p> <p>Maximum grant per property/project is \$75,000.</p>	Region will match Town grant to a maximum of \$5,000 per unit.	a, c, d, g

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<p>8.8 Planning Fees Grant Program</p>	<p>Grant equal to 100% of the fees paid for a wide range of development application and building permit types.</p>	<p>N/A</p>	<p>a – g</p>
<p>8.9 Public Art Grant Program</p>	<p>Grant equal to 50% of the cost of eligible art pieces and displays on public property or private property where the art is clearly visible to the public.</p> <p>Minimum grant per property is \$2,000. Maximum grant per property is \$5,000.</p>	<p>N/A</p>	<p>a, c, d, e, f</p>
<p>8.10 Development Charge Exemption Program¹</p>	<p>Exemption from payment of 75% of the Town Development Charge.</p>	<p>Region will provide a reduction of 50% of Regional Development Charge, plus an additional reduction of 50% exemption if project incorporates at least 3 of the Region’s 5 Smart Growth principles</p>	<p>a, c, d, g</p>

¹ This program does not form part of this CIP.

8.3 General Program Requirements

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

- a) Application for any of the incentive programs contained in this Plan can be made only for properties within the Downtown Fonthill Community Improvement Project Area or the Downtown Fenwick Community Improvement Project Area, as shown in Figures 10 and 11, respectively;
- b) An application for any financial incentive program contained in this CIP must be submitted to the Town prior to the commencement of any works to which the financial incentive program will apply and prior to application for building permit;
- c) If the applicant is not the owner of the property, the applicant must provide written consent from the owner of the property to make the application;
- d) An application for any financial incentive program contained in this CIP must include plans, estimates, contracts, reports and other details as required by the Town to satisfy the Town with respect to costs of the project and conformity of the project with the CIP;
- e) Review and evaluation of an application and supporting materials against program eligibility requirements will be done by Town staff, who will then make a recommendation to Town Council or Council's designate. The application is subject to approval by Town Council or Council's designate;
- f) Each program in this CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable);
- g) As a condition of application approval, the applicant may be required to enter into a loan or grant agreement with the Town. This Agreement will specify the terms, duration and default provisions of the incentive to be provided. This Agreement is also subject to approval by Town Council or Council's designate;
- h) Where other sources of government and/or non-profit organization funding (Federal, Provincial, Municipal, CMHC, Federation of Canadian Municipalities, etc...) that can be applied against the eligible costs are anticipated or have been secured, these must be declared as part of the application. Accordingly, the loan/grant may be reduced on a pro-rated basis;
- i) The Town reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant;

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- j) The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant and/or loan;
- k) If the applicant is in default of any of the general or program specific requirements, or any other requirements of the Town, the Town may delay, reduce or cancel the approved grant and/or loan, and require repayment of the approved grant and/or loan;
- l) The Town may discontinue any of the programs contained in this CIP at any time, but applicants with approved grants and/or loans will still receive said grant and/or loan, subject to meeting the general and program specific requirements, and applicants with approved loans will still be required to repay their loans in full;
- m) All proposed works approved under the financial incentive programs and associated improvements to buildings and/or land must conform to any Downtown Design Guidelines put in place by the Town in the respective community improvement project areas, and all other Town guidelines, by-laws, policies, procedures, and standards;
- n) All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the Town;
- o) Existing and proposed land uses must be in conformity with applicable Official Plan(s), Zoning By-law and other planning requirements and approvals at both the local and regional level;
- p) All improvements made to buildings and/or land shall be made pursuant to a Building Permit, and/or other required permits, and constructed in accordance with the Ontario Building Code and all applicable zoning requirements and planning approvals;
- q) When required by the Town outstanding work orders, and/or orders or requests to comply, and/or other charges from the Town must be satisfactorily addressed prior to grant and/or loan approval/payment;
- r) Property taxes must be in good standing at the time of program application and throughout the entire length of the grant/loan commitment;
- s) Town staff, officials, and/or agents of the Town may inspect any property that is the subject of an application for any of the financial incentive programs offered by the Town; and,
- t) Eligible applicants can apply for one, more or all of the incentive programs contained in this CIP, but no two programs may be used to pay for the same eligible cost. Also, the total of all grants and loans provided in respect of the particular property for which an applicant is making application under the programs contained in this CIP and any other CIPs, shall not exceed the eligible cost of the improvements to that property under all applicable CIPs.

8.4 Commercial Building Facade Improvement Grant Program

8.4.1 Purpose

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

8.4.2 Description

This program will provide a grant equal to 50% of the cost of eligible front facade and storefront improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$12,500. At the discretion of Council, a separate grant equal to 50% of the cost of eligible side and/or rear facade improvement and restoration works to commercial, institutional and mixed use buildings up to a maximum grant per property/project of \$7,500 may be provided where said rear and/or side facades are highly visible from:

- a) Pelham Street, Highway 20, or Pelham Town Square (in the case of the Downtown Fonthill Community Improvement Project Area); or,
- b) from Canboro Road, Welland Road or Maple Street (in the case of the Downtown Fenwick Community Improvement Project Area).

8.4.3 Eligibility Criteria and Program Requirements

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

- a) The following types of facade restoration and improvement works on commercial, institutional and mixed use buildings are considered eligible for a matching grant under this program:
 - i) repair or replacement of storefront, including repair or replacement of storefront doors and windows;
 - ii) repair or repointing of facade masonry and brickwork;
 - iii) repair or replacement of cornices, parapets, eaves and other architectural details;
 - iv) repair or replacement of awnings or canopies;
 - v) facade painting and cleaning/treatments;
 - vi) addition of new lighting/upgrading of existing fixtures on exterior facade and in entrance and storefront display areas;
 - vii) installation/improvement of signage (as permitted by the Sign By-law);
 - viii) consolidation of driveway access and egress points for rear parking areas;
 - viii) landscaping, including plant materials (to a maximum of 15% of the approved grant amount);
 - ix) architectural/design fees required for eligible works (to a maximum of 10% of the grant amount); and,
 - x) other similar repairs/improvements as may be approved.

8.5 Commercial Building Improvement Loan Program

8.5.1 Purpose

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

8.5.2 Description

This program will provide a no interest loan equivalent to 70% of the cost of eligible interior and exterior building and maintenance improvement works to commercial, institutional and mixed use buildings up to a maximum loan per property/project of \$20,000. The minimum loan will be \$5,000.

The loan will be repayable over a 5 year period and the Town will require that security for the loan be registered against title of the property. Repayment will occur at a rate of 15% per year, with a final balloon payment at the end of the 5 years.

8.5.3 Eligibility Criteria and Program Requirements

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

- a) The following types of building maintenance and improvement works on commercial, institutional and mixed use buildings are considered eligible for a loan under this program:
 - i) entrance modifications to provide barrier-free accessibility
 - ii) installation/upgrading of fire protection systems;
 - iii) repair/replacement of roof;
 - iv) structural repairs to walls, ceilings, floors and foundations;
 - v) water/flood/weatherproofing;
 - vi) repair/replacement of windows and doors;
 - vii) extension/upgrading of plumbing and electrical services for the creation of retail, office or residential space;
 - viii) installation/alteration of required window openings to residential spaces;
 - ix) required improvements to heating and ventilation systems;
 - x) individual servicing upgrades required as the result of a major servicing upgrade program, e.g., upgrading of individual electrical service or water service as a result of these services being upgraded along the street; and,
 - xi) other similar repairs/improvements related to health and safety issues, as may be approved.

8.6 Revitalization Grant Program

8.6.1 Purpose

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

8.6.2 Description

This program will provide a tax increment based grant equivalent to 70% of the municipal (Town and Region) property tax increase for up to 10 years following completion of an eligible project where that project creates an increase in assessment, and therefore an increase in property taxes. The grant will be paid annually once the eligible project is complete, building inspection has taken place, the property has been reassessed, and the new property taxes have been paid in full for the year. Pre-project Municipal taxes will be determined before commencement of the project at the time the application is approved. For purposes of the grant calculation, the increase in Municipal taxes will be calculated as the difference between pre-project Municipal taxes and post-project Municipal taxes that are levied as a result of re-valuation of the property by the Municipal Property Assessment Corporation (MPAC) following project completion. The grant will be recalculated every year based on post-project Municipal taxes in that year. Grant payments will cease when the total grant along with all other grants and loans provided equals the cost of rehabilitating the lands and buildings, or after 10 years, whichever comes first.

8.6.3 Eligibility Criteria and Program Requirements

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

- a) The following types of projects are considered eligible for this program:
 - i) existing commercial, residential and mixed use buildings, vacant properties and parking lots where the redevelopment or rehabilitation project results in an increase in the assessed value and taxes on the property²;
- b) As a condition of grant application, the Town may require the applicant to submit a Business Plan, with said plan to the Municipality's satisfaction;
- c) As a condition of grant application, the Town may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with Downtown Design Guidelines, as well as impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind);
- d) If during the grant period, a building receiving a revitalization grant is demolished, all grant payments shall cease and the Town reserves the right to require repayment of the grant payments; and,

² This program does not apply to any project that creates less than two net residential units.

