

SARNIA

Community Improvement Plan



December, 2020

 The Planning
Partnership

MDB Insight

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Executive Summary

Downtown Sarnia Recommendations

- 1 Evaluate City-owned parking lots for redevelopment potential and prioritize redevelopment partnerships which meet City objectives, including:
 - a. Multi-storey mixed use development and/or affordable housing;
 - b. A consistent street edge with active uses;
 - c. Fine grained street-level storefronts; and,
 - d. Connections to the waterfront.
- 2 Encourage private sector redevelopment of vacant or underdeveloped properties through Official Plan policies, pre-zoning, and incentive programs, prioritizing development which meets City objectives.
- 3 Consider updating the public open spaces at City Hall to create strong destinations, enliven the public realm, incorporate a wider range of functions and reflect contemporary urban design and landscape architectural standards.
- 4 Identify low traffic downtown streets for potential conversion to 'shared streets', where streets are redesigned to prioritize pedestrian travel and can act as informal open/gathering spaces, all the while maintaining low speed vehicular access. This can be done either through low-cost temporary interventions or through a permanent reconstruction. In particular, streets that dead-end at the waterfront can provide enhanced links and raise the profile of the downtown's waterfront connections.
- 5 Prepare a streetscape concept that would include defining key routes and connections through enhanced streetscaping.
- 6 Prepare a streetscape concept to include curb bump-outs at busy and/or wider intersections to shorten the street crossing for pedestrians and to provide opportunities for streetscaping elements, including plantings, seating and bicycle parking.
- 7 Prepare a streetscape concept to include special paving material for on-street parking areas along streets with a high concentration of retail. The paving will delineate a flexible space which can be used as curbside patios or extended sidewalks during warmer months and special events, and as parking at other times.
- 8 **Policy Recommendations**
 - a. More precision in defining the desired built forms, transition elements and mix of land uses within and throughout the Downtown would:
 - Clarify the built form (height and density) and transitional/interface (setbacks, stepbacks, angular planes and landscaping) objectives of the City and **establish a definitive environment for change**; and,
 - Pre-zone for appropriate forms of development in the implementing Zoning By-law to **reduce the risk of the development approval process**.
 - b. Further, the Official Plan should add further details for important urban parkland elements, appropriate for inclusion in the Downtown. Parkland dedication requirements for development/redevelopment in the Downtown should be reduced to specifically **reduce the cost of urban development/redevelopment**.
 - c. The waiver of parking requirements for the non-residential elements of new development/redevelopment in the Official Plan is an appropriate policy directive, and will further serve to **reduce the cost of urban development/redevelopment** within the Downtown.

Mitton Village Recommendations

- 1 Prepare a streetscape concept to guide the opportunity to widen sidewalks throughout Mitton Village to create a more pleasant pedestrian experience and to make room for streetscaping features such as street trees, benches, wayfinding and bicycle parking.
 - 2 Install more prominent streetscaping to link the Farmer's Market to 5-Corners and to the proposed event space.
 - 3 Wayfinding features/signage throughout Mitton Village to orient visitors and highlight nearby destinations and parking.
 - 4 Install enhanced crosswalks at major intersections, and particularly around the Farmer's Market, to facilitate safe pedestrian travel and to create a more permeable street network.
 - 5 Work with the Farmer's Market to prepare a concept to widen sidewalks, create flexible zones for vendors and minimize travel lanes in front of the Farmer's Market to permit market 'spill-over' with space for market activities, vendors, pop-ups, mobile bike shop, art installations etc. Test the idea as a pilot project for a few summer weekends.
 - 6 Work with the Farmer's Market to create a stronger street presence for the Market through building and signage improvements, including creating more windows/doors on the front facade to address the street.
 - 7 Undertake an analysis of parking within a 5 minute walk of the Farmer's Market. Develop a parking strategy that includes sharing parking within a short walk.
 - 8 Widen the pedestrian area at one or more of the '5-Corners' to create space for a landmark feature, signage/wayfinding and/or gathering space with enhanced streetscaping, creating a focal point for the community.
 - 9 Support the creation of an event space on the existing parking lot north of the 5-Corners. The event space would include:
 - a. Closing one of the entrances to create additional on-street parking;
 - b. Removing some parking stalls to create a permanent parkette;
 - c. Installing permanent event infrastructure, including a shelter/pavilion, a small stage, and servicing connections; and,
 - d. Repaving the parking lot in a new material, painting with bright colours, or other strategy to distinguish its new role as a part-time event space. Most of the parking lot would still be available for parking when there are no events.
 - 10 Work with the School Board to determine the best redevelopment plan for the school site.
- ### 11 Policy Recommendations
- a. More precision in defining the desired built forms, transition elements and mix of land uses within and throughout Mitton Village would:
 - Clarify the built form (height and density) and transitional/interface (setbacks, stepbacks, angular planes and landscaping) objectives of the City and **establish a definitive environment for change**; and,
 - Pre-zone for appropriate forms of development in the implementing Zoning By-law to **reduce the risk of the development approval process**.
 - b. Further, the Official Plan should add further details for important urban parkland elements, appropriate for inclusion in Mitton Village. Parkland dedication requirements for development/redevelopment in Mitton Village should be reduced to specifically **reduce the cost of urban development/redevelopment**.
 - c. The waiver of parking requirements for development/redevelopment in the Official Plan is an appropriate policy directive, and will further serve to **reduce the cost of urban development/redevelopment** within Mitton Village.

12 Zoning Recommendations

- a.** Overall, the City should consider a more comprehensive commitment to establishing Mitton Village as a fully mixed-use district. Part of that commitment should include explicit permission for artisan studios and maker spaces. Permission for a range of residential dwellings in townhouse and apartment built forms should be considered as well. The promotion of mixed-use and live-work buildings should be considered.
- b.** Within both the GC1 and GC2 Zones that are applicable to Mitton Village, the height limitation of 10 metres should be reviewed. Consideration of somewhat taller buildings (up to 18 to 20 metres) may be appropriate, as long as sensitive transitions to abutting stable neighbourhoods are included (enhanced setback and stepbacks, increased landscape requirements, application of an angular plane).
- c.** Further, there may be merit in considering Mitton Village more comprehensively, and establishing a “Mitton Village Specific” zoning category that would apply to the whole area, with a consistent, and more urban set of permitted uses and regulations. In addition, the City should consider pre-zoning all of Mitton Village to promote sensitive redevelopment and attract new investment.

Formula for Success Recommendations

- 1 Codify the area-specific directions through this Community Improvement Plan, and later the Official Plan and Zoning By-law, including establishing a clear vision and specific policy framework to guide future development.
- 2 Identify and prioritize public realm improvements and include these in the annual capital improvements budget.
- 3 Articulate objectives for private sector development and prepare a strategy to facilitate improvements.
- 4 Work with local stakeholders to share the responsibility for enhanced maintenance and festivals that activate and energize the community.
- 5 Develop a marketing and branding strategy.
- 6 Establish an inter-departmental committee, or similar, to coordinate among City departments with respect to aligning to City goals, updating standards/policies/documents to facilitate the achievement of these goals, and streamlining public and private projects that contribute to the vision for the Project Areas.
- 7 Review the Official Plan to ensure that language is used clearly, unambiguously, and consistently to facilitate the preferred type of development. This includes strong statements and policy direction regarding what the City would like to see, with a focus on built form, rather than land use.
- 8 Consider additional development types for 'as of right' permissions in the Official Plan and/or Zoning By-law, which are particularly desirable and which are unlikely to result in adverse impacts, to reduce the risk for developers. In other cases, minimize the complexity, and maximize the clarity of approval processes and related policy requirements.
- 9 Review the Official Plan and Zoning By-law to ensure that they are consistent and work together to achieve the vision for the Project Areas.
- 10 Consider opportunities for waiving or reducing development applications fees and/or Development Charges for development that meets City objectives.
- 11 Reduce or right-size parking standards in the Project Areas and/or provide easy mechanisms for accessing exceptions to parking requirements for development that meets City objectives.
- 12 Reduce parkland dedication/cash-in-lieu contributions.
- 13 Reduce Community Benefits Charges (if and when they are applied in Sarnia) for development that meets City objectives.



The Project Areas for the Sarnia Community Improvement Plan

1 Purpose of a Community Improvement Plan

A Community Improvement Plan (CIP) is a planning tool to support strategic community investment priorities. A CIP provides a framework for public investment opportunities in the public realm and the provision of incentive programs to assist the private sector to stimulate redevelopment and to facilitate property improvements. The Sarnia Community Improvement Plan applies to two areas:

Downtown and **Mitton Village**.

For each project area, the CIP articulates the key assets to leverage and challenges to overcome, a guiding vision, illustrates opportunities for change, reviews the current planning policy and makes recommendations. Urban design guidelines are included to provide direction for new development in all three project areas.

A formula for success is described with a summary of public realm investments and financial incentive programs. The monitoring and marketing of the CIP is also described.

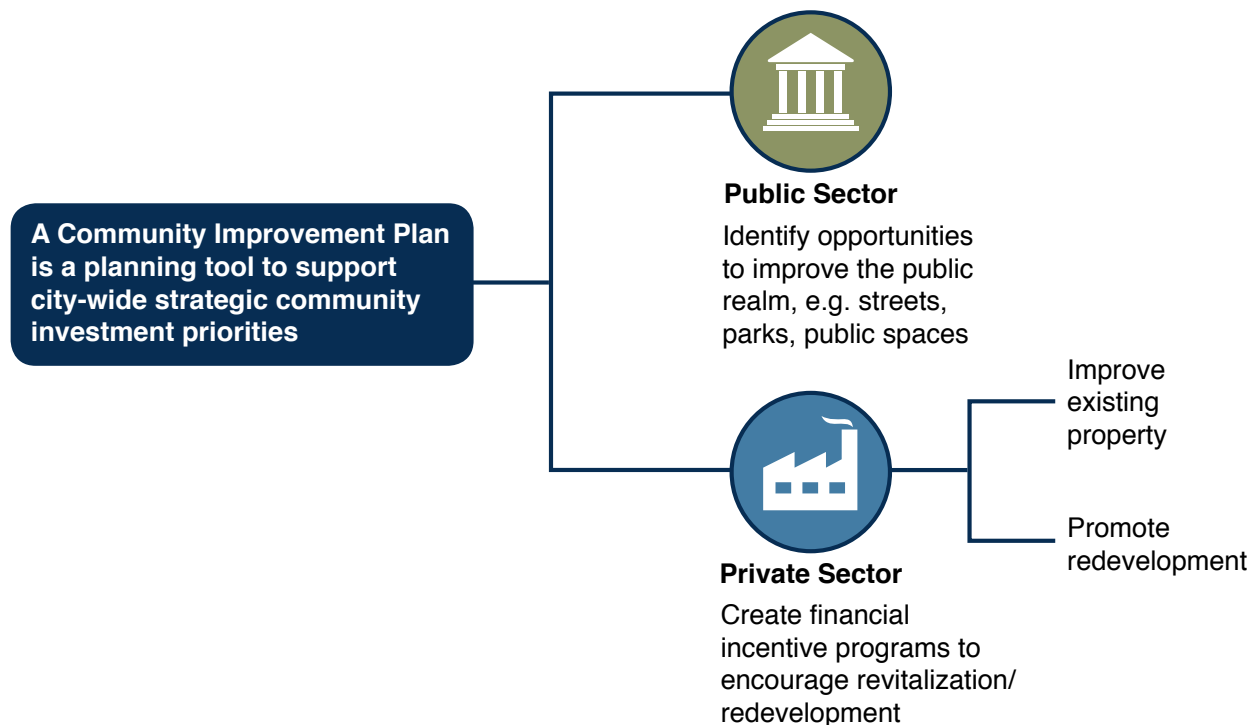


Diagram illustrating What Is a Community Improvement Plan?

1.1 Relation of the CIP to the Economic Development Strategy

Prior to revising its Community Improvement Plan (CIP), the City of Sarnia undertook a High-Level Economic Development Strategy in September 2020 that consolidated the economic picture of six City-owned assets and how they are best positioned for the City's economic future and defined the City's strategic role in economic development. The assets were: Sarnia Chris Hadfield Airport, Sarnia Harbour, Andrew S. Brandt Marina, Sarnia Waterfront, 402 Business Park, and Sarnia Research & Business Park.

The Guiding Principles of the High-Level Economic Development Strategy were:

- Fiscal Responsibility
- Leverage the Strongest Assets
- Talent will Drive Tomorrow's Economy
- Investment in Infrastructure
- Organizational Accountability
- "For the Greater Good"
- Regional Cooperation

The guiding principles of leveraging the strongest asset and investment in infrastructure from this Strategy are most relevant to the CIP, particularly the plan's downtown focus area. Leveraging the strongest assets references putting resources into the City's strongest assets, such as the waterfront and its chemical/bio-industrial sector. Investment in infrastructure is related to maintaining current infrastructure and making strategic investments for Sarnia's long-term prosperity.

These guiding principles, among others, led to the recommended action of updating the Waterfront Master Plan with a lens that includes a commercial and redevelopment balance that residents are happy with. This would be accomplished in part by using the funds generated from the sale of other assets to incentivise desired development and connect the downtown to the waterfront to create a vibrant four-season atmosphere.