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- e) If during the grant period, a building/property designated under the Ontario Heritage Act receiving a revitalization grant is demolished or any of the heritage features are altered in any way that would compromise the reasons for designation, all grant payments shall cease and the Town reserves the right to require repayment of the grant payments.

8.7 Residential Intensification Grant Program

8.7.1 Purpose

To promote the construction of residential units through conversion of excess commercial and vacant space on upper stories of commercial and mixed use building to residential units; residential intensification; and the infilling of vacant lots with residential units.

8.7.2 Description

The Residential Intensification Grant Program will provide a grant equal to 50% of the cost of rehabilitating existing residential units and/or constructing new residential units on the basis of \$15 per square foot of habitable floor space rehabilitated or constructed, to a maximum of \$15,000 per unit, and a maximum of 5 units per property/project. The Residential Intensification Grant Program can be used for rental or ownership units. If used for ownership units, the grant may apply to buildings that fall under the *Condominium Act*. The Grant will be paid once all construction is complete and the Town has conducted all final inspections.

8.7.3 Eligibility Criteria and Program Requirements

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

- a) The following types of projects are considered eligible for a grant under this program:
 - i) renovations to existing residential units in a mixed use building to bring these units into compliance with the Building Code, Property Standards By-law and the Fire Code;
 - ii) existing commercial or mixed use building where two or more net residential units are created; and,
 - iii) vacant lot (including parking lots) converting to mixed use or residential use where two or more net residential units are created.
- b) As a condition of grant approval, the Town may require the applicant to submit for approval professional design/architectural drawing(s) which shall be in conformity with Downtown Design Guidelines, as well as impact studies such as traffic studies and studies of microclimatic conditions (sun, shadow, wind).

8.8 Planning Fees Grant Program

8.8.1 Purpose

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

8.8.2 Description

This program will provide a grant equal to 100% of the fee paid on planning and development applications. The Planning Fees Grant will be paid once all construction is complete and the Town has conducted all final inspections pertinent to all permits eligible for grants.

8.8.3 Eligibility Criteria and Program Requirements

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

- a) The following types of planning and development applications and building permits are considered eligible for this program:
 - i) Official Plan Amendment;
 - ii) Zoning By-law Amendment;
 - iii) Minor Variance;
 - iv) Consent to Sever;
 - v) Site Plan Control and Development Agreements;
 - vi) Plan of Subdivision/Condominium;
 - vii) Parkland Dedication Fee;
 - viii) Rental Housing Protection Act;
 - ix) Sign Permit;
 - x) Sidewalk Café Permit; and,
 - xi) Encroachment Agreement.

Other permits issued by the Town that are not listed above, but which advance the purpose of this program, may be considered.

8.9 Public Art Grant Program

8.9.1 Purpose

To promote the uniqueness, sense of place, community spirit and vibrancy of Downtown Fonthill and Downtown Fenwick through the provision of art forms on both public and private properties, where such art can be enjoyed by the public.

8.9.2 Description

This program will provide a grant equal to 50% of the cost of eligible art pieces and displays on public property or on private property (including the exterior of buildings) that are clearly visible to the public. The minimum grant per property will be \$2,000, up to a maximum grant per

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property of \$5,000 with a maximum of one application per property. All art pieces and displays must be pre-approved by the Town.

8.9.3 Eligibility Criteria and Program Requirements

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

- a) The following types of art are considered eligible for a grant under this program:
 - i) murals;
 - ii) sculptures;
 - iii) paintings;
 - iv) local heritage based art pieces and displays;
 - v) interactive art pieces and displays; and,
 - vi) any other art piece or display as approved by Town Council.
- b) The following types of costs are considered eligible for a grant under this program:
 - i) materials;
 - ii) installation; and,
 - iii) lighting and landscaping that highlights the public art.
- c) All art pieces and displays must be of a durable nature and able to withstand the elements over a lengthy period of time.
- d) All property owners must agree to enter into a contract with the Town regarding the ongoing maintenance and use of space for the public art.

8.10 Development Charge Exemption Program

8.10.1 Purpose

To promote development of vacant and underutilized sites and redevelopment on commercial and mixed use properties throughout the two Community Improvement Project Areas by providing a major economic catalyst in the form of a reduction of the often significant development charges that must be paid when a property is developed or redeveloped and additional commercial space and/or residential units are created.

8.10.2 Description

Downtown Fonthill and Downtown Fenwick are already serviced with adequate water and sanitary sewer services and the road network capacity is adequate. Redevelopment in these two Community Improvement Project Areas may result in incremental increases in demand for both hard and soft services. However, it is recognized that the costs to provide these incremental services will be substantially lower than to provide new infrastructure and other services to greenfield areas. Therefore, there is a financial rationale for a significantly lower development charge for redevelopment projects in Downtown Fonthill and Downtown Fenwick.

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

The Region's most recent Development Charges By-law (No. 62-2009) came into effect on September 1, 2009. This By-law reduces the Regional development charge payable by 50% for development located within the boundaries of designated central urban areas as set out in Schedule D of Regional By-law No. 62-2009, or on a brownfield site. The Region provides a further 50% reduction of Regional development charges payable for development located within the boundaries of designated central urban areas or on a brownfield site where said development includes at least three of the five Regional Smart Growth principles.

The entire Downtown Fonthill Community Improvement Project Area and the entire Downtown Fenwick Community Improvement Project Area are not currently included in the Region's designated central urban areas for the 50%-100% reduction of Regional Development Charges. However, the Region does make provision for local municipalities to add additional areas within the urban boundary for reduction of Regional Development Charges, where the addition of such areas is supported by an approved CIP. Therefore, it is recommended that the Town of Pelham request that the Region add the two Community Improvement Project Areas to the Areas for Regional Development Charges Exemption upon adoption of the two Community Improvement Project Areas by by-law and adoption and approval of this CIP.

The Town's Development Charge Exemption Program will automatically exempt residential, commercial, and mixed use development and redevelopment projects that create additional commercial space and/or residential units in the project area from 75%³ of the Town development charge. This 75% exemption will be applied at the time Town development charges are normally paid. As the required amendments to the Town's Development Charges By-law and the Region's Development Charge Exemption Program are outside the scope of the *Planning Act*, the Development Charge Exemption Program has only been referenced in this Plan, and does not form part of this Plan. Therefore, it is recommended that the Development Charge Exemption Program be incorporated into the Town's Development Charges By-law.

8.10.3 Eligibility Criteria and Program Requirements

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

- a) The following types of projects are considered eligible for the program:
 - i) new commercial, residential or mixed use development on vacant lots, including parking lots;
 - ii) expansions to existing commercial and mixed use buildings;
 - iii) conversion of non-commercial space to commercial space; and
 - iv) redevelopment of mixed use buildings that creates additional commercial space and/or residential units.

³ This 75% exemption from Town development charges does not form part of the CIP.

9.0 IMPLEMENTATION STRATEGY

As described in the previous sections, there are a number of actions required to implement the Vision outlined in this CIP. These include actions to implement the Land Use, Urban Design and Public Realm Improvement Strategy and the Incentive Programs. Table 3 below summarizes these actions and identifies the organization(s) responsible for implementation, key stakeholders who can assist with implementation, and recommended timing of implementation for each action. Timing is in relation to timing of the approval of the CIP, with recommended actions to take place in the short term (0-2 years), medium term (2 – 5 years), and long term (5+ years). Table 3 also identifies the priority of each action as medium, high and very high.

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

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

Therefore, the Town of Pelham may engage in any of these activities and use its powers under the *Municipal Act, 2001* to promote the undertaking of the Land Use, Urban Design and Public Realm Improvement Strategy contained in this CIP, recommended actions in other approved plans and reports, and recommendations that are identified and approved by the Town in the future.

The Region of Niagara also offers a Public Domain Incentives Program. This program offers grants to local municipalities for the undertaking of infrastructure projects and public realm improvements. Local municipalities must apply to the Region for said grants. Applications must meet certain eligibility requirements and applications are evaluated by way of a competitive process supported by business case justification. Funds will be granted based on a matching basis with the Region's share not to exceed 50% of the overall project cost. The maximum Regional grant for any individual project will be \$100,000. The project applied for must be a public realm improvement identified in, or in compliance with, municipal planning documents including CIPs, Secondary Plans, and Official Plans. Therefore, application to the Region's Public Domain Incentives Program can be made by the Town for any of the public realm improvement actions included in this CIP.

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Table 3 Implementation Strategy

Incentive Programs						
	Lead Organization(s)	Key Stakeholders	Timing			Priority
Action			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
1. Implement the Commercial Building Facade Improvement Grant Program	Town	Region of Niagara Property Owners Business Owners Downtown Beautification Committee	X			Very High
2. Implement the Commercial Building Improvement Loan Program	Town	Region of Niagara Property Owners Downtown Beautification Committee	X			High
3. Implement the Revitalization Grant Program	Town	Region of Niagara Property Owners	X			Very High
4. Implement the Residential Intensification Grant Program	Town	Region of Niagara Property Owners	X			High
5. Implement the Planning Fees Grant Program	Town	Property Owners Business Owners	X			Medium
6. Implement the Public Art Grant Program	Town	Region of Niagara Property Owners Downtown Beautification Committee	X			High
7. Implement the Development Charge Exemption Program	Town	Region of Niagara Property Owners	X			High

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Table 3 Implementation Strategy (Continued)

Downtown Fonthill – Land Use, Urban Design and Public Realm Improvement Strategy						
	Lead Organization(s)	Key Stakeholders	Timing			Priority
Action			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
1. Amend Town’s Official Plan to make boundary of Downtown Fonthill consistent with the Downtown Fonthill Community Improvement Project Area.	Town	Region of Niagara	X			Very High
2. Consider Town-initiated Zoning By-law Amendment that removes permissions for auto-related uses such as fuel outlets and service stations within Downtown Fonthill Community Improvement Project Area.	Town	Property Owners	X			High
3. Ensure Town Council is flexible for Downtown Fonthill when considering development proposals and zoning by-law amendments for relief from certain zoning regulations, provided the overall vision and intent for the Downtown is maintained.	Town	Property Owners	X	X	X	High
4. Consider Zoning By-law Amendments, either privately or Town-initiated, to rezone the properties on Church Hill Street that have been recommended for inclusion in the Community Improvement Project Area boundary to commercial zones permitting “downtown” type uses.	Town	Property Owners	X			Very High
5. Review overall transportation network within Downtown Fonthill and the surrounding areas (both within the Town of Pelham and the surrounding municipalities) through the Transportation Master Plan exercise.	Town	Region of Niagara	X	X		High

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Table 3 Implementation Strategy (Continued)

Downtown Fonthill – Land Use, Urban Design and Public Realm Improvement Strategy (Continued)						
Action	Lead Organization(s)	Key Stakeholders	Timing			Priority
			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
6. Incorporate landscaped features at key gateways to Downtown Fonthill.	Town	Region of Niagara Downtown Beautification Committee	X	X		Very High
7. Improve the treatment of the streetscape along Pelham Street.	Town	Downtown Beautification Committee	X	X		Very High
8. Improve the treatment of the streetscape along Highway No. 20.	Region	Town Downtown Beautification Committee	X	X		High
9. Undertake a functional redesign of the intersection of Highway No. 20 and Pelham Street.	Town Region				X	Very High
10. Use a new civic building to visually terminate the view from Pelham Street, reinforce a civic presence in Downtown Fonthill, and more effectively link Pelham Street with Pelham Town Square.	Town	Downtown Beautification Committee Property Owners Business Owners General Public		X	X	Very High
11. Undertake a master plan exercise for the Town Hall site.	Town	Downtown Beautification Committee Property Owners Business Owners General Public	X	X		Very High
12. Encourage new buildings through redevelopment or infill be placed near the public street edge and are of an appropriate height, scale and massing.	Town	Property Owners Downtown Beautification Committee	X	X	X	Very High

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Table 3 Implementation Strategy (Continued)

Downtown Fonthill – Land Use, Urban Design and Public Realm Improvement Strategy (Continued)						
	Lead Organization(s)	Key Stakeholders	Timing			Priority
Action			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
13. Visually define a crossing of Pelham Street at the intersection with Pelham Town Square through unique surface treatment of the street.	Town	Downtown Beautification Committee	X			Very High
14. Formalize existing pedestrian connections at mid-block locations between Pelham Street and Pelham Town Square, particularly to rear parking areas, and consider additional mid-block pedestrian connections between Pelham Street and rear parking areas as infill development and redevelopment occurs along Pelham Street.	Town	Property Owners Business Owners Downtown Beautification Committee	X	X		High
15. Strengthen connection between Downtown Fonthill and Marlene Stewart Streit Park with a more defined route and more apparent entrance signage along Highway 20.	Town	Region Downtown Beautification Committee		X		Medium
16. Consider reconfiguration and redesign of rear parking areas of properties along east side of Pelham Street to consolidate such areas.	Property Owners	Town		X		Very High
17. Prepare urban design guidelines for Downtown Fonthill.	Town	Property Owners Business Owners Downtown Beautification Committee	X			Very High
18. Prepare and approve streetscape plans for Pelham Street and Highway No. 20.	Town	Region of Niagara Property Owners Business Owners Downtown Beautification Committee	X Pelham Street		X Highway No. 20	Very High

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Table 3 Implementation Strategy (Continued)

Downtown Fenwick – Land Use, Urban Design and Public Realm Improvement Strategy						
	Lead Organization(s)	Key Stakeholders	Timing			Priority
Action			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
1. Amend Town’s Official Plan to make boundary of Downtown Fenwick consistent with the Downtown Fenwick Community Improvement Project Area.	Town	Region of Niagara	X			Very High
2. Consider Town-initiated Zoning By-law Amendment that removes permissions for auto-related uses such as fuel outlets and service stations within Downtown Fenwick Community Improvement Project Area, and also provides the same regulations in respect to front yard setbacks and building heights as in Downtown Fonhill.	Town	Property Owners	X			High
3. Incorporate landscaped features at key gateways to Downtown Fenwick.	Town	Region of Niagara Downtown Beautification Committee	X	X		Very High
4. Improve the treatment of the streetscape along Canboro Road, and the subject portion of Maple Street.	Town	Downtown Beautification Committee	X	X		Very High
5. Encourage new buildings through redevelopment or infill be placed near the public street edge and are of an appropriate height, scale and massing.	Town	Property Owners Downtown Beautification Committee	X	X	X	Very High
6. Visually define a crossing of Canboro Road at the intersection with Maple Street, and an additional crossing further east along Canboro Road near entrance to the downtown area, through unique surface treatment of the street.	Town	Downtown Beautification Committee		X		High

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Table 3 Implementation Strategy (Continued)

Downtown Fenwick – Land Use, Urban Design and Public Realm Improvement Strategy (Continued)						
	Lead Organization(s)	Key Stakeholders	Timing			Priority
Action			Short Term (0-2 years)	Medium Term (2-5 years)	Long Term 5+ years	
7. Prepare urban design guidelines for Downtown Fenwick.	Town	Property Owners Business Owners Downtown Beautification Committee	X			Very High
8. Prepare and approve streetscape plans for Canboro Road and Maple Street.	Town	Property Owners Business Owners Downtown Beautification Committee		X		Very High

10.0 MONITORING PROGRAM

10.1 Purpose

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

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

The Pelham CIP is not intended to be a static planning document. It is intended to be a proactive plan for economic and community renewal and revitalization in Downtown Fonthill and Downtown Fenwick. Therefore, information types a) and b) above will be used by the Town to periodically adjust the incentive programs to make them even more relevant and user friendly. Information type c) will be utilized to provide regular reports to Council on the amount of private sector investment being leveraged by the municipal incentive programs and the economic benefits associated with these private sector projects. Ultimately, the purpose of the monitoring program is to provide Town staff and Council with the information required to make knowledgeable and well informed decisions about how to adjust the incentive programs in order to help ensure that the Vision for Downtown Fonthill and Downtown Fenwick is realized over time.

10.2 Description

Monitoring of the uptake and performance of the incentive programs should be done on a regular basis and these monitoring results reported to Council annually or semi-annually. As well, feedback from users of the incentive programs should be considered and utilized to adjust the incentive programs in order to improve their effectiveness and ensure that the incentive programs are effective for a range of project types and sizes in the two Community Improvement Project Areas. Similarly, monitoring of progress on implementation of the Land Use, Urban Design and Public Realm Improvement Strategy should be done regularly and reported to Council on an annual basis.

Table 4 presents a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. In addition to these quantitative economic measures, the Town should also attempt to monitor the qualitative results of the CIP in terms of its social and community benefits. This could include the impact of public realm improvement projects on existing businesses and community pride, and the number and size of public/community events held in Downtown Fonthill and Downtown Fenwick. Regular qualitative observations should be conducted by Town staff of the individual and cumulative impact of both public and private CIP projects on Downtown Fonthill and Downtown Fenwick. These qualitative measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 4.