The Strategy acknowledged the smaller-scale low-interest loans to a maximum of \$40,000 or \$60,000 available through programs in Mitton Village and Downtown neighbourhoods. It also mentioned bolder instruments to encourage residential and commercial development, and redevelopment could be used, and a range of possibilities, especially as it pertains to the waterfront, should be investigated.



1.2 Community Engagement

The Sarnia Community Improvement Plan began in June 2020 and was completed in December 2020. During the 7-month process, the community was invited to share their thoughts using several forums and platforms:

- 1 The Community Improvement Plan project was posted on the Speak up Sarnia homepage. It is the home base for all information related to the project including its description, timeline, key dates for engagement, project reports and memos, and the recordings of on line meeting
- 2 One on one conversations were held with councilors in June 2020 to understand key issues and opportunities for change in each one of the three project areas.
- 3 An open invitation was issued to residents in July 2020 to register for a 20 minute one on one conversation with a member of the project team
- 4 The project team met with key community groups that included the County of Lambton Social Services Division, Sarnia Lambton Real Estate Board, the Sarnia-Lambton Chamber of Commerce and the Mitton Village Community Development Advisory Committee.
- 5 Various newsletters were sent to the 'followers' of the Community Improvement Plan project on Speak Up Sarnia. These newsletters were circulated around key project milestones and public engagement opportunities. A newsletter was also sent to the members of the Mitton Village Community Development of Advisory Committee (MVCDAC) database via Mailchimp, which was established through previous consultations by the Committee. Newsletters were also sent via the Sarnia Lambton Chamber of Commerce and Sarnia Lambton Economic Partnership to their members.
- 6 Multiple posts were placed on the city's social media channels, surrounding key project milestones and engagement opportunities.
- 7 Radio advertisements of the Community Improvement Plan project were running for two weeks leading up to the virtual design workshops on October 7, 2020.
- 8 Staff visited the Community Improvement Plan project areas in advance of the virtual online workshops. Posters advertising the Speak Up Sarnia page and inviting participation to the CIP process were posted and delivered.
- 9 Three virtual workshops were held on October 7, 2020. Residents were invited to register to attend the workshops held for Downtown and Mitton Village. During each workshop, the key opportunities and challenges to change were discussed, followed by an interactive design session where drawings were prepared illustrating the opportunities for streetscape enhancements and infill development.
- 10 A presentation was made to the City Council's Strategic Planning and Priorities group on November 9, 2020 to discuss the draft recommendations for each of the three project areas. The presentation was live streamed.
- 11 A public meeting is being held during the City's council meeting on November 23 2020 to present the draft Community Improvement Plan. The meeting was also live streamed.

The following is a summary of what we heard during the various conversations, organized around key themes that are related to topics and specific geographies.

Theme 1: Concern about crime

- *Although people spoke positively about all of the attributes downtown living has, they were concerned about crime, particularly as it relates to drug use*
- *Need better community police presence – police on foot or bike so that they are more visible. Need a community education approach*

Theme 2: Affordable housing

- *Grants qualification requirements to provide affordable rental apartments in single detached homes are too onerous given the required set rent of \$700/month and building and fire code requirements*

Theme 3: Not pedestrian or bike friendly

- *City is not pedestrian or bicycle friendly, need to shift away from cars to bikes and pedestrians*

Theme 4: Streets and traffic

- *Whole downtown area should drop speed limit – now it's 50km city wide*
- *Consider narrower roads or one-way streets; Christina and Front should be one way streets, use extra lanes for restaurant patios*
- *Two thoroughfares – Brock and Vidal – changed from two way streets to three lane one-way streets – intended to get people to employment areas*
- *Consider closing Christina on certain weekends, but how do residents access their properties?*
- *Add street trees, create tree lined boulevards*
- *The one-way streets don't contribute to downtown or Mitton Village*

Theme 5: Redevelopment opportunities

- *Bayside redevelopment is way overdue – it will improve the whole area*
- *Bayside is falling short from the original vision*
- *Bayside centre – too many seniors, need a broader demographic*
- *Need more condo development – get more people living downtown and near the waterfront*
- *Need a grocery store in downtown area and more restaurants to draw more visitors*
- *Need to do a better job at facilitating development and redevelopment*
- *Opportunity for smaller homes – lots of seniors in Sarnia*
- *Opportunity for more student housing – college is expanding with a large contingency of international students*

Theme 6: Preservation of heritage

- *Protect heritage houses/architecture*
- *By-law enforcement needed as people are not maintaining heritage properties*

Theme 7: Importance of talking to residents

- *Street closures for community improvement – no discussion with residents*
- *Lochiel - pedestrian only street, creates difficulties for people living on the street with no vehicle access for residents - no one talked to residents first*
- *Need to get more people engaged in ideas for change*
- *Get young people involved*

Theme 8: Be Bold

- *New ideas are needed*
- *Embrace the future*

- *Engage with students at Lambton College*
- *Tap into local talent*
- *Be controversial*

Theme 9: Mitton Village

- *Connect Mitton Village to downtown and waterfront with bike lanes*
- *Could see Mitton Village revitalize quickly because it is more grass roots – grow the village retail, empower them to do it*
- *Best opportunity for new growth*
- *Perhaps a residential facility for people with addictions*
- *No green space, no maintained walkways, don't feel it's safe*
- *Opportunity for seniors community, mixed use development, malls with residential*
- *Face lift needed for the market anchor for the village*
- *Lots of opportunity for school*
- *Need zoning flexibility and relief from development charges*
- *Renewal of some of the spaces should be neighbourhood focused*
- *Need to focus on the walkability of the area*
- *Traffic calming measures are needed*
- *There is a parkland deficiency in the neighbourhood and there's no identifiable centre*
- *Municipal parking lot could be turned into a community focus for events*
- *The first block party was held last August: more events, community ownership of the neighbourhood – in the giant municipal lot*
- *Flexible streets*
- *Enhance the market as an anchor for the Village by:*

- *Re-orienting market to the street*
- *Open up the market with a wall of doors*
- *Add benches and tables on the street*

Theme 10: Downtown and Waterfront

- *1980's downtown Sarnia was "the place to be" with movie theatres, Eaton centre, retail and business*
- *Opportunity to have beautiful facades - Traverse City Michigan and Collingwood are good examples*
- *Bayfield, Port Stanley, Stratford, Niagara-on-the-Lake, Mackinaw as examples of places with good downtowns*
- *Zoning flexibility is key to encourage investors*
- *Relief from development charges needed*
- *Mid-size cities in the great lakes – reinvest in downtown, bring more residents*
- *Need a Downtown BIA*
- *Lots of history with having no BIA – "going nowhere" working against the city*
- *Need more parking - parking integrated with other uses, bus depot*
- *Downtown market needed – even though there's one in Mitton Village (it's too old)*
- *Need more public art, more events*
- *Introduce trollies to take people around on tours*
- *Centennial Park – more things for people to do – chess tables, volley ball*
- *Needs a consistent voice, optimism and energy*
- *Chamber of Commerce is closing the street from George to Davis from Friday at 4 to Sunday at 8 – every weekend 90% of the businesses approved it*
- *Restaurants are pushing patios out*

- *City has co-operated with alterations to businesses downtown*
- *Most downtown businesses are in "dire straits" they are desperate , no American visitors*
- *Any investment anywhere is good*
- *Used to be more venues and events on waterfront – starting to show it's age*
- *Big things that change the character of an area is adding green space*
- *Connect Sarnia bay/marina to downtown*
- *Waterfront is highly underused*
- *Look at Burlington, Port Credit, Little Holland in west Michigan as examples of attractive waterfronts*
- *Have two or three municipal parking lots right on the waterfront – not the highest and best use – far too valuable to use as a parking lot*
- *Sarnia must be a destination, not a drive through*
- *Get the tourists happy, then they might choose Sarnia as a place to live*
- *Emphasize nautical theme*
- *Enhance the shop fronts*
- *Advertising and promotion should be done in a coordinated way*
- *Need a major attraction or draw on the waterfront that will in turn encourage more restaurants on the river*
- *The waterfront is sheltered, could have lots of floating restaurants on finger piers*



2 The Community Improvement Plan Areas

The Community Improvement Areas include Downtown Sarnia and Mitton Village. Defined boundaries are shown on the map on the opposite page.

Downtown and Mitton Village have struggled over the years to maintain their commercial and retail uses. The decline is the result of numerous factors and the current state of that decline has not gone without notice. The city has recognized the importance of their renewal as important city-building priorities and an economic development imperative. In both areas, the critical mass necessary to ensure an ongoing and healthy retail function has eroded over the years to the point where retail and service commercial uses remaining, with few exceptions are struggling to survive.

The Downtown Project Area for the Sarnia Community Improvement Plan



3 Downtown Sarnia

Key Assets to Leverage

- 1 Well connected to the surrounding residential neighbourhoods
- 2 Close to higher density residential on the waterfront and downtown
- 3 Intact façade of buildings lining Christina and most of Front Street
- 4 City Hall is located downtown
- 5 Significant cultural facilities are located downtown, including the library, theatre and the art gallery
- 6 Downtown has restaurants, bars and cafes, making it a focus for entertainment
- 7 Redevelopment of the Bayside Centre is imminent, providing additional residential uses, retail and commercial uses. Importantly, the connection on Lochiel Street will be reinstated
- 8 Construction is underway on 275 Front Street bringing more people to live Downtown
- 9 A series of summer weekend events provided a draw to bring people downtown
- 10 Underused sites, currently used for parking, provide ideal redevelopment opportunities to fill in the gaps along the street edge with mixed use buildings to get more people living and working downtown
- 11 City Hall, the Federal Building and other office uses result in people working Downtown
- 12 Downtown is bookended with two significant civic uses and public spaces
- 13 Downtown is connected to the water's edge with a street and block pattern that knits the waterfront to Downtown
- 14 Downtown is adjacent to the ribbon of green space along the waterfront
- 15 Some historic buildings that add significant character and interest to the area
- 16 There has already been investment in the streetscape with special lighting, tree planting and seating
- 17 An actively engaged Chamber of Commerce



Corner of Christina Street N and Lochiel Street



Sarnia City Hall on Christina Street N

Key Challenges to Overcome

- 1 Inconsistent image
- 2 Derelict, vacant or underused buildings and properties
- 3 Downtown is no longer the primary retail and service commercial centre for the City and most retail appears to be struggling to survive
- 4 There are substantial alternative development and locational opportunities in Sarnia that attract investment making it difficult for Downtown to compete.
- 5 The cost of development
- 6 The speed and volume of traffic on the one way streets
- 7 Lack of a Business Improvement Association

Guiding Vision

- A vibrant mixed use district, with a range of housing at a density that supports the shops and services.
- Retail and commercial uses will be revitalized.
- Beautiful streets and public spaces will be the stage for daily life and the centres for events and celebrations.
- Downtown will be a focus for entertainment, arts and culture unique to the area.
- Transit and active transportation will be given priority to focus on creating a safe walkable district.



Map of the public waterfront around Downtown Sarnia

The Downtown project area abuts the waterfront, the view to which is largely uninterrupted from Front Street. Key redevelopment sites in Downtown offer ideal locations to help fill in the gap of building along Front Street in Downtown, while still providing clear access to the waterfront parks.

-  Public Open Space
-  Institutional Anchor
-  Landmark
-  Waterfront Connector Street
-  Key Commercial Corridor
-  Opportunity Site
-  Street Edge Buildings

Under Construction



Structure Plan

The Downtown Structure Plan illustrates some of the core components of Downtown Sarnia, including public open space, the institutional anchors, landmarks, waterfront connector streets, key commercial corridors, opportunity sites and street edge buildings. Redevelopment of Bayside Centre and other vacant lots will bring more people to live downtown. Redevelopment of key sites on Front Street will knit the waterfront and downtown together.