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Table 4 Variables to be Monitored

Program	Variable
8.4 Commercial Building Facade Grant Program	<ul style="list-style-type: none"> - Number of applications by type of facade improvement (front/side/rear) and \$ amount of grant; - Total \$ amount of grants - Type and cost (\$) of total facade improvements; - Cost (\$) of other building improvements/construction; - Increase in assessed value of participating properties; and - Increase in municipal (Town and Region) and education property taxes of participating properties; - Number of program defaults.
8.5 Commercial Building Improvement Loan Program	<ul style="list-style-type: none"> - Number of applications by type of interior and exterior building improvement and \$ amount of loan; - Total \$ amount loaned out - Type and cost (\$) of total interior and exterior building improvements; - Total \$ value of construction; - Square footage of commercial and institutional space rehabilitated and/or added; - Number of new businesses successfully occupying the space (1 year post project completion) - Increase in number of residential units/ size of units (sq.ft.) - Increase in assessed value of participating properties; - Increase in municipal (Town and Region) and education property taxes of participating properties; - Number and net \$ amount of loan defaults.
8.6 Revitalization Grant Program (RGP)	<ul style="list-style-type: none"> - Number of applications; - Total \$ amount of grants; - Total \$ value of construction; - Number of residential units by type and square footage of residential space rehabilitated, converted or added; - Square footage of commercial and institutional space rehabilitated or added; - Number of new businesses successfully occupying the space (1 year post project completion) - Increase in assessed value of participating properties; - Increase in municipal (Town and Region) and education property taxes of participating properties; - Jobs created/maintained by the project; and - Number of program defaults.
8.7 Residential Intensification Grant Program	<ul style="list-style-type: none"> - Number of applications; - Total \$ amount of grants - Square footage of habitable floor space created; - Number of units created by type (rental, ownership, 1 bedroom, 2 bedroom, 2+ bedroom); - Total \$ value of construction; - Increase in assessed value of participating properties; - Increase in municipal (Town and Region) and education property taxes of participating properties; - Number of program defaults.

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Table 4 (Cont'd) Variables to be Monitored

Program	Variable
8.8 Planning Fees Grant Program	<ul style="list-style-type: none"> - Number, type and \$ amount of planning application fees grant - Number and \$ value of parkland dedication fee grant - Space (sq.ft.) rehabilitated or constructed - Residential units/sq.ft. rehabilitated or constructed - Total \$ value of construction
8.9 Public Art Grant Program	<ul style="list-style-type: none"> - Number of applications; - Total \$ amount of grants - Number of projects on private and public property - Type and subject of art installation, i.e., mural, sculpture, other for local heritage, community spirit, etc... - Total \$ value of construction, installation, etc...;
8.10 Development Charge Grant Program	<ul style="list-style-type: none"> - \$ amount of development charge exempted by project; - Total \$ amount of development charges exempted - Number of residential units by type and square footage of residential space converted, rehabilitated or constructed; - Square footage of commercial space rehabilitated or constructed; - Total \$ value of construction; - Increase in assessed value of participating properties; and - Increase in municipal (Town and Region) and education property taxes of participating properties.

It is also recommended that the Downtown Beautification Committee be maintained as a Committee to assist the Town in monitoring implementation of the CIP once it is adopted and approved so that Town staff can regularly meet with, and report to this Committee. The members of the Downtown Beautification Committee can then provide valuable feedback on implementation of the Incentive Programs and the Land Use, Urban Design and Public Realm Improvement Strategy to Town staff.

10.3 Program Adjustments

The individual incentive programs contained in this CIP can be activated, deactivated or discontinued by Council without amendment to this Plan. Over time, feedback from monitoring of the CIP may lead to minor revisions to the programs contained in this CIP. Therefore, the Town may periodically review and adjust the terms and requirements of any of the programs contained in this Plan, without amendment to the Plan. Such minor changes will be provided to the Minister of Municipal Affairs and Housing for information purposes only. Increases in funding provided by the financial incentives contained in this CIP, the addition of any new incentive programs to this CIP, or an expansion of the Community Improvement Project Area will require a formal amendment to this Plan in accordance with Section 28 of the *Planning Act*.

11.0 MARKETING STRATEGY

11.1 Key Objective and Messages

It is very important to the successful implementation of this CIP that the City's incentive programs and the leadership role being taken by the Town through the Land Use, Urban Design and Public Realm Improvement Strategy be effectively communicated to property owners, business owners, developers, potential end users, and residents within the community improvement project areas, within the Town of Pelham, within the Region of Niagara, and beyond. The purpose of this Marketing Strategy is to proactively and regularly advertise and market the City's incentive programs and the planned improvements and actions being taken by the Town to actively support revitalization within the two community improvement project areas.

It is recommended that the City budget for and implement a Marketing Strategy to:

- a) provide direction on how to obtain information on available incentive programs, including program guides and application forms, as well as assistance and advice from Town staff on making application for the incentive programs;
- b) inform property and business owners and developers with regard to actions planned by the Town to improve the investment environment within the community improvement project areas;
- c) publicize recent development and business activity and success stories within the community improvement project areas.

11.2 Target Audience

The Marketing Strategy should be targeted to:

- a) Existing property owners and business owners in the two community improvement project areas;
- b) Business owners outside the community improvement project areas, both within the Town of Pelham and within the Region;
- c) Business associations both within and outside the community improvement project areas;
- d) Support professionals, including real estate professionals, lending institutions such as banks and trust companies, planning consultants, architects, and others; and,
- e) the general public.

11.3 Marketing Tools

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

- a) A Publication, e.g., a newsletter, containing a description of the financial incentive programs available from the Town, including general program requirements and how to apply, highlights of planned public realm improvements and updates on public realm improvements that are under construction, and profiles of projects and new/ expanded businesses that take advantage of the CIP incentive programs;

Town of Pelham Community Improvement Plan

- b) Profiling of the incentive programs and downtown revitalization success stories in planning and economic development publications, newsletters and other publications published by the Town of Pelham and Region of Niagara;
- c) Stories in local media (newspaper, radio, web) on the CIP, public realm improvements and revitalization success stories in the two community improvement project areas.
- d) Enhancement of the Town's web page via addition of access to information on the available incentive programs and the aforementioned newsletter;
- e) Periodic presentations to the target audience on the CIP, available incentives programs, Town activities/ public realm improvements, business and redevelopment success stories in the community improvement project areas, and,
- f) Media Releases and profiles of successful projects and initiatives should be sent to local and outside media.

12.0 CONCLUSION

This CIP is based on a community developed Vision for Downtown Fonthill and Downtown Fenwick. The programs and actions contained in this CIP have been developed specifically to address the key impediments to revitalization identified during the detailed SWOT Analysis. The preparation of this CIP has benefitted greatly from extensive community consultation through input provided by the project Steering Committee, the Downtown Beautification Committee, and input provided as the result of two well attended public meetings that both included workshop sessions.

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

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

The investment made by the Town in this CIP will be augmented and supported by the Region's Smarter Niagara programs which are designed to support local community improvement plan initiatives. In summary, the revitalization of Downtown Fonthill and Downtown Fenwick will benefit not only business and property owners in those commercial areas, but also residents, business and property owners in Pelham and the wider regional community as a whole.

APPENIDX A

**DETAIL SUMMARY NOTES FROM DOWNTOWN FONTHILL AND
DOWNTOWN FENWICK PUBLIC MEETING NO. 1**

**Pelham Community Improvement Plan
Public Open House & Workshop – Downtown Fonthill (July 8, 2008)
Consultation Summary**

Question	Group 1	Group 2	Group 3	Group 4
1. Weaknesses & Threats	<ul style="list-style-type: none"> • Not ‘walkable’ • Building conditions • Parking/poor – format/unclear • Traffic volumes • ‘Service corridor’ • Access location to Town Square • Utilities – ugly • Greenery/appropriateness • Rear yard – treatment • Boundary – bakery <ul style="list-style-type: none"> - N. side of 20 - Station Street - Remove plaza/Tim’s 	<ul style="list-style-type: none"> • No architecture/‘feeling’ needs Canadian • Things to make you stop • Traffic – needs to slow • Pedestrian crossing at intersection • Width – speed • Lighting poor • Utility wires • Historic buildings – covered – recognize • Sidewalks narrow/parking unorganized • Poor Town Square connections/entrance • Parking lots poor • ‘Horrible’ signs/port signs • Poor ‘quality of experience’ • Need more stopping & walking for retail • Signage for what’s here • Lack of architectural/design guidance 	<ul style="list-style-type: none"> • Takes away parking • Traffic – 20 Pelham – turns Town Square • Lack of on-street parking • Public transit – time of day • Irregularity of setback • Unpleasant look • Entrance to Fonthill • Lack of sidewalks into town – Pelham St. – Oakridge • Land use compatibility • Senior use - drugstores 	<ul style="list-style-type: none"> • Heavy traffic – trucks (Hwy. 20 & Pelham) • Traffic speed • Town Sq. & Pelham intersection – pedestrian danger at crosswalks • Overhead wires • Vacant lots (Hwy. 20 East) • Parking – not well defined; doesn’t encourage stopping & walking • Disconnected commercial areas • Walkability going uphill is poor • Distracted by heavy traffic • Need for one vision for all of Pelham
2. Strengths & Opportunities	<ul style="list-style-type: none"> • Opportunity to infill • Bandshell concerts/night market • Established Core businesses • ROW opportunity • Re-direction of parking • Physical location of Fonthill • Traffic • Topography • Close proximity of 	<ul style="list-style-type: none"> • Town now controls Pelham Street • Walkable – compact • Basic services here • Traffic - +/- • Town Square is heart • Desire to be a community • History – Niagara experience, wineries • Interesting businesses 	<ul style="list-style-type: none"> • Village Square – turn bus in, create walking area, bandshell, services, destination 	<ul style="list-style-type: none"> • Opportunity for central parking • Strong Pelham Business Association • Strong public interest and opportunity for change • Village Green (Town Square) with bandshell and farmers market • Opportunity to develop back

Town of Pelham Community Improvement Plan

	<ul style="list-style-type: none"> amenities/services affordability 	<ul style="list-style-type: none"> Kept rural roots – small town form Library Fruits & vegetables 		<ul style="list-style-type: none"> of properties on Pelham St. (around Town Sq.) Some businesses with nice facades Orchards Highest point in Niagara Peninsula Pelham Art Festival Market Library programs
3. Vision	<ul style="list-style-type: none"> No parking – Churchill – 20 Benches/plantings Traffic calming elements Truck traffic remove <u>Overhead wires</u> Roundabout Façade unity Sign by-law Street art – installations, sculptures Median Patios/restaurants Rear facades Parking rationale – rear ‘urban’ condition Wide walks Outdoor functions Kiosks for info Signage for pedestrians No trucks Infill Retail/restaurants Theatre Splash pad/fountain Bicycles Native – Carolinian species, tall Book/café shops 	<ul style="list-style-type: none"> Trees, nice easy slow flow on Pelham Small town Canadian theme, a pride & passion in community Central parking & walk Celebrates organics & environment Art centre, festivals 	<ul style="list-style-type: none"> Theme for core – inviting, attract tourism, character, dev. an identity Gathering place – benches, a place to go, social centre ‘Bus’/Intersection – change look, lights, benches, planting, boutiques, people friendly Reduce traffic on S. Pelham – large trucks Enhance Village Square – stores facing in Stop traffic on Church Hill A destination attraction – theme, theatre Accessibility – retirement haven 	<ul style="list-style-type: none"> Attractive lighting Attractive sidewalks – level, weed free, coloured brick Fountain Streetscaping Consideration for loading areas Re-route for trucks Speed enforcements Bike lanes Pedestrian crosswalk across Pelham St. Community functions – skating rink, outdoor at Peace Park (?) Town well marketed which attracts visitors to various Town activities Economically vibrant & accessible Fruit festivals Art festivals Unified community vision Community meeting centre Theatre

Town of Pelham Community Improvement Plan

	<ul style="list-style-type: none"> • Urban design guidelines • Pedestrian/commercial • Identity – tourism 			
4. Public Improvements	<ul style="list-style-type: none"> • Pelham Street rebuilt • Widened sidewalks • Better public signage • Traffic calming – emphasis to Rice Road • Lighting improvements • Upgrade of existing services/buildings • Emphasis on visibility and sightlines to amenities • Better sidewalks – access, width, mat’s • Bike storage • Dog amenities – improves walking opportunities, accommodations 	<ul style="list-style-type: none"> • Public improvements – slow • Walkable cafes with defined crosswalks • Visually appealing • Close street sometimes • People/benches • Children’s activities • A better Town Square with shops fronting • Celebrate our seasons • A charming, tree lined walkade & people oriented • Small town, in which the community takes pride, and celebrates its rural roots, history and the arts 	<ul style="list-style-type: none"> • Underground utilities • Repave Pelham Street • Sidewalks – accessible • Signage – parking, fit to theme, info centre & other municipal services • New Town Hall 	<ul style="list-style-type: none"> • None indicated
5. Financial Improvements	<ul style="list-style-type: none"> • Façade improvements • Tax incentives • Exemptions of DC’s 	<ul style="list-style-type: none"> • Façade guidelines • Municipal plan • Budget • Business help/workshops • Local shopping programs • Building permits waived • Flower pkg. stands 	<ul style="list-style-type: none"> • Façade • Res. Conversion • Tax abatement 	<ul style="list-style-type: none"> • None indicated

**Pelham Community Improvement Plan
Public Open House & Workshop – Downtown Fenwick (July 9, 2008)
Consultation Summary**

Question	Group 1	Group 2	Group 3
<p>1. Weaknesses & Threats</p>	<ul style="list-style-type: none"> • Limited business opportunities • Stagnant look • Pleasing approach to Village is off-set by a short “blink and you miss it” experience • Limited businesses that lure people to Village • Bake shop, farmer’s market are ideas for necessary “draws” • Approaches from Hwys. 20 & 24 are not memorable or pleasing • Lack of unity in shopping hours • Flagpole design needs improvement • Sub/bake shop (formerly pizza) and short-stay restaurant identities are disappointing • Perhaps too many restaurants for the size of the Village • Facades, utility poles are in need of improvement or change • Welland Road entry to Village is awkward – does not lend itself to right-hand turns • Significant high-speed traffic because of lack of noticeable traffic • Calming features on Canboro Road (i.e. cobblestone crosswalks etc.) • Lack of signage/entry markings – no gateway • Lack of similarity in building cohesiveness 	<ul style="list-style-type: none"> • Limited commercial opportunities • Too many outside businesses for smaller business success • Turnover • Challenge of drawing people to Fenwick • Aesthetics of Fenwick businesses – lack of similar theming (i.e. Ridgeville) • Structure of Town • Image lacking • No ‘rural’ definition • Wrong type of businesses coming to the area • Lack of public transit – connectivity for all • Less emphasis on parking/cars <ul style="list-style-type: none"> - bikes - trails - greenspace connectivity - horseback trails • Lack of rationale for ‘P’ areas • Canboro right-of-way crowded at times – traffic vs. parking • Streets not conducive for traffic <ul style="list-style-type: none"> - One way street • Services not easily accessible <ul style="list-style-type: none"> - Traffic speed - Density increase • Keep low density 	<ul style="list-style-type: none"> • Lack of street markings (parking & lanes) • Lack of parking signage • More greenery & trees • Lack of advertising • Commercial competition • Threat of traffic • Poor quality sidewalks (repair/replace) • Traffic speed & truck traffic • No spaces for kids

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<p>2. Strengths & Opportunities</p>	<ul style="list-style-type: none"> • Beauty in foliage: trees, flowers, etc. • Residential areas are pleasing • “It’s like reading a good book with a bad ending.” • Quaint • Cheese Shop is a strength • Façade commonality is a strong possibility, with exception of the bank • Tight, compact community brings walkability • Apartments on Canboro house potential village consumers/shoppers • Potential tourist attraction 	<ul style="list-style-type: none"> • Beautiful area • Local passion for Fenwick • Park system • Library – need for two? • Centennial Park underutilized • Mature trees – aesthetic • Post office • Meeting area improvements with facility upgrades • Model railway museum 	<ul style="list-style-type: none"> • Quiet & friendly • Social connection • A lot of history • Park (Church St.) – opportunity for another connection • Original buildings still there • ‘the people’ • Service clubs & activities • Fire hall, library & Centennial Park • Kid’s program • 3 schools
<p>3. Vision</p>	<ul style="list-style-type: none"> • Meeting place, social gathering place, possible use for library • People, attractive retirement community • A place to sit, chat, have a coffee (tea, ice-cream) • “old world look” should be retained • Softer, posher, more refined look, with beautiful signs • Classy but current • Not too modern – updating but not destroying the character • Old-fashioned attractive street lighting • Buried utility wire and poles • Planted street trees • Street art (i.e. banners, 3 dimensional art, etc.) • Village-type amenities – specialty shops • Annual celebrations to draw people to Fenwick year after year (in addition to fish fries, parades) • Natural foliage that is pleasing • Outgoing, friendly community sense • Uniqueness of the Village • Not simply updating, but upgrading • Variety of flowers – focal point on streets 	<ul style="list-style-type: none"> • Historic appearance • Town square • Focal point – social activity • Gathering • Signage and lighting suitable for area • WHRI – internet access • Sitting areas • Utility • Strength of community <ul style="list-style-type: none"> - Facilities - Specialty shops • Attraction to the area • Farmers market • Street trees • Suitable plant types • Centennial Park used to full potential <ul style="list-style-type: none"> - Plantings - Bikes - Sports - Water feature – pond, pool - Horseback opportunities • Small transit system – link areas as members of a community • Events – linking all areas; program 	<p><u>Fenwick in 10 years</u></p> <ul style="list-style-type: none"> • Flagpole stays & to be lit • Upgraded buildings • No buildings removed • New building complimentary • Historical plaque • Easier process for building owners • Peaceful setting remains • New library & fire hall • Safe environment for kids • Medical services • Local family restaurant