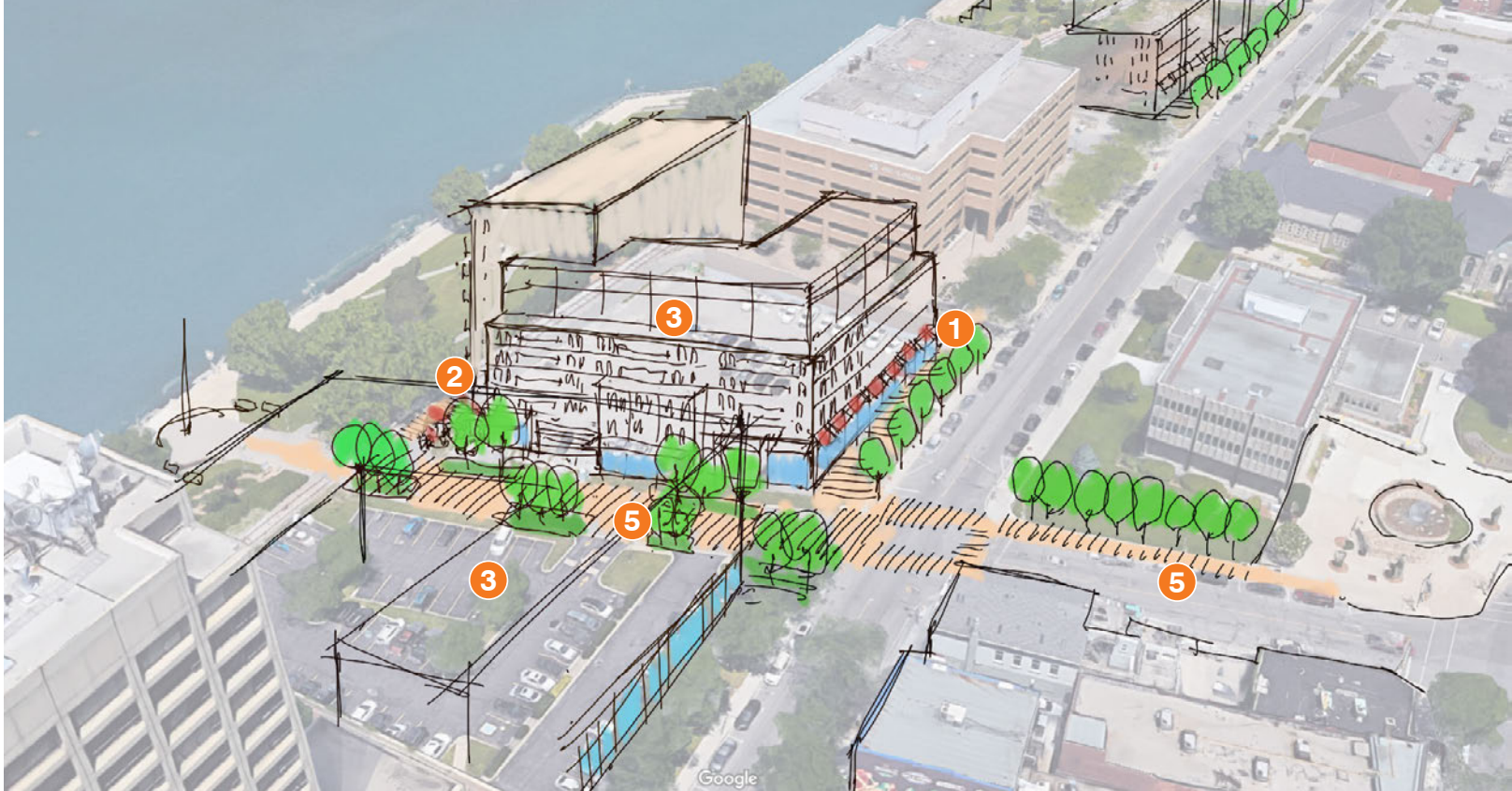


Downtown Demonstration Plan



Under Construction

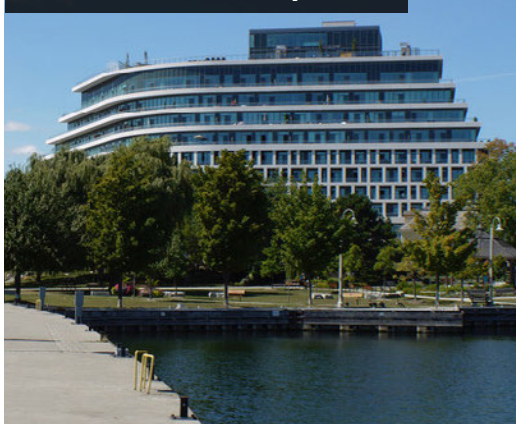




The parking lots on Front Street at George Street are ideal locations for redevelopment that bridges the waterfront and downtown. The diagrams illustrate new mixed use buildings that front and feature the waterfront and downtown. The building is envisioned with ground floor uses that activate the street edge and the waterfront park. Residential uses are on upper floors to get more people living downtown. George Street is envisioned as a pedestrian priority street – a beautiful street that provides an appealing link between downtown and the waterfront.

- 1 Activated frontages along Front Street to complement existing retail.
- 2 Building addressing the waterfront.
- 3 Residential/mixed use infill development on City-owned parking lot; similar development could be encouraged on private parking lots.
- 4 Redesign of George Street to create a 'woonerf' or shared street. This design prioritizes pedestrians, provides an attractive link to the waterfront and has high quality streetscaping connecting to the City Hall public square. Low speed vehicle access would remain. Wide views of the waterfront maintained.

Waterfront Development



Shared Street





Christina Street offers tremendous opportunities to enhance the streetscape for special events and every day use, and to incorporate infill development to augment commercial uses and get more people living downtown. The diagram illustrates changes to the streetscape and a new infill building with a form and mix of uses that is compatible with downtown.

- 1 Mixed use infill development on an existing parking lot.
- 2 Fine grained character with street-level retail.
- 3 Curb bump-outs to create shorter street crossings and additional streetscaping opportunities to complement existing streetscape.
- 4 On-street parking zone becomes flexible space with unique paving treatment.



Seating



Streetscape



Wayfinding

Official Plan Review

General Policies

Section 4.6.1 of the Official Plan identifies a number of General Policies that apply to all of the City's Mainstreets and Commercial Areas. The General Policies promote 5 key themes:

- A full mixture of land uses;
- Good connectivity;
- Investment in the public realm; and,
- Contextually appropriate development/redevelopment; and,
- Transit-supportive development.

These key themes are supportive of the appropriate evolution of the identified Districts throughout the City, and are representative of good planning principles.

Downtown Designation

Section 4.6.2 of the Official Plan specifically identifies Downtown Sarnia in the Downtown designation. The Downtown designation supports the continued revitalization of the Downtown as the region's most significant social, cultural and entertainment centre. It is also an important retail and service commercial centre, a location for office employment and a growing residential neighbourhood. It is the most diverse and eclectic part of the City, and its location adjacent to the River ensures that it is an attractive District within which to live in, and to invest in.

The policies of this designation are also intended to accommodate change, and recognize that built forms will be predominantly high and medium density, and mixed-use. This part of the Official Plan goes on to indicate that taller built forms should be focused within the central and western parts of the Downtown, stepping down to a lower built form in the southern and eastern parts of the Downtown. The delineation of the various quadrants of the Downtown is not clearly defined.

In terms of identifying regulatory elements of the Official Plan, there are key policies that,

given their inherent interpretive flexibility, may be relied upon to either frustrate or facilitate new development/redevelopment:

- The requirement to respect the architecture and character of the surrounding area. This can pose significant constraints to new development given that the architecture and character of the Downtown is not precisely defined, nor is it fully homogeneous; and,
- The expressed concern that the approval of some forms of development may be used as "precedent-setting" implies that new design approaches, modern architectural elements and/or taller/denser built forms are potentially discouraged because they may be used to promote additional, similar development that may predominate the Downtown over time, thereby changing the architecture and character that other policies strive to protect.

Parkland

In Section 4.5.3 the Official Plan identifies a parkland hierarchy that articulates the various park types to be developed throughout the City. The parkland hierarchy is relatively typical for municipal planning documents throughout Ontario, however, the idea of a much more urban parkland element needs to be appropriately captured to recognize that urban park spaces tend to be substantially smaller in size, have a different role and function, and require much different design and maintenance protocols.

Further, Section 4.5.3 the Official Plan also deals with the issue of Parkland Dedication. This part of the Official Plan typically mimics the ability of the City to request parkland dedication in accordance with the specified requirements of the Planning Act. While the parkland dedication requirements for non-residential development/redevelopment are straight forward, the residential formula can be quite complex and become a significant fiscal deterrent to higher density forms of development typically desired in the Downtown.

Downtown Zoning

Parking

Section 6.4.3 of the Official Plan deals with Parking Standards, and defers to the Zoning By-law to establish minimum and maximum parking standards throughout the City. Importantly, however, the Official Plan provides an Area Specific exemption within the Downtown for permitted uses, with the exception of multi-unit apartments. This is an appropriate and important incentive that will, in combination with other municipal activities, help to reduce the cost of development/redevelopment within the Downtown.

Conclusion

Overall, and while the inherent interpretive policy framework is certainly not overly prescriptive, relying instead upon the details of the Zoning By-law to actually implement the height, density and massing elements of development/redevelopment, the lack of precision adds substantially to the risk to the proponents in the development approval process.

Downtown Sarnia is primarily zoned in the Downtown 1 Zone (D1), with a number of site specific exceptions, and includes height limitations ranging from 45 metres to up to 75 metres (about 15 to 25 storeys). The D-1 Zone permits a very broad range and mix of office, institutional, retail and service commercial, cultural land uses as well as residential apartments.

Overall, the Zoning By-law is considered permissive, and facilitates development that is considered appropriate in a downtown context.

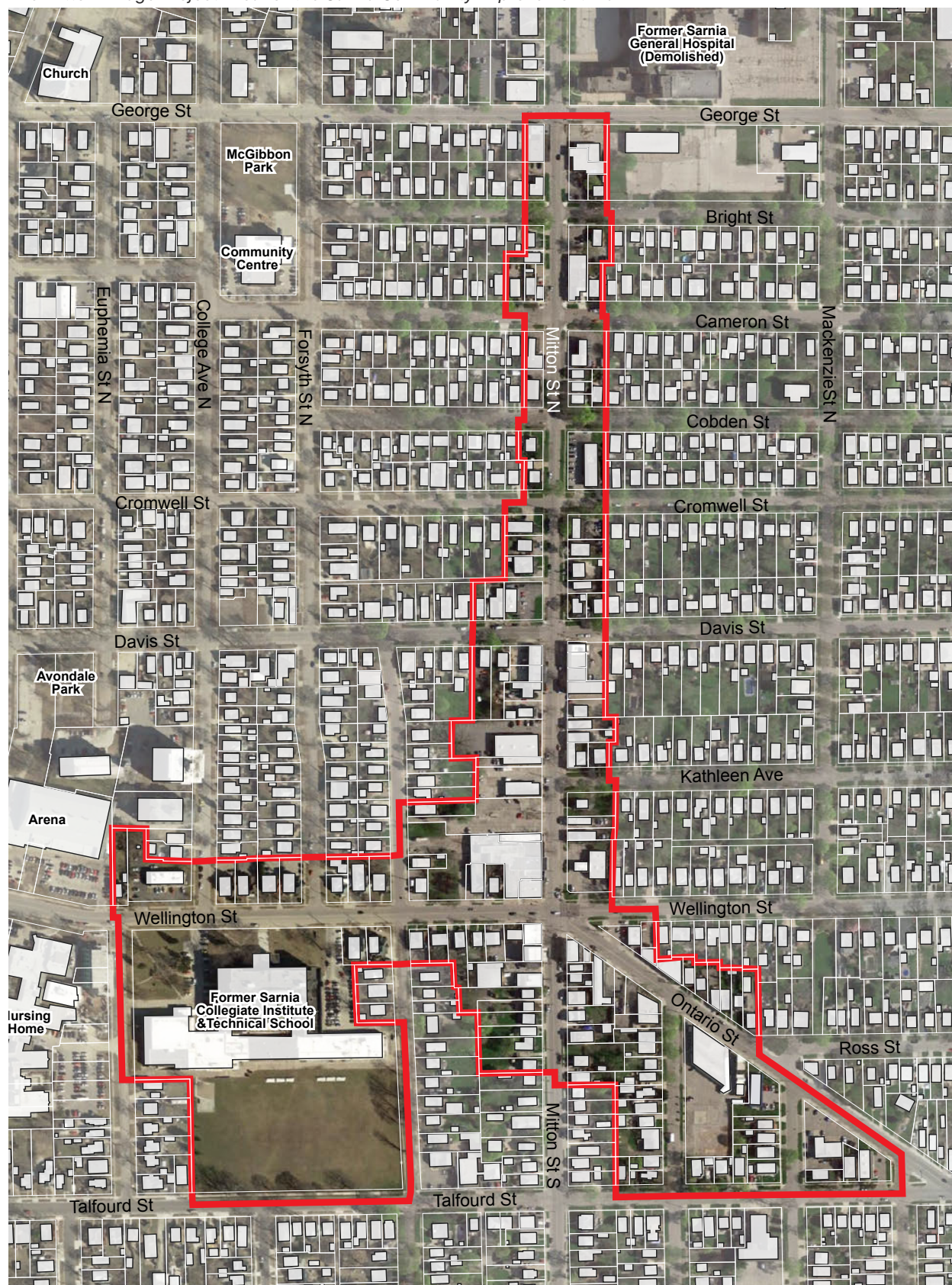


Empty stores along Christina St N

Key Recommendations

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 - 7 Prepare a streetscape concept to include special paving material for on-street parking areas along streets with a high concentration of retail. The paving will delineate a flexible space which can be used as curbside patios or extended sidewalks during warmer months and special events, and as parking at other times.
- ### 8 Policy Recommendations
- a. More precision in defining the desired built forms, transition elements and mix of land uses within and throughout the Downtown would:
 - Clarify the built form (height and density) and transitional/interface (setbacks, stepbacks, angular planes and landscaping) objectives of the City and **establish a definitive environment for change**; and,
 - Pre-zone for appropriate forms of development in the implementing Zoning By-law to **reduce the risk of the development approval process**.
 - b. Further, the Official Plan should add further details for important urban parkland elements, appropriate for inclusion in the Downtown. Parkland dedication requirements for development/redevelopment in the Downtown should be reduced to specifically **reduce the cost of urban development/redevelopment**.
 - c. The waiver of parking requirements for the non-residential elements of new development/redevelopment in the Official Plan is an appropriate policy directive, and will further serve to **reduce the cost of urban development/redevelopment** within the Downtown.

The Mitton Village Project Area for the Sarnia Community Improvement Plan



4 Mitton Village

Key Assets to Leverage

- 1 Eclectic character resulting from a variety of built form and streetscape conditions
- 2 The Sarnia Farmer's Market (operating for well over 100 years) is a key anchor and destination for people from the entire city
- 3 Mitton Village is a short walk to Downtown and the waterfront
- 4 Mitton Village has an active Advisory Committee who have been pivotal in organizing community events to draw people to support local businesses
- 5 The former Sarnia Collegiate Institute and Technical School presents a significant opportunity for redevelopment
- 6 The business area is well connected to the adjacent residential neighbourhoods
- 7 Unique and independent owner occupied businesses are attracted to Mitton Village
- 8 An actively engaged Chamber of Commerce

Key Challenges to Overcome

- 1 Inconsistent image
- 2 Derelict, vacant or underused buildings and properties
- 3 With the closing of the hospital and the school, the area has lost much of its market for retail and commercial uses
- 4 There are substantial alternative development and locational opportunities in Sarnia that attract investment, making it difficult for Mitton Village to compete.
- 5 The cost of development
- 6 The perceived lack of parking for the Farmer's Market
- 7 The lack of a central civic/green space
- 8 The lost opportunity of having the Farmer's Market open on more days



Former Sarnia Collegiate Institute and Technical School



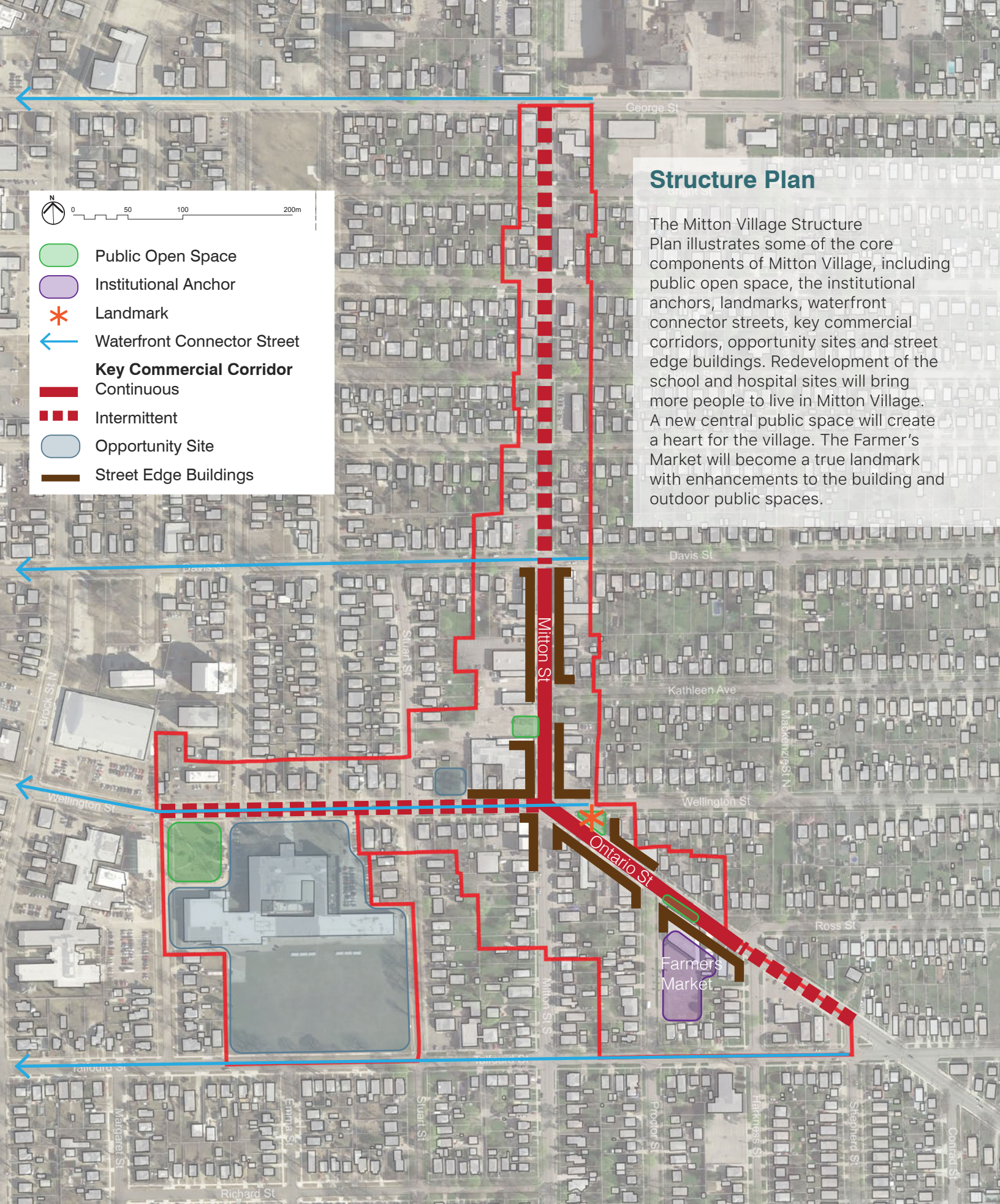
Sarnia Farmer's Market

Guiding Vision

- Establish a vibrant mixed use district, with a range of housing at a density that supports the shops and services.
- Retail and commercial uses will be revitalized.
- Beautiful streets and public spaces will be the stage for daily life and the centres for events and celebrations.
- Transit and active transportation will be given priority to focus on creating a safe walkable district.
- The Farmer's Market will be revitalized to have a strong public presence on the street with significant public space.

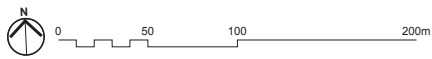


The intersection of Mitton Street, Wellington Street, and Ontario Street



Structure Plan

The Mitton Village Structure Plan illustrates some of the core components of Mitton Village, including public open space, the institutional anchors, landmarks, waterfront connector streets, key commercial corridors, opportunity sites and street edge buildings. Redevelopment of the school and hospital sites will bring more people to live in Mitton Village. A new central public space will create a heart for the village. The Farmer's Market will become a true landmark with enhancements to the building and outdoor public spaces.



- Public Open Space
- Institutional Anchor
- Landmark
- Waterfront Connector Street
- Key Commercial Corridor**
- Continuous
- Intermittent
- Opportunity Site
- Street Edge Buildings

Demonstration Plan

During the Community Workshop, an overall concept plan was prepared to illustrate some of the key opportunities for change in Mitton Village.

The Community Workshop also explored the opportunities for enhancing the Farmer's Market, creating an event space and streetscape enhancements to Mitton Street.

- 1 Widened sidewalks
- 2 Wayfinding features
- 3 Enhanced crosswalks
- 4 Streetscaping to strengthen connections between the Farmer's Market, 5-Corners and the proposed event space
- 5 Remove on-street parking to create space for activity stations/vendors, including Farmer's Market spill-over
- 6 Narrowed travel lanes and widened pedestrian area for landmark feature, signage/wayfinding and/or gathering space at 5-Corners





Streetscape improvements along Ontario Street in front of the Farmer's Market

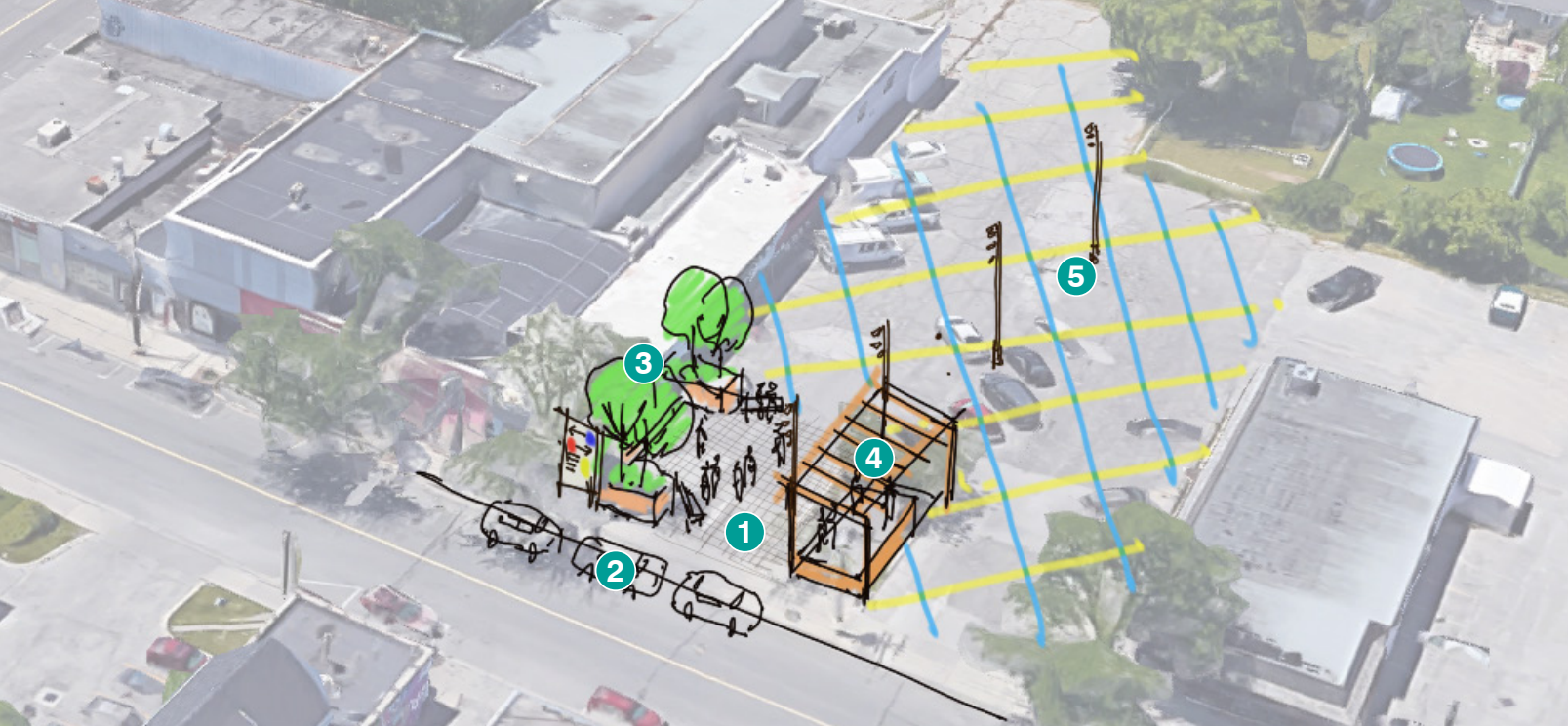
Farmer's Market

The Farmer's Market is an obvious and critical anchor in Mitton Village. There are tremendous opportunities to enhance the Market without detracting from its function as a shopping destination. Giving more space to vendors and for pedestrians on Ontario Street would create a much stronger street presence.

- 1 Stronger street presence for the Farmer's Market on Ontario Street through:
 - Building improvements, such as large roll-up doors and kiosks to improve flow between street and interior
 - Signage improvements
- 2 Narrowed travel lanes to maximize the sidewalks, creating space for activities and vendors

Flexible Market Space





The proposed event space on Mitton Street

Event Space

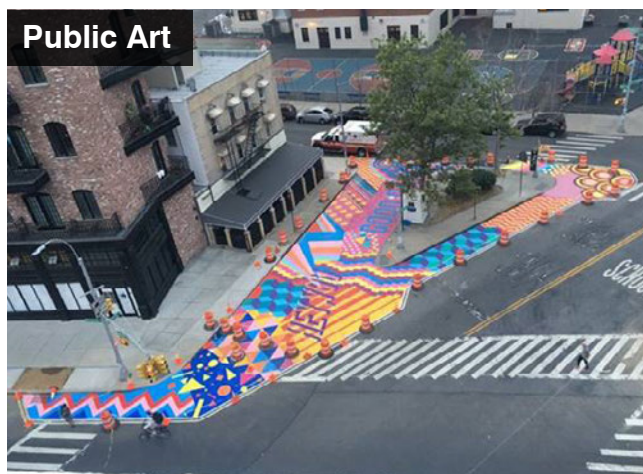
The opportunities for a public event space in Mitton Village have been discussed and ideas have been explored in the past. The Workshop explored opportunities to create a public space in the parking lot on Mitton Street north of Wellington Street. A parkette is illustrated in the lot, maintaining most of the parking. Through special paving or public art, the entire parking lot could be turned into an event space, while still accommodating parking outside of the event.

- 1 Parking lot to the north of 5-Corners to be used as an event space
- 2 One of the 2 entrances is closed to create more on-street parking
- 3 Some parking stalls removed to create a public parkette with furniture, planters, trees and wayfinding features
- 4 Installation of event infrastructure, including a shelter/pavilion with a small stage, and access to power, lighting and water
- 5 New colour or paving material added to the remainder of the parking lot to distinguish its new role, but parking can still occur when there are no events





Mitton Street looking north from the event space



Official Plan Review

General Policies

Section 4.6.1 of the Official Plan identifies a number of General Policies that apply to all of the City's Mainstreets and Commercial Areas. The General Policies promote 5 key themes:

- A full mixture of land uses;
- Good connectivity;
- Investment in the public realm; and,
- Contextually appropriate development/redevelopment; and,
- Transit-supportive development.

These key themes are supportive of the appropriate evolution of the identified Districts throughout the City, and are representative of good planning principles.

Mixed Use Designation

Section 4.6.4 of the Official Plan specifically identifies Mitton Village as within the Mixed Use designation. The policies of the Mixed Use designation are generally intended to accommodate modest change, with a very specific focus on promoting "contextually appropriate" development/redevelopment. The identified development criteria also focus on the transition of development/redevelopment toward the lower-scale stable neighbourhoods. There is no specific direction about what scale of development is considered to be "contextually appropriate".