Town of Pelham Community Improvement Plan

	<ul style="list-style-type: none"> • Fountain feature • Not FenHick • Rearranging of flagpole intersection • Train theme • More pedestrian-dominated downtown area (i.e. slow vehicular traffic) • Baxter Lane could be park or pedestrian walkway • Close Baxter at Welland & Canboro • No “chain businesses” 	<p>linked events across Pelham</p> <ul style="list-style-type: none"> • Community spirit • Destination area • Roundabout • Flagpole – locate to model railway • Increased prominence – something to represent the area • Mailing address – ‘Pelham’ 	
4. Public Improvements	<ul style="list-style-type: none"> • Flagpole • Pedestrian trail from downtown to Centennial Park • Public washrooms needed • Streetscaping • Improved sidewalks • Street lighting • Buried utility poles • Benches, garbage bins etc. • Cobblestone • Street furniture • Baxter Lane pedestrian walkway/park 	<ul style="list-style-type: none"> • Benches • Park areas • Bicycle parking • Wires – gone • Signage • Heritage lighting • Theme through all installations • Facades – Urban Design Guidelines • Off road parking – promotes walkability • Improved walkways • Improved access to Centennial Park • Good access Canboro to Weber • Church Street improvements 	<ul style="list-style-type: none"> • Painted street lines • New street lights • Defined parking spaces • Buried wires • Defined crosswalk (brick) • New sidewalks • Community space/center • New street trees • New library & fire hall • Flagpole <ul style="list-style-type: none"> - lighting - New base - Plantings - Historical signage
5. Financial Improvements	<ul style="list-style-type: none"> • Façade improvement • Signage cohesiveness 	<ul style="list-style-type: none"> • Facades • Building grants for retail commercial • Heritage incentives • Venture Niagara opportunities • Public domain • Street trees (canopy programs) 	<ul style="list-style-type: none"> • Façade programs • Building improvement

APPENDIX B

Commercial Building Facade Improvement Grant Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP).

Town of Pelham Community Improvement Plan

Step 1 Application Submission

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

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

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

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

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

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

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

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

Step 2 Application Review and Evaluation

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

The determination of eligible works and costs and the recommendation on the application will be guided by Town approved Downtown Design Guidelines and any other Town approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

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

Town of Pelham Community Improvement Plan

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

Step 3 Application Approval

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

Step 4 Payment

Payment of the grant shall not take place until:

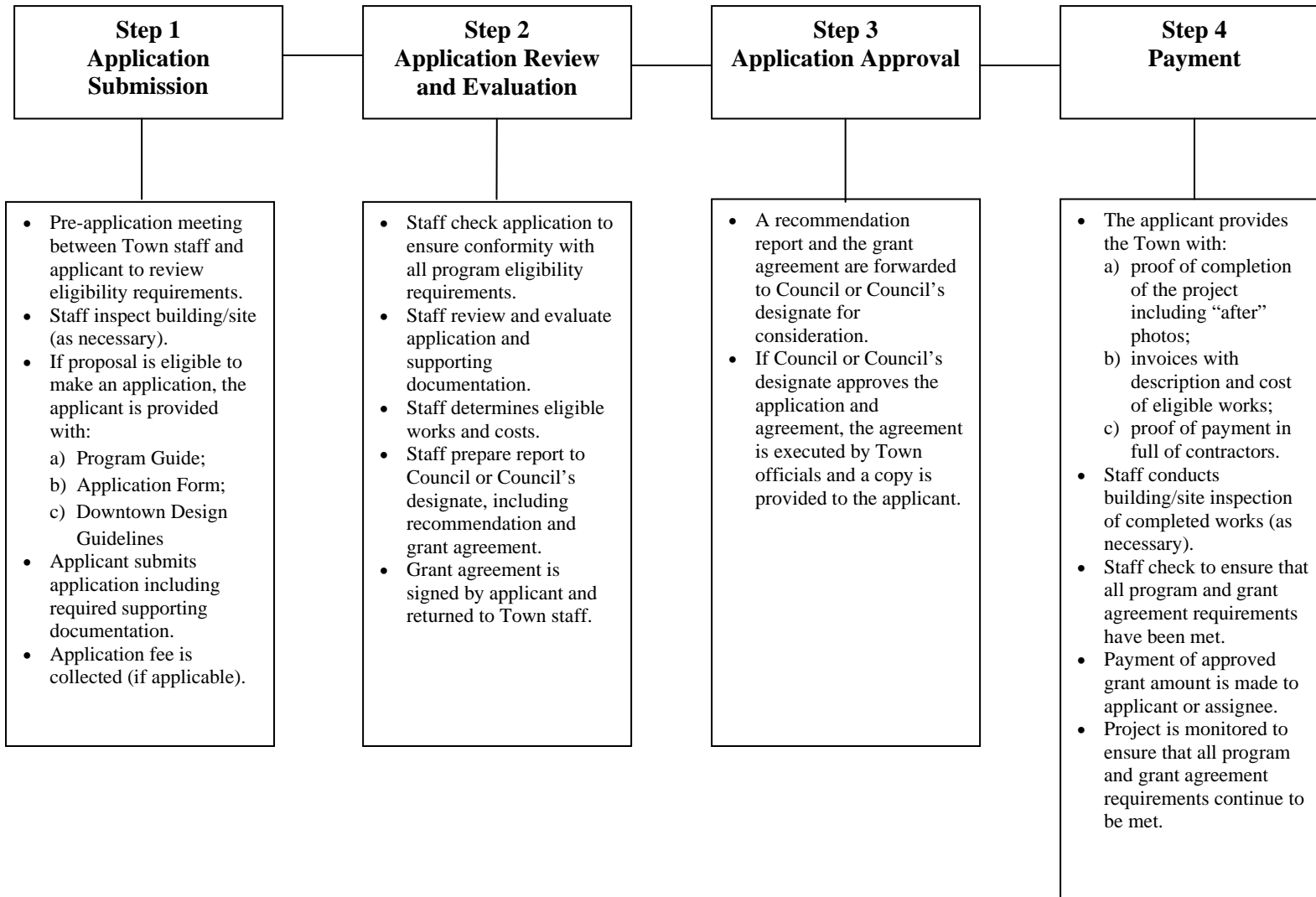
- a) the grant agreement has been executed by the applicant and the Town;
- b) construction of the eligible works is completed;
- c) photographic evidence of the completed works (satisfactory to the Town) has been submitted;
- d) staff have inspected the completed works (as necessary) to ensure that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

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

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

Town of Pelham Community Improvement Plan

Figure B-1 Commercial Building Facade Improvement Grant Program Administration



APPENDIX C

Commercial Building Improvement Loan Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP).

Town of Pelham Community Improvement Plan

Step 1 Application Submission

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

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

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

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

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

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

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

Step 2 Application Review and Evaluation

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

The determination of eligible works and costs and the recommendation on the application will be guided by Town approved Downtown Design Guidelines and any other Town approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

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

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

Town of Pelham Community Improvement Plan

timely fashion. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 Application Approval

The recommendation report along with the loan agreement (if recommendation report recommends approval) will be forwarded to Town Council or Council's designate for consideration. If Council or Council's designate approves the application and loan agreement, the agreement will be executed (signed and dated) by Town officials and a copy is provided to the applicant. The loan agreement and security for the full loan amount is registered on title.

Step 4 Payment

Release of the loan shall not take place until:

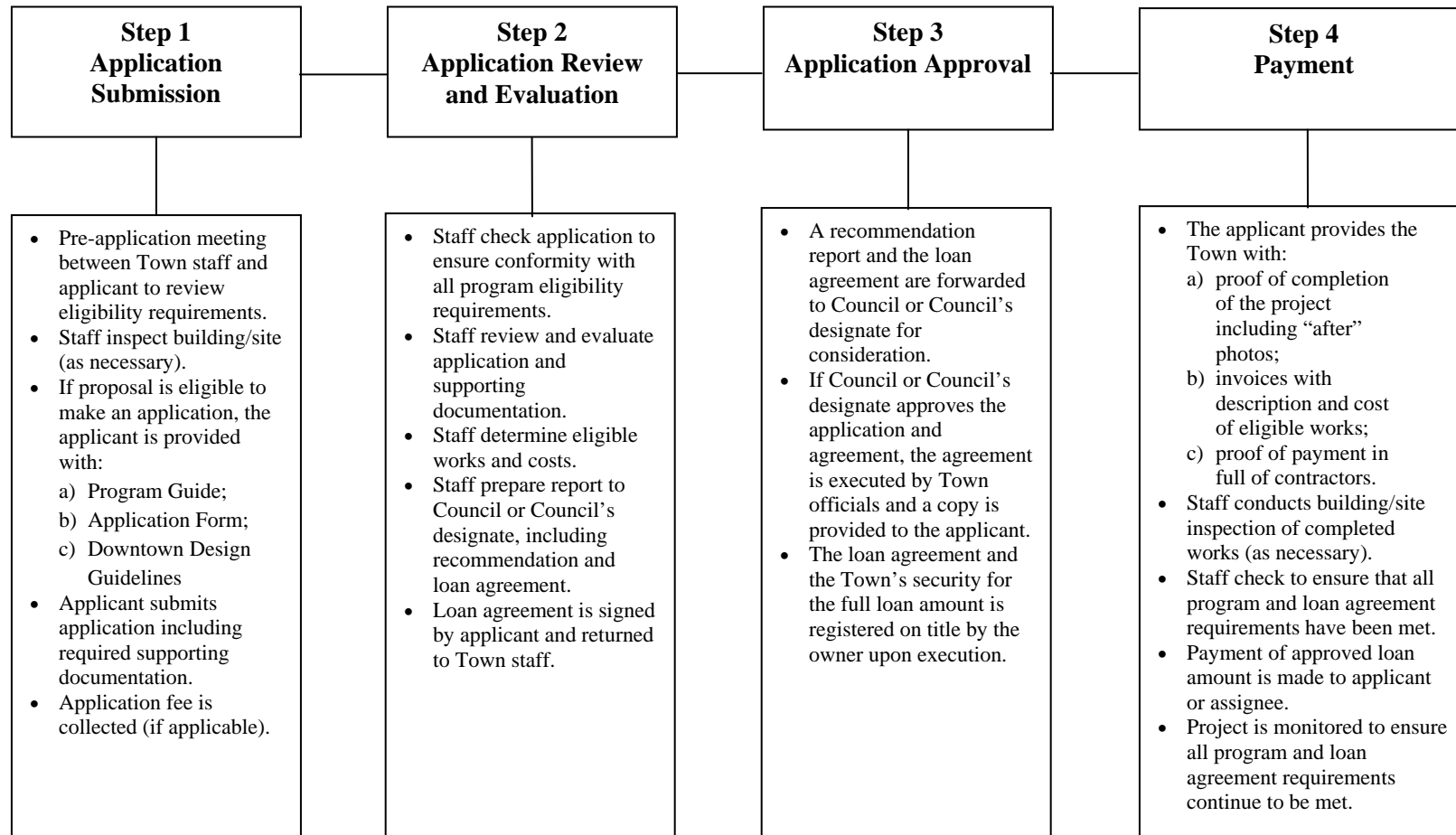
- a) the loan Agreement has been executed by the applicant and the Town;
- b) the loan has been secured via registration of the loan agreement and security in favour of the Town on title;
- c) construction of the eligible works is completed;
- d) photographic evidence of the completed works (satisfactory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

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

Partial loan advances prior to completion of construction may be considered in some cases. The loan is repayable in equal monthly payments over 5 years with 15% of the loan repayable every year and a lump sum payment of outstanding loan funds at the end of 5 years.

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

Figure C-1 Commercial Building Improvement Loan Program Administration



APPENDIX D

Revitalization Grant Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP).

Town of Pelham Community Improvement Plan

Step 1 – Application Submission

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

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

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

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

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

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

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by Town staff against program requirements and applicable Town guidelines. Town staff will determine the eligible works and costs. The determination of eligible works and costs and the recommendation on the application will be guided by Town approved Downtown Design Guidelines and any other Town approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

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

Town of Pelham Community Improvement Plan

⁴Town staff will utilize the actual pre-project Town property taxes and estimated post-project assessed value and applicable tax rates to calculate the estimated post-project property taxes, increase in Town and Regional property taxes, and the estimated annual and total grant amount to be provided.

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

Step 3 – Application Approval

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

Step 4 - Payment

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

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

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

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

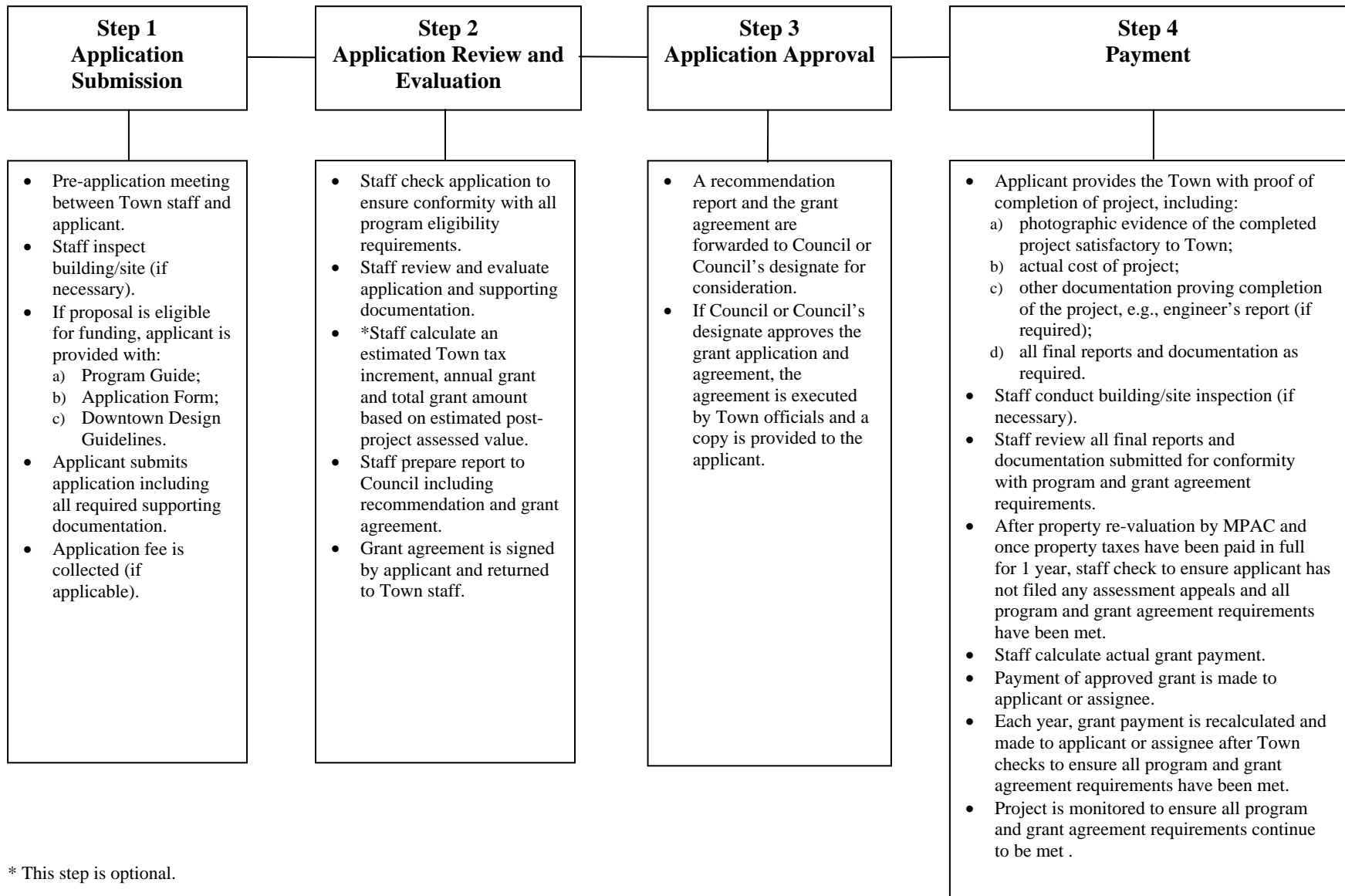
- a) the applicant has not filed any assessment appeals; and,
- b) all program and grant agreement requirements have been met.

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

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

⁴ This step is optional

Figure D-1 Infill, Intensification and Redevelopment Grant Program Administration



APPENDIX E

Residential Intensification Grant Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP).

Town of Pelham Community Improvement Plan

Step 1 – Application Submission

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

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

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

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

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

The applicant must provide evidence of financial capability to develop the property according to the terms of the program.

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

Step 2- Application Review and Evaluation

Applications and supporting materials and documentation are reviewed by Town staff against program requirements and applicable Town guidelines. Town staff will then determine eligible costs.

Town of Pelham Community Improvement Plan

The determination of eligible works and decision on the application will be guided by Downtown Design Guidelines and any other Town approved guidelines, as amended from time to time, and other appropriate reference material as determined by staff.