In addition, the policies of this part of the Official Plan identify limitations on the role and function of the permitted retail uses in Mitton Village - restricting them to local-serving facilities. This limitation would seem inappropriate given that the existing farmer's market certainly serves the local community, but also attracts customers from the entire City.

Parkland

In Section 4.5.3 the Official Plan identifies a parkland hierarchy that articulates the various park types to be developed throughout the

City. The parkland hierarchy is relatively typical for municipal planning documents throughout Ontario, however, the idea of a much more urban parkland element needs to be appropriately captured to recognize that urban park spaces tend to be substantially smaller in size, have a different role and function, and requires much different design and maintenance protocols.

Further, Section 4.5.3 the Official Plan also deals with the issue of Parkland Dedication. This part of the Official Plan typically mimics the ability of the City to request parkland dedication in accordance with the specified requirements of the Planning Act. While the parkland dedication requirements for non-residential development/redevelopment are straight forward, the residential formula can be quite complex and could become a significant fiscal deterrent to development/redevelopment within Mitton Village.

Parking

Section 6.4.3 of the Official Plan deals with Parking Standards, and defers to the Zoning By-law to establish minimum and maximum parking standards throughout the City. Importantly, however, the Official Plan provides an Area Specific exemption within Mitton Village for permitted uses. This is an appropriate and important incentive that will, in combination with other municipal activities, help to reduce the cost of development/redevelopment within Mitton Village.

Conclusion

Overall, and while the inherent interpretive policy framework is certainly not overly prescriptive, relying instead upon the details of the Zoning By-law to actually implement the height, density and massing elements of development/redevelopment, the lack of precision adds substantially to the risk to the proponents in the development approval process.

Mitton Village Zoning

Mitton Village is zoned primarily in the General Commercial 1 Zone (GC1). There are a number of Site Specific exceptions, with Wellington Street frontage in the General Commercial 2 Zone (GC2).

The GC1 Zone permits a range and mix of office, institutional, retail and service commercial cultural and auto-oriented land uses. Residential uses, with the exception of existing dwellings and some categories of special needs housing, are not specifically permitted. Notwithstanding that, the conversion of commercial buildings to residential uses is permitted. Building height is limited to 10 metres (about 3 storeys), and a front yard setback of 3 metres is required. Lot coverage is limited to 50%

The GC2 Zone also permits a range and mix of office, institutional, retail and service commercial cultural and auto-oriented land uses. Residential uses, with the exception of existing dwellings and some categories of special needs housing, are not specifically permitted. Notwithstanding that, the conversion of commercial buildings to residential uses is permitted. Building height is limited to 10 metres (about 3 storeys), and a front yard setback of 6 metres is required. Lot coverage is limited to 35%.

Key Recommendations

- 1 Prepare a streetscape concept to guide the opportunity to widen sidewalks throughout Mitton Village to create a more pleasant pedestrian experience and to make room for streetscaping features such as street trees, benches, wayfinding and bicycle parking.
 - 2 Install more prominent streetscaping to link the Farmer's Market to 5-Corners and to the proposed event space.
 - 3 Wayfinding features/signage throughout Mitton Village to orient visitors and highlight nearby destinations and parking.
 - 4 Install enhanced crosswalks at major intersections, and particularly around the Farmer's Market, to facilitate safe pedestrian travel and to create a more permeable street network.
 - 5 Work with the Farmer's Market to prepare a concept to widen sidewalks, create flexible zones for vendors and minimize travel lanes in front of the Farmer's Market to permit market 'spill-over' with space for market activities, vendors, pop-ups, mobile bike shop, art installations etc. Test the idea as a pilot project for a few summer weekends.
 - 6 Work with the Farmer's Market to create a stronger street presence for the Market through building and signage improvements, including creating more windows/doors on the front facade to address the street.
 - 7 Undertake an analysis of parking within a 5 minute walk of the Farmer's Market. Develop a parking strategy that includes sharing parking within a short walk.
 - 8 Widen the pedestrian area at one or more of the '5-Corners' to create space for a landmark feature, signage/wayfinding and/or gathering space with enhanced streetscaping, creating a focal point for the community.
 - 9 Support the creation of an event space on the existing parking lot north of the 5-Corners. The event space would include:
 - a. Closing one of the entrances to create additional on-street parking;
 - b. Removing some parking stalls to create a permanent parkette;
 - c. Installing permanent event infrastructure, including a shelter/pavilion, a small stage, and servicing connections; and,
 - d. Repaving the parking lot in a new material, painting with bright colours, or other strategy to distinguish its new role as a part-time event space. Most of the parking lot would still be available for parking when there are no events.
 - 10 Work with the School Board to determine the best redevelopment plan for the school site.
- ### 11 Policy Recommendations
- a. More precision in defining the desired built forms, transition elements and mix of land uses within and throughout Mitton Village would:
 - Clarify the built form (height and density) and transitional/interface (setbacks, stepbacks, angular planes and landscaping) objectives of the City and **establish a definitive environment for change**; and,
 - Pre-zone for appropriate forms of development in the implementing Zoning By-law to **reduce the risk of the development approval process**.
 - b. Further, the Official Plan should add further details for important urban parkland elements, appropriate for inclusion in Mitton Village. Parkland dedication requirements for development/redevelopment in Mitton Village should be reduced to specifically **reduce the cost of urban development/redevelopment**.

- c. The waiver of parking requirements for development/redevelopment in the Official Plan is an appropriate policy directive, and will further serve to **reduce the cost of urban development/redevelopment** within Mitton Village.

12 Zoning Recommendations

- a. Overall, the City should consider a more comprehensive commitment to establishing Mitton Village as a fully mixed-use district. Part of that commitment should include explicit permission for artisan studios and maker spaces. Permission for a range of residential dwellings in townhouse and apartment built forms should be considered as well. The promotion of mixed-use and live-work buildings should be considered.
- b. Within both the GC1 and GC2 Zones that are applicable to Mitton Village, the height limitation of 10 metres should be reviewed. Consideration of somewhat taller buildings (up to 18 to 20 metres) may be appropriate, as long as sensitive transitions to abutting stable neighbourhoods are included (enhanced setback and stepbacks, increased landscape requirements, application of an angular plane).
- c. Further, there may be merit in considering Mitton Village more comprehensively, and establishing a "Mitton Village Specific" zoning category that would apply to the whole area, with a consistent, and more urban set of permitted uses and regulations. In addition, the City should consider pre-zoning all of Mitton Village to promote sensitive redevelopment and attract new investment.



Sarnia Farmer's Market

5 Urban Design Guidelines for the Private Sector

Introduction

The design guidelines for Sarnia's Community Improvement Plan Areas envision a variety of new buildings that contribute to ensuring the areas are mixed-use centres. While Downtown and Mitton Village differ in character, all should have a high quality public realm, sensitive transitions to the surrounding neighbourhoods and compatibility with the existing character including cultural heritage resources. The design guidelines will help to guide and shape new buildings to reinforce the Structure Plans for each area. The guidelines are also intended to provide flexibility to encourage distinction and variety in architectural responses.

The principles of site and building design are similar for each area. All new development within the three existing areas is, by definition, infill development. New development will act to complete the streetscape and reinforce street edge conditions. The goal is to ensure future changes to the areas are of high quality, reinforce commercial vibrancy, and establish a legacy of buildings that will serve future generations.

It is also recognized that each area has its own distinct character, and there are unique design responses to all three. These design guidelines are organized to present general building guidelines for both areas, followed by guidelines for changes to buildings with heritage value.



The character of Downtown Sarnia is established by the traditional building stock that is fine-grained and pedestrian-scaled. Streets are defined by continuous blocks of commercial activity and there is a great mixture of residential, institutional and commercial uses



Mitton Village also has traditional roots in fine-grained and pedestrian-scaled buildings, but at a lower village scale, with a greater integration of houses

General Guidelines

All new development should be compatible with the character and context of the area. Consideration should be made for exterior design, including the character, scale, colour, building materials, appearance and design features of existing buildings.

Architectural variety is important in creating a visually stimulating urban environment. Streetscapes composed of buildings of similar style and form can succeed through subtle variations in the façade treatment and building mass to improve the overall architectural richness, variety, and building articulation in the community.

New building design shall:

- be barrier free;
- have a textured architectural quality that can be achieved by introducing variation in elements of the façade treatment;
- create a street space that is scaled to the pedestrian and is organized to present an appropriate façade to all adjacent public roads to provide interest and comfort at ground level for pedestrians. Primary pedestrian entrances shall provide direct and universal access to the public sidewalk;
- have a façade that is articulated with three-dimensional elements, such as balconies, bay windows and porches, cornices, window trim, entrances, canopies and the articulation of the building mass;
- employ architectural details and/or a step-back at the upper storeys;
- include pedestrian weather and sun protection systems such as awnings, canopies, colonnades, or front porches along the sidewalk edge of important pedestrian streets, adjacent to the public spaces, and at entrances to buildings;

- have exposed mechanical equipment screened and located in a manner that minimizes physical and visual impact on public sidewalks and accessible open spaces; and,
- where feasible, have all transformers and other above ground utilities located within the building, or on private property screened from public view.

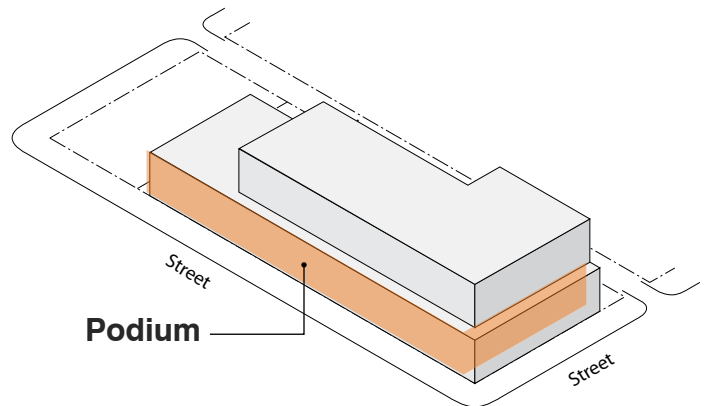


New development should be designed to reinforce pedestrian activity along the street

Height and Massing

Building heights play an important role and can impact the character and quality of the street experience. Consistent height and mass of buildings along the street edge, at podium level, ensures visual continuity and maintains the pedestrian scale at the street.

- Where new buildings or additions to buildings exceed the height of adjacent buildings, the additional height should be stepped back behind the prevailing street-level façades a minimum distance of 3 metres, to reinforce the street wall height. This creates a street-related podium at the lower levels, with taller elements set back from the street.



Taller buildings are subdivided into a podium at the lower level that creates a street wall, and an upper portion that is stepped back

Façade Articulation

Building facades shall be articulated with change of plane, shadow line, datum lines, fenestration patterns and entrances that create visual interest and human scale.

- New buildings should be compatible with the articulation of the character of existing buildings in their context, and employ a base-middle-top division of the facade composition.
- Respect the pattern of façade division by ensuring the horizontal and vertical architectural orders are aligned with neighbouring buildings.
- Provide a fenestration pattern that emphasizes vertical proportions, and subdivides large areas of glass into smaller units.
- Provide entries and display windows at regular intervals consistent with the established pattern on the block.



Horizontal and vertical architectural features should be aligned with neighbouring buildings

Top

Middle

Base



Top

The roof or parapet condition should be distinguished from the rest of the building. Rooftop mechanical equipment should be concealed or integrated into the design expression

Middle

The middle or body of the building should contribute to the visual quality of the overall streetscape

Base

A clearly defined base should contribute to the quality of the pedestrian environment through animation, transparency, articulation and material quality

Orientation and Placement of Buildings

Orientation and placement of buildings along the street helps to reinforce the public realm by enhancing the pedestrian environment by creating a sense of enclosure. This is achieved by framing the street with parallel aligned buildings.

- New buildings should be located at a distance from the curb or street-facing property line similar to that of adjacent buildings.
- Buildings on corner lots should be oriented to address both streets and located close to the street edge.
- New buildings should be designed to occupy a high proportion of the street frontage to establish a continuous street wall condition.
- Where new buildings or additions exceed the height of adjacent buildings, the additional height should be set back behind the prevailing façades a minimum distance of 3.0m.

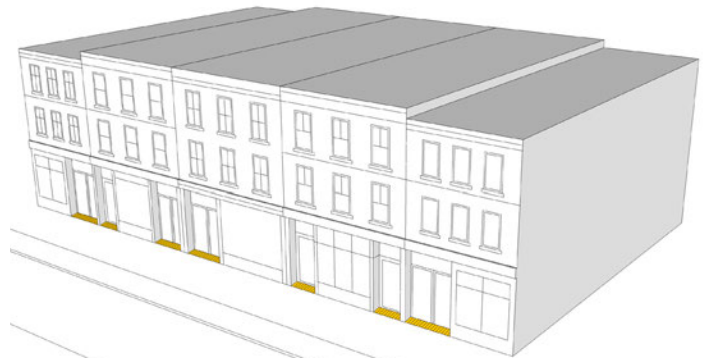


Infill development maintains the street definition by locating at the street edge, occupying its entire frontage along the primary commercial street, and maintaining a fine-grained character to street-level storefronts. Upper levels are stepped back from the street wall

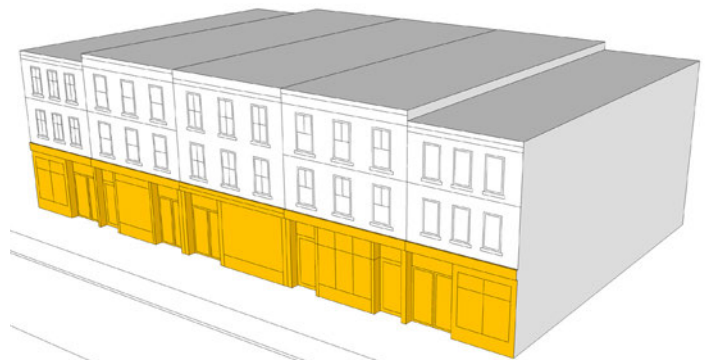
Storefronts

Well-proportioned and designed storefronts contribute positively to the pedestrian environment by providing animation and visual interest along the sidewalk. Defining characteristics of main streets are the mix and variety of storefront styles and types, narrow storefront widths, high level of transparency, and commercial signage. New development should reinforce these characteristics.

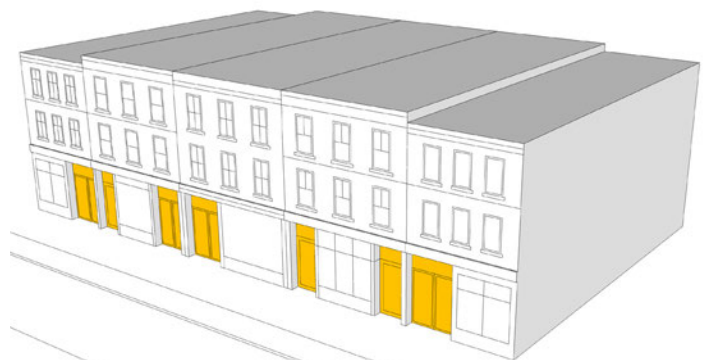
- Changes in level required for AODA compliance should be accomplished in a manner that does not impede passage in front of the store. Ramps are encouraged to be incorporated within vestibules or where entries are set back from the storefront.
- To ensure an attractive visual presence on the street and a high quality retail space at grade level:
 - storefronts should have a high-level of transparency, with a minimum of 75% glazing at street level to maximize visual animation;
 - clear glass should be used for windows and doors along the street-level façade. Dark tinted, reflective or opaque glazing should be discouraged for storefronts;
 - an identifiable break or gap should be provided between the street-level uses and the upper floors of a building, such as with a change in material, change in fenestration, or a cornice line. The identifiable gap or break can emphasize the storefront while adding visual interest and variety to the streetscape;
 - on corner sites, storefronts should address both street frontages through entries or glazing;
 - storefront signage should be consistent with the signage guidelines (see signage section), but generally should add diversity and interest to the street and not overwhelm either the storefront or the streetscape;
 - to reflect the existing character and context, storefronts should have a frontage that reflects the established context.



Barrier-free access can be accomplished using recessed entries



Street-level uses should be primarily commercial along key commercial streets



Storefront entrances should be frequent along the frontage and prominent in the design

Storefronts greater than 8 metres in width shall be articulated as a series of bays or smaller units within the facade; and

- weather protection for pedestrians is encouraged through the use of awnings and canopies.

Materials

New development should ensure excellence in architectural design and in the use of high quality materials, particularly at street-level. This is important in establishing an authentic sense of place that endures over time.

- New buildings should respect the materials of adjacent buildings and consider the palette of materials and colours evident in nearby existing buildings.
- The appearance of building materials should be true to their nature and should not mimic other materials.
- Building materials should be chosen for their functional and aesthetic qualities and exterior finishes should exhibit quality of workmanship, durability, sustainability and ease of maintenance. Building materials recommended for new construction include:
 - brick;
 - stone;
 - wood;
 - glass;
 - poured in place concrete; and
 - pre-cast concrete.
- Vinyl siding, plastic, plywood, concrete block, darkly tinted and mirrored glass and metal siding utilizing exposed fasteners should be discouraged.



Brick and stone are prevalent in the downtown and new buildings should consider these materials to establish continuity

Doors

- Separate doors should be provided for individual uses within the same building, such as for commercial and residential, to encourage increased activity along the entire frontage.
- Doors and doorways should be prominent in the facade and designed to reflect the scale and character of those found in their context.
- The elements of traditional doorway surrounds, including sidelights, clear transoms and vision panels, should be incorporated into street-level façades.



Signs placed within the organization of the building facade within sign bands, bays, and transoms

Signage

Signs should contribute to the quality of individual buildings and the overall streetscape, and should reflect the unique characteristic of their context. High quality, imaginative, and innovative signs are also encouraged.

- Principal commercial signs should be placed in a consistent location on all building façades, above the storefront windows or on canopies over the storefront. Signs should be integrated into the design of building façades through placement within architectural bays and friezes.
- Secondary signs such as on windows and doors, and projecting blade signs are encouraged but shall be visually subordinate to the principal sign.
- Signage should not obscure windows, cornices or other architectural elements.
- Large freestanding signs (such as pylons), roof signs, and large-scale advertising (such as billboards) are discouraged.
- Projecting/hanging signs should be permitted to encroach over the streetline provided that they do not project more than 1.0m from the building, and they have a minimum 3.0m clearance between the bottom of the sign and grade.
- Moveable signs like sandwich boards should have two sign faces, and be located in front of the associated business on private property where possible.



Signs and lights project over the sidewalk and add visual interest. Sandwich boards and merchandise display on the sidewalk do not obstruct the pedestrian path of travel

Changes to Existing Buildings with Heritage Value

Encroachments

Encroachments into the public realm can promote pedestrian comfort and increased animation.

- Awnings, canopies, entry features, light fixtures, projecting signs and hanging signs may encroach into the public pedestrian realm provided they have a minimum 3.0m clearance between the bottom of the sign and grade. They must also not interfere with public utilities, street trees (existing or planned), lighting or other street furniture.
- Outdoor cafés, restaurant seating, moveable signs and outdoor display of merchandise may be permitted to encroach into the public pedestrian realm provided they maintain a minimum 2.1metre pedestrian clearway.
- Permanent structural components of the building such as colonnades and balconies are not permitted to encroach into the defined public pedestrian realm.

In general, the original, distinctive qualities and character of a historic building, such as materials, bulkhead details, piers, windows, transoms, entrances, cornices and various façade accessories, shall be preserved. The removal or alteration of any historical materials or distinctive features shall be avoided. In instances where removal is required due to damage or deterioration, the materials shall be replaced with the same material or with materials that are compatible and/ or complementary to the original design.

Changes to a building of heritage value should:

- Treat distinctive stylistic features or examples of skilled craftsmanship with sensitivity.
- Repair or replace missing architectural features with an accurate duplication of features, substantiated by historic, physical or pictorial evidence.
- Respect changes to a historic building or resource which may have taken place over the course of time and may have acquired significance in their own right. The valid contributions of all periods to a historic building or resource should be respected.
- New buildings should avoid historical misrepresentation. Buildings tell the story of historical development of the area. It is important that the historical record does not get confused through the mimicry of past architectural styles.
- Window selection shall be compatible with the original style and proportion, recognizing the importance of energy efficiency and the desire for transparency at street-level.



Original heritage details are preserved and restored

Mitton Village

Mitton Village has a more relaxed and village-like character than Downtown Sarnia. However, the difference in character is one of degree rather than kind. The block pattern, lot fabric, and building stock in Mitton Village are, like Downtown, based on traditional forms. This can be seen, for example, in the F. Daws Block that would be at home in the Downtown. Whereas Downtown reflects an intensity of use as the heart of Sarnia that has continued over its history, Mitton Village has remained the heart of its neighbourhood, reflected in:

- its ground contact building forms;
- conversion of house-form residential buildings into commercial establishments by the addition of a flat-roofed addition along the front of the dwelling that comes to the edge of the sidewalk;
- prevalence of one or two storey buildings;
- intermittent commercial, mixed with residential, along its primary streets such as Ontario Street, Mitton Street and Wellington Street; and
- short gaps in the street wall as a result of building separation and parking lots.

The general design guidelines for all buildings apply to new development in Mitton Village. However, the following guidelines apply to new development in Mitton Village.

- New buildings with commercial uses at street-level should be set back between 0 and 3 metres from the front property line. Residential and other uses may be set back up to 6 metres.
- Parking for commercial uses shall not be located in front of the building. Parking lots shall generally be located at the rear of buildings.
- Modest side yard parking may be considered provided it does not occupy more than 50% of the street frontage, and is screened by low landscaping elements such as planting, seating, and/or low walls.
- Peaked or flat roof forms are appropriate for commercial buildings.

6 Formula for Success

There is no single activity or factor that will ensure Sarnia's success in achieving desired change. City building is an inherently complex process, carried out over many years by many actors, both public and private. However, experience in other jurisdictions suggests that sustaining a successful evolution requires that the City lead the way. The private sector will respond only when a clear and substantial level of commitment is established by the public sector. There are typically three crucial elements of public sector commitment that are required. The following diagram illustrates a "turbine of change" requiring three distinct actions: establish the environment for change, reduce the cost of new development/redevelopment and reduce the risk of the development approval process.

Establish the Environment for Change

Establishing the environment for change begins by having a clearly stated and supported vision for what the City is seeking to achieve. This Community Improvement Plan (CIP) will help to fulfill this role, along with other municipal documents, such as the Sarnia Official Plan and Zoning By-law.

Public sector investment in both Project Areas with respect to streetscape improvements, park spaces and the building or improvement of public buildings/facilities sends an important message of commitment to the development industry.

A supportive administrative structure and strong political are also important in helping to remove confusion, and in supporting the environment for change – the CIP sets a long-term direction that will span multiple council terms.

Diagram for Establishing the Environment for Change



It is critical to plan for public sector improvements that reinforce the collective vision and achieve specific goals along the way. Public sector improvements can be a catalyst for private sector investment.

Importantly, and while the City can take the lead, the achievement of future success is a shared responsibility. The Chamber of Commerce, local business owners and property owners must all work together to ensure that City-led initiatives result in an appropriate response from all of the community stakeholders. Community improvement, in the broadest sense of the phrase, is a shared responsibility.

Recommendations

- 1 Codify the area-specific directions through this Community Improvement Plan, and later the Official Plan and Zoning By-law, including establishing a clear vision and specific policy framework to guide future development.
- 2 Identify and prioritize public realm improvements and include these in the annual capital improvements budget.
- 3 Articulate objectives for private sector development and prepare a strategy to facilitate improvements.
- 4 Work with local stakeholders to share the responsibility for enhanced maintenance and festivals that activate and energize the community.
- 5 Develop a marketing and branding strategy.

Reduce the Risk

Reducing the risks of the planning approvals process is necessary because the development industry is typically conservative, and averse to risk. The public sector needs to promote and champion private sector development that achieves the vision for Sarnia. The private sector must understand the City's direction, and be confident that their projects – when in conformity with the City's direction – can and will be approved quickly. As part of this, it is important to get all City departments on one page: planning, engineering, public works, environment – so the private sector gets the same message from everyone.

A key element needed to achieve this is ensuring that the Official Plan and Zoning By-law facilitate the desired forms of development in each of the three study areas. The City must focus on facilitation, rather than a highly regulatory approach. This means more flexibility in policies and procedures so long as the vision is achieved, and less dependence on Council's or staff's discretion.

Even more so, as-of-right planning approvals, created and promoted by the public sector, will reduce the time and risk of the planning approvals process by limiting application review, processing and public consultation processes, and will be seen as a key development incentive. In this way, the burden of risk is at least partially taken on by the City, rather than the developer. A developer, where they comply with the regulations, should expect only to participate in the site plan approval process and get a building permit.

Reduce the Cost of Development

Recommendations

- 1 Establish an inter-departmental committee, or similar, to coordinate among City departments with respect to aligning to City goals, updating standards/policies/documents to facilitate the achievement these goals, and streamlining public and private projects that contribute to the vision for the Project Areas.
- 2 Review the Official Plan to ensure that language is used clearly, unambiguously, and consistently to facilitate the preferred type of development. This includes strong statements and policy direction regarding what the City would like to see, with a focus on built form, rather than land use.
- 3 Consider additional development types for 'as of right' permissions in the Official Plan and/or Zoning By-law, which are particularly desirable and which are unlikely to result in adverse impacts, to reduce the risk for developers. In other cases, minimize the complexity, and maximize the clarity of approval processes and related policy requirements.
- 4 Review the Official Plan and Zoning By-law to ensure that they are consistent and work together to achieve the vision for the Project Areas.

Reducing the costs of private development is required because in many instances, existing planning and fiscal policy makes redevelopment costly. Wherever feasible, using tools and incentives to reduce the cost to the private sector when they develop in accordance with the key directions for each Project Area can be enormously beneficial, especially when desired development forms are more complex or provide a higher benefit than what is typical. This Community Improvement Plan and associated incentive programs will play a crucial role in achieving this objective, by providing clear incentives for development that meets established criteria. However, some strategies for reducing costs can also be implemented without the use of a CIP.

Recommendations

- 1 Consider opportunities for waiving or reducing development applications fees and/or Development Charges for development that meets City objectives
- 2 Reduce or right-size parking standards in the Project Areas and/or provide easy mechanisms for accessing exceptions to parking requirements for development that meets City objectives.
- 3 Reduce parkland dedication/cash-in-lieu contributions.
- 4 Reduce Community Benefits Charges (if and when they are applied in Sarnia) for development that meets City objectives.