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

Step 3 – Application Approval

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

Step 4 - Payment

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

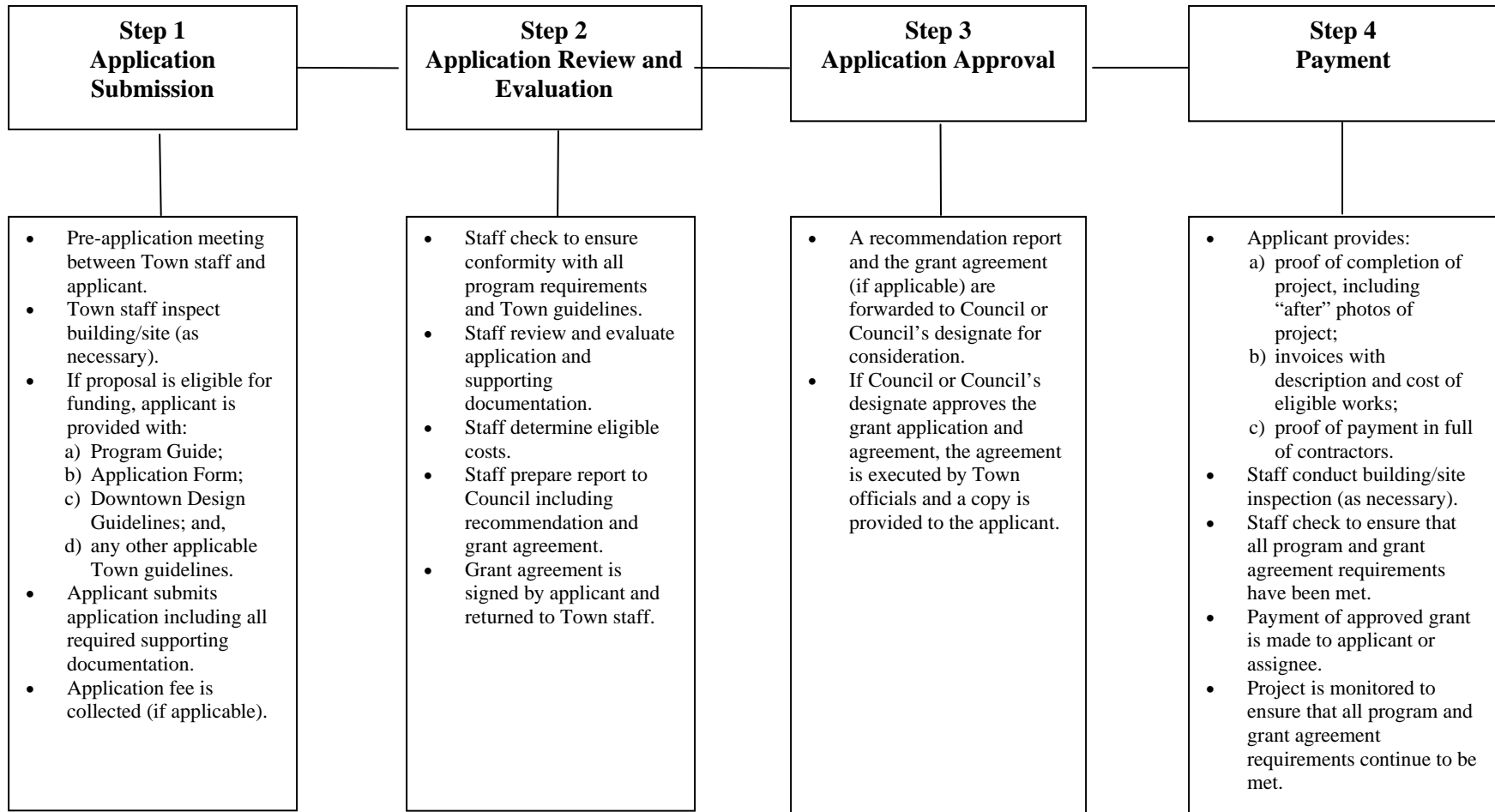
- a) photographic evidence of the completed works satisfactory to the Town;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works; and,
- c) proof of payment of contractors in full.

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

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

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

Figure E-1 Residential Intensification Grant Program Administration



APPENDIX F

Planning Fees Grant Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP).

Town of Pelham Community Improvement Plan

Step 1 Application Submission

Upon completion and substantial occupancy of the project, an application for a Planning and Fees Grant can be made.

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

Applications will include receipts for all eligible planning and development fees paid to the Town.

Step 2 Application Review and Evaluation

Applications and receipts materials will be reviewed by Town staff to determine eligible costs. A decision on the grant application will be made by Town staff, subject to delegation of this approval authority from Council.

It is recommended that all applications for a Planning Fees Grant be approved by Town staff.

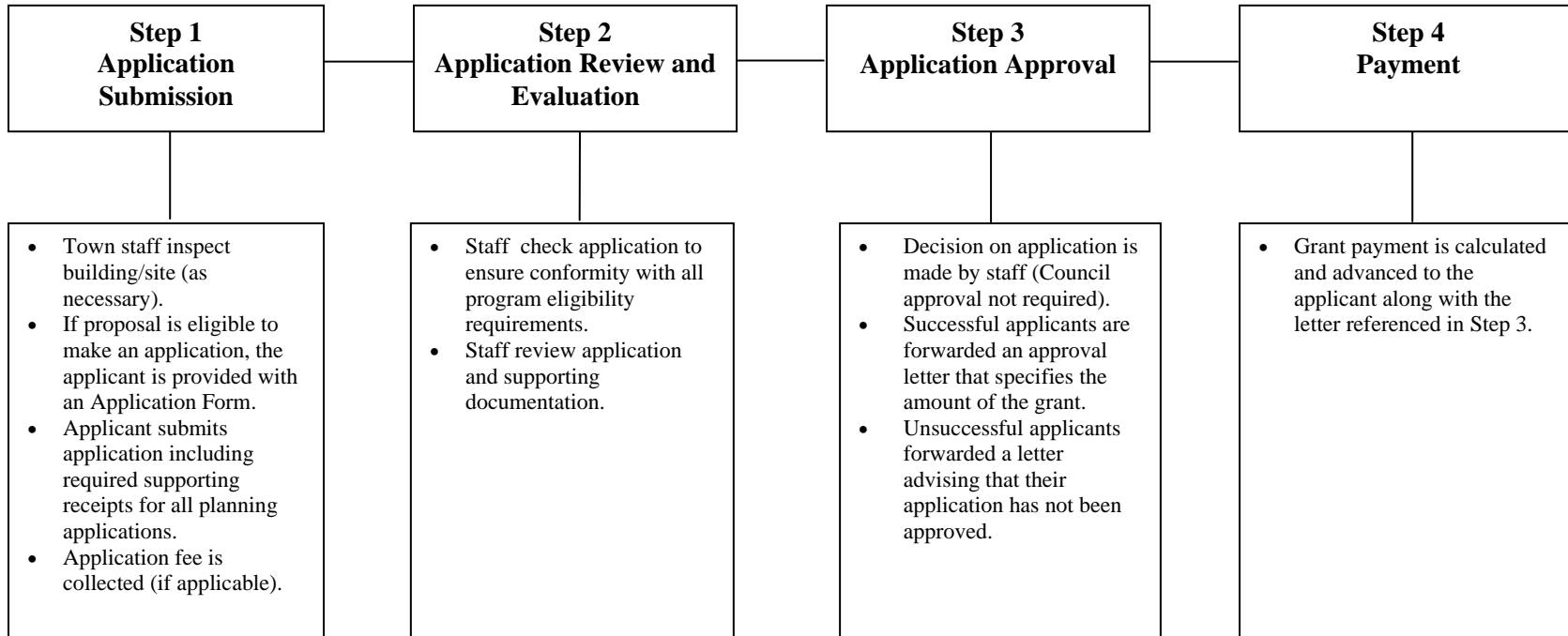
Step 3 Application Approval

If an application is approved, the applicant will be sent a letter that outlines the amount of the grant. If an application is not approved, the applicant will also be advised by letter.

Step 4 Payment

Grants approved under this program would be paid to the applicant at the same time as the approval letter referenced in Step 3 above.

Figure F-1 Planning and Building Fees Grant Program Administration



APPENDIX G

Public Art Grant Program Administration

(This appendix does not form an operative part of the Community Improvement Plan and may be changed from time to time, as required, without amendment to the CIP)

Town of Pelham Community Improvement Plan

Step 1 – Application Submission

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

Town staff will perform an initial site visit(s) and inspection(s) of the building/property where the public art is to be installed (if necessary).

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

The Town may request that applications for this program be accompanied by supporting documentation, including but not necessarily limited to drawings/models of the art work and a work plan for the art work(s) to be completed and installed.

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

Step 2- Application Review and Evaluation

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

A recommendation report will be prepared by Town staff. If this report recommends approval of the application, a grant agreement satisfactory to the Town Solicitor will also be prepared. This grant agreement will include conditions regarding the ongoing maintenance and use of space for the public art. This agreement will be forwarded to the applicant to be dated and signed. Once the signed agreement has been returned to the Town, the Council application approval process can commence.

Step 3 – Application Approval

The recommendation report along with the grant agreement (if report recommends approval) is forwarded to Council or Council's designate for consideration. If Council or Council's designate approves the application and grant agreement, the agreement is executed (signed and dated) by Town officials and a copy is provided to the applicant. This agreement must be registered on title by the applicant to ensure the ongoing maintenance and use of space for the public art should the property be sold.

Town of Pelham Community Improvement Plan

Step 4 - Payment

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

- a) photographic evidence of the completed works satisfactory to the Town;
- b) invoices for all eligible work done clearly showing the amount paid for eligible works, including materials, installation, and lighting and landscaping that highlights the public art; and,
- c) proof of payment of contractors in full.

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

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

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

Figure G-1 Public Art Grant Program Administration