7 Public Realm Enhancement and Financial Incentive Programs

7.1 Investing in the Public Realm

As described in the previous chapter, investing in the public realm (parks, streetscapes, public buildings) is imperative to demonstrate the City's commitment to the three project areas and sends a message to the private sector. Public sector investment in the public realm will also help to ensure that new jobs are created, commercial and business centres are enhanced, property values increased and that income is generated for its investors for many years to come.

Interestingly, in the late 1800's the concept of economic benefits through public realm investment was better understood than it is today. A great example, in 1873, property values in the wards surrounding the recently established Central Park had increased in value so much that the City of New York was receiving \$4.4 million US in excess property taxes alone (in 1873 dollars). Although this message was lost for decades, it is again being heard in the progressive cities across North America. Numerous studies have shown that a significant public investment in the public realm can:

- **Promote increased property values and tax assessment** - A healthy retail sector dramatically enhances the economic benefits through the collection of HST. Enhanced property values will enrich property tax assessments. An improved overall environment will attract more residential development. Increased residential density will increase the residential property tax base;
- **Promote reinvestment by the private sector in old and new building stock** - Experience across North America indicates that public sector investment stimulates private sector investment in new buildings. Creating a beautiful public realm is an investment in the future. It is expected that public dollars spent will secure existing tax revenues and will have the potential to generate tremendous additional financial returns to all levels of government;

- **Maintain existing retailers and attract new businesses** - Success breeds success, and an enhanced public realm will ensure the retention of current tenants and will attract new retailers. Public investment sends a strong message to the private sector; and,
- **Enhance a city's reputation** - Tourism will increase with an array of facilities, activities and events that are supported by the public sector. By identifying an area as having the potential to become a key tourist destination, its transformation will enhance the city's ability to attract tourists from around the world.

Public investment is an important economic development initiative

The principle is to leverage public sector investment into private sector investment response and long-term economic prosperity. Public sector investment is required as a key stimulus to enhance the demand for development (influencing the market) by investing in the city, which, in turn, will establish the appropriate environment for revitalization and investment, as described in the previous chapter as one of the key drivers for success.

The City needs to recognize and promote their important contribution to city-building as an economic imperative. A high-quality public realm has a tremendous value - hard economic value in terms of real estate value, tourism value and assessment value - that needs to be continuously enhanced through public sector investment. Experience has shown that the following economic benefits of public sector investment in the public realm are achievable:

- **Creation of the environment for economic success** - which leads to increased lease rates and reduced vacancy rates;

- **Increased tourism** - which builds the reputation, and creates jobs in the food and beverage, accommodation and retail sectors of the economy; and,
- **Stimulation of private sector redevelopment activity** - which enhances property values and leads to increased property tax assessment.

An order of magnitude estimate of costs for public realm improvements for the three project areas was made. A low to high range of cost is provided. The low costs assume fewer and smaller street trees and limited street furniture, minimal special paving areas and no special street lighting. With the low costs, there may be higher maintenance costs required. The high cost assumes ample street tree planting and integrated soil infrastructure, high quality material, large areas of special paving, ample seating and special effect lighting. Ongoing maintenance costs will be lower. The order of magnitude costs were estimated for the following initiatives:

Downtown

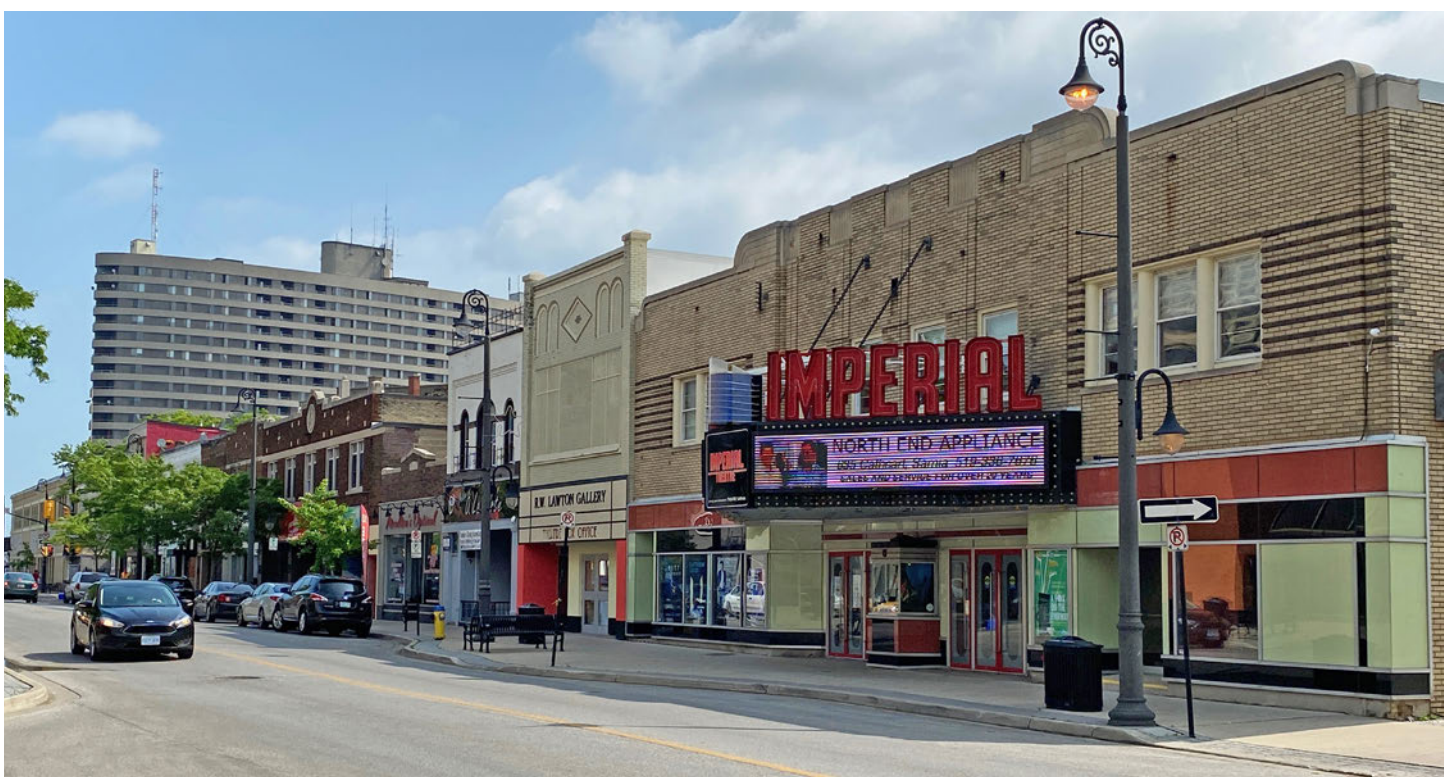
- Creating shared streets (special paving from building face to building face, roll curb, tree planting) on George, Lochiel and Cromwell,
- Augmenting the existing streetscape with some curb bumpouts for additional planting and creating some flex space at the curb lane,
- Adding crosswalks,
- Enhancing the civic plaza at City Hall

\$2.5 m to \$9 m

Mitton Village

- Creating a public gathering plaza
- Creating a public place at the 5 Corners
- Creating a public plaza on Ontario Street in front of the Farmers Market
- Streetscape enhancements

\$1.6 m to \$2.8 m



Christina Street in Downtown Sarnia

7.2 Financial Incentive Programs

The following proposed private realm incentive programs would assist private landowners in responding to City-led public realm enhancements. In recognition that the City wants to focus on incentive programs that have the greatest impact, each of the potential loan/grant programs is analyzed to determine the stimulate effect, the nature of implementation, and funding amounts.

In all cases for smaller programs, the analysis prefers the use of grants over interest-free or low-interest loans. Municipalities in general are moving away from loans because of the following concerns:

- Low-interest loans are available from most financial institutions, creating a scenario where the City is competing with the private sector.
- Administration and monitoring of these loans are labour intensive, placing human resource and financial burdens on the municipality. If the loans are not monitored and administered without the appropriate staff skill set, this creates fiscal problems that will need to be handled, and any negative results may harm the reputation of the City. Loans also create unwelcome complexities with municipal budgeting.
- The practice of registering the loan on title is not welcomed by businesses and causes increased costs that are not budgeted if the business wishes to discharge the loan when renegotiating with other lenders.

The following provides a description of the financial incentive programs:

- **Affordable Housing Development Program Grant**
- **Additional Residential Units Program Grant**
- **Renovation Program Grant**
- **Tax Increment Based Program Grant**
- **Building Façade Improvement Program Grant**
- **Landscape and Property Improvement Program Grant**

Municipality	Balance of Incentives / Investments
Middlesex (Ilderton) CIP	75% Private Realm Incentives and 25% Public Realm Investment <ol style="list-style-type: none"> 1 Façade and Signage Improvements Grant Program (\$) 2 Development Charges Grant Program (\$) 3 Property Tax Increment Equivalent Grant Program (\$) 4 Municipal Streetscape Enhancement and Land Redevelopment Program
Southwest Middlesex	100% Private Realm Incentives <ol style="list-style-type: none"> 1 Tax Increment Grant 2 Façade Improvement Grant 3 Landscaping Grant 4 Structural Improvements / Code Compliance Grant 5 House Grant 6 Rural Grant 7 Sustainability Grant 8 Heritage Grant 9 Brownfield Grant 10 Development Charges / Building Permit Fee Rebates 11 "Win this Space" Programs
Downtown Brockville CIP	100% Private Realm Incentives <ol style="list-style-type: none"> 1 Tax Increment Equivalent for Rehabilitation and Redevelopment (TIERR) Grant Program 2 Heritage Signage Grant Program 3 Building and Plumbing Permit Fee Grant Program 4 Façade Improvement (FIG) Grant Program 5 Residential or Commercial Conversion/Rehabilitation (RCCR) Grant Program
Wellington County CIP	100% Private Realm Incentives <ol style="list-style-type: none"> 1 Invest Ready Incentive Program (\$) 2 Invest More Grant (\$)
Mapleton CIP	Approx. 80% Private Realm Incentives & 20% Public Realm Investment <ol style="list-style-type: none"> 1 Township-wide Signage and Marketing Improvements 2 Urban Design Guidelines 3 Design and Study Grant 4 Planning Application and Building Permit Fee Grant

Municipal examples – balancing investment in the public realm and offering financial incentives

Municipality	Balance of Incentives / Investments
	<ol style="list-style-type: none"> 5 Façade, Signage and Property Improvement Grant 6 Building Improvement Grant 7 Accessibility Grant 8 Building Conversion and Expansion Grant 9 Major Redevelopment Tax Increment Equivalent Grant (TIEG) 10 Residential Conversion, Rehabilitation and Intensification Grant
Guelph Eramosa CIP	Approx. 46% Private Realm Incentives & 54% Public Realm Investment <ol style="list-style-type: none"> 1 Tax Increment Equivalent Grant 2 Design, Study, And Application Fee Grant 3 Building and Property Improvement Grant 4 Downtown Rental Housing Grant 5 Commercial Conversion and Expansion Grant 6 Brownfield Tax Assistance Grant 7 Traffic Calming Measures. 8 Permanent signage improvements (Coordinated Township signage, wayfinding, and local mapping) 9 Key Intersection Improvements and Creation of Pedestrian Cross walks. 10 On-street Parking Improvements. 11 Streetscape, sidewalk, boulevard treatments and street Tree planting and planting beds. 12 Street furnishings (i.e., lampposts, street signage, Benches, planters, garbage bins); 13 Public art installations
Downtown Windsor CIP	Approx. 83% Private Realm Incentive and 17% Public Realm Investments <ol style="list-style-type: none"> 1 Property acquisition and deposition to conform with goals of the CIP 2 Upper Storey Residential Conversion Grant Program 3 New Residential Development Grant Program 4 Commercial/Mixed Use Building Facade Improvement Program 5 Building/Property Improvement Tax Increment Grant Program 6 Retail Investment Grant Program

Affordable Housing Development Program Grant

Project Area

This Program applies to all lands located within either of the Community Improvement Plan Areas.

Objectives

The Affordable Housing Development Program is intended to provide financial support and incentives to promote the development and/or rehabilitation of affordable housing units.

This program will support the implementation of the *County of Lambton Housing and Homelessness Plan* and assist in the regeneration of aging areas and underutilized lands.

Eligibility

The Affordable Housing Development Program is available to property owners that meet one or more of the following eligibility criteria:

- The project is proposed to provide greater than two affordable housing units
- The project is proposing affordable housing units, as per the definition of affordable housing found in the City's *Official Plan*
- The project is proposing purpose-built rental residential units
- The project is providing emergency housing, transitional housing, social or affordable housing, not-for-profit charitable home ownership

Program Incentives

Where an application is approved under the Affordable Housing Development Program, assistance will be in the form of a grant for:

- Eligible Planning Act application fees including all application fees applicable to planning processes, including pre-consultation request forms, application fees for site plan, rezoning, official plan amendments, severance, minor variance or other planning application process

- Eligible Building Permit fees including full building permit fee required at the time of building permit application
- Application Development charges including the applicable Development Charges required in accordance with City's By-law
- Tax increment-based funding for the incremental tax increase paid back over a five-year period, except where the properties are exempt from taxes

Duration

The duration of this project is subject to Council's direction.

Stimulative Effect

The complexity of a tax-increment rebate application can confuse many developers. The stimulative effect will be enhanced if the proponent can clearly understand how their bottom line will specifically benefit from participating in the program. If the City can demonstrate how much the developer can expect to save, and how that data can be used to leverage loans from financial institutions or investors, the stimulative effect increases even more.

Given that some large scale residential developments may cost over \$10 million, and could dramatically increase the tax assessed on a vacant or derelict property, the promise of a tax rebate that could tip the balance on such an investment should not be overstated. If the rebate amounts of only \$250,000 over five years, this may not stimulate a developer.

Nature of Implementation

Tax increment-based grants are extremely labour intensive to implement and require detailed documentation to mitigate staff turnover and institutional memory gaps. The program is difficult for financial staff to budget, as the difference between the pre-development and post-development assessment will be unclear until the project is fully built and MPAC reviews it. Municipal staff will no doubt promote a cautionary approach.

Eligibility criteria may need to change, such that a project is proposed to have several affordable housing units, not just two. Smaller projects could be included under a grant program that is easier to administer.

Expectations of the developer will need to be written into any agreement, in terms of how the rebate is administered, whether it can be sold with the property if the development changes hands, etc., as well as any funding limitations that the City may institute in the future.

General housing developers may put pressure on elected representatives to expand the scope of the rebate beyond affordable housing development. Program creep will need to be monitored carefully.

Funding Amounts

From the point of view of fiscal responsibility, the City may need to institute an annual cap on the total amount available for this program, and offer rebates on a first-come, first-served intake system. This may have the opposite stimulative effect, but otherwise, a series of projects may accumulate simultaneously, creating budgetary challenges and a need to shift the tax burden to other property tax classes.

This program should be targeted to very specific projects and objectives, aimed at developments with very high property-tax assessment rebate amounts of \$100,000 or more throughout the five-year rebate period, with a cap amount of \$200,000 to assist with budgeting.

If several projects were to receive their Year One rebate of 100% in the same fiscal year, then a significant amount would need to be budgeted to prepare for this financial commitment. Financial analysts at the City should implement a table-top exercise to understand the implications of approving a series of these grants, and how budget forecasts may be affected over the long term.

Additional Residential Units Program Grant

Project Area

This Program applies to all lands located within either of the Community Improvement Plan Areas.

Objectives

The objective of this program is to provide financial assistance to off-set the costs associated with creating new additional residential units.

Eligibility

Projects that are eligible under the program include the following:

- Development, redevelopment, and/or renovations that creates new Additional Residential units
- Servicing to an Additional Residential Unit located in an ancillary building (e.g. converted garage or gate house)
- Works may include upgrades to meet identified deficiencies, such as Building Code and Fire Code

In addition to the eligible works above, the following applies:

- The Additional Residential Unit is permitted within or on the same property as the existing single or semi-detached home or street townhouse
- Additional Residential Units that avail of this incentive program are not permitted to be used as short-term rental accommodation such as "airbnb" or similar

Program Incentives

The Municipality will provide a grant of 25% of the costs of renovation to a maximum of \$20,000 per property.

Duration

The duration of this project is subject to Council's direction.

Stimulative Effect

The open concept of this grant is very progressive and should have a very high stimulative effect. There are very few incentive programs of this nature in Ontario, so Sarnia would be on the leading edge. The caveat in the eligibility criteria prohibiting use for short-term rental accommodation will have a detrimental effect on stimulating a wider variety of potential clients and should be removed. Increasing additional units of all types or uses, even by homeowners who may be temporarily motivated by short-term rentals, is a good thing. The homeowner may not be in a neighbourhood conducive to Airbnb guests, or they may tire of hosting many guests and will seek a long-term tenant. The City should be prepared to answer how the homeowner's property taxes may be affected by adding this unit, and whether any additional measures may be put in place to mitigate an incremental tax increase.

Nature of Implementation

The implementation model is well suited to this type of grant, as long as the application process is simple and the approval process prompt. In particular, given that a homeowner will likely be the general contractor for this project, ensuring the estimates are still valid by the time approval is received will be an important consideration for the City.

Funding Amounts

The grant proposed, 25% to a maximum of \$20,000, is satisfactory. Increasing the share subsidized by the City to 33% might catch the attention of many more homeowners, even if the maximum grant available was lowered slightly to \$18,000.

To stimulate 25 new additional residential units per year across the three project areas, City Council should budget a minimum of \$500,000 per year, for at least three years.

Renovation Program Grant

Project Area

This Program applies to all lands located within either of the Community Improvement Plan Areas.

Objectives

The objective of this program is to encourage the upgrading, rehabilitation, and redevelopment of commercial, mixed-use and residential buildings.

Eligibility

Eligible works under this program include the following items:

- Installation of safety and fire protection systems such as carbon monoxide detectors, smoke alarms, fire alarms, exit signs, etc
- Installation of fire escapes
- Installation of new or reinforcement of floors, ceilings and/or walls
- Improvements to the electrical, ventilation, heating and plumbing supply systems
- Improvements and installation of barrier-free accessibility upgrades and features to be in compliance with the Accessibility for Ontarians with Disabilities Act
- Construction or alteration of required window openings and windows for upper storey residential units
- Installation of windows that provide access to the sidewalk
- Construction of stairs, guard rails, and handrails
- Improvements relating to Building Code upgrades
- Energy and water efficiency upgrades and retrofits
- The addition of new residential units

Program Incentives

The Municipality will provide a grant of 25% of the costs of renovation to a maximum of \$15,000 per property.

Duration

The duration of this project is subject to Council's direction.

Stimulative Effect

This proposed grant is generous in work eligibility but skimpy on budget. The inclusion of "residential buildings" is vague and may cause the program to be over-subscribed with low priority projects. Given that many of the eligible items can be expensive, the program would have a more stimulative effect if the program were focused on commercial and mixed-use properties, and the maximum grant per property and the subsidy percentage were increased. Eligibility does not appear to include cost related to new fire separations, and that should be added to increase the stimulative effect.

For restaurants and food stores, the program would be more attractive if eligible costs included mechanical ventilation for food preparation, structural changes for contactless food-delivery, sanitation and hygiene improvements, pest control construction improvements, and drains, grease traps and interceptors.

To promote small business and remote working, the cost of installing fibre internet connectivity upgrades to a property should be added to the eligible costs.

The program makes no mention of environmental contamination remediation costs, so it is assumed they are not eligible. Consideration may be given to providing such a subsidy under another program.

Nature of Implementation

The implementation model is well suited to this type of grant if the application process is clear and approval decisions issued quickly. Since a business owner or employee may oversee the project, there will need to be no surprises when they file their paperwork for the grant. The nature of estimates and final supporting documentation must be confirmed in simple terms, so the applicant complies with the process.

Funding Amounts

The grant proposed, 25% to a maximum of \$15,000, is unsatisfactory. The share subsidized by the City should be increased to 50%, and the maximum grant available increased to \$25,000.

To stimulate 15 commercial and mix-used renovations per year across all project areas, City Council should budget a minimum of \$375,000 per year, for at least three years.

Tax Increment Based Program Grant

Project Area

This Program applies to all lands located within either of the project areas.

20% in Year 9 and 10% in Year 10. After the 10th year, the Owner will be responsible for paying the full amount of property taxes.

Objectives

The objective of this program is to stimulate investment by deferring part of the increase in property taxation as a result of a redevelopment or rehabilitation project of a commercial, industrial or mixed-use building.

Duration

The duration of this project is subject to Council's direction.

Eligibility

The improvements made to the building and/or property shall be sufficient in size and cost to result in a re-assessment of the property.

The tax increment does not include any increase or decrease in municipal taxes due to a general 'tax' rate increase or decrease, or a change in assessment for any other reason.

Eligible costs include:

- Adaptive reuse or redevelopment of a property to suit a new commercial use or convert the commercial property to a mixed-use property
- Major additions to a commercial property or the addition of residential units, involving an increase of at least 25% of the existing gross floor area
- Professional services by an engineer, architect, or professional planner
- Energy efficiency improvements
- Any combination of the above

Program Incentives

The Tax Increment Equivalent Grant will be provided for approved projects on a declining basis over a 10 year period. The following is the percent of taxes that the grant would cover for the increase in municipal taxes relating to the increase in assessment value from the property improvements – 100% in Year 1, 90% in Year 2, 80% in Year 3, 70% in Year 4, 60% in Year 5, 50% in Year 6, 40% in Year 7, 30% in Year 8,

Stimulative Effect

The challenges of this type of incentive are explained under the analysis of the "Affordable Housing Development Program Grant." In this proposed grant, the rebate is extended over ten years instead of five and will have a much more stimulative effect than a five-year program window.

As described in detail earlier, this type of incentive should only be exercised if there is a clear financial advantage to the developer and an obvious community benefit to the people of Sarnia. The order of magnitude of the grant should be very high to justify a developer's willingness to invest in a project

Nature of Implementation

Challenges of implementation were described under the "Affordable Housing Development Program Grant."

By extending the rebate period to ten years, this proposed program amplifies the need for careful administration, financial analysis, legal services, risk mitigation, and more. The effects of rebating so much property tax to development projects will test political stamina over as many as three Council terms.

Smaller projects may need to be eliminated from this proposed program for ease of administration. The complexity of tracking and monitoring dozens of \$25,000 rebates will be more burdensome than three \$250,000 rebates.

The objectives of the program should include long-term employment targets for the buildings to be redeveloped, not including temporary construction labour. A net increase of employment in the target geographic areas, directly because of these developments, should be among the criteria for receiving a rebate. As such, potential developers will need to be warned specifically about any conditions that may void their grant eligibility in the future.

Funding Amounts

The funding available for this program is at a high order of magnitude that could only be considered on a case-by-case basis. This program should be targeted to very specific properties, perhaps involve public-private partnerships, and generate tangible City-wide community benefits, such as a major waterfront amenity that can be enjoyed year-round by residents and tourists. The City's Finance staff, or a consultant, would need to analyze any proposal and determine the budget implications of what could be a multi-million-dollar contribution by the municipality.

Building Façade Improvement Program Grant

Project Area

This Program applies to all lands located within either of the project areas.

Objectives

The objective of this program is to promote the rehabilitation, restoration and improvement of the facades of commercial, institutional and mixed use buildings (including retail storefront display areas and signage).

It is also the objective of this program to promote the maintenance and physical improvement of existing commercial, institutional and mixed use buildings in order to meet the current Building Code, improve aesthetic quality, and to provide safe and usable commercial, residential and mixed use space.

Eligibility

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

- Repair or replacement of storefront, including repair or replacement of storefront doors and windows
- Repair or repointing of façade masonry and brickwork
- Repair or replacement of cornices, parapets, eaves and other architectural details
- Repair or replacement of awnings or canopies
- Façade painting and cleaning/treatments
- Addition of new lighting/upgrading of existing fixtures on exterior façade and in entrance and storefront display areas
- Installation/improvement of signage
- Architectural/design fees required for eligible works
- Other similar repairs/improvements as may be approved

- Entrance modifications to provide barrier-free accessibility
- Installation/upgrading of fire protection systems;
- Repair/replacement of roof
- Structural repairs to walls, ceilings, floors and foundations
- Water/flood/weatherproofing
- Repair/replacement of windows and doors
- Extension/upgrading of plumbing and electrical services for the creation of retail, office or residential space
- Installation/alteration of required window openings to residential spaces
- Required improvements to heating and ventilation systems
- Other similar repairs/improvements related to health and safety issues, as may be approved.

Program Incentives

The City will provide a matching grant of 50% of the cost of eligible storefront improvement and facade improvement and restoration works to commercial, institutional and mixed use buildings, up to a maximum grant per building of \$10,000.

Duration

The duration of this project is subject to Council's direction.

Stimulative Effect

A matching grant of 50% is standard for façade improvement programs and should have the desired stimulative effect. Increasing the maximum grant available may not stimulate any additional participation if applicants can stack other incentives (e.g. Renovation Program Grant) on top of this grant, and not have their maximum for two grants limited.

Nature of Implementation

The implementation model is well suited to this type of grant. The property owner, tenant or employee may oversee the project, including the application process, and filing for the rebate. As such, the rules need to be simple, the approval process prompt and transparent, and chances for miscommunications minimized. This may be the first and last time the individual interacts with the building renovation process, so explaining effectively what will be expected of them is of supreme importance.

Funding Amounts

The grant proposed, 50% to a maximum of \$10,000, is satisfactory if previous participants can apply within a reasonable period (e.g. three years) of receiving their last façade grant.

To stimulate 10 building façade improvements per year in the two target areas of Mitton Village and Downtown, City Council should budget a minimum of \$100,000 per year, for at least three years.

Landscape and Property Improvement Program Grant

Project Area

This program applies to all lands located within the Mitton Village Area.

Objectives

The objective of this program is to encourage property owners to improve their properties through landscaping improvements, pedestrian connections, sidewalk cafes/patios and other improvements that can contribute to enhancing the public realm.

Eligibility

All commercial, institutional and mixed use properties are eligible for this grant program. The following costs are eligible under this program:

- Professional landscaping and/or installation of alternative ground cover treatments
- Re-sodding, provided it is a component of a larger landscaping improvement project (i.e., associated with other eligible projects in this program)
- Installation or improvement of pedestrian walkways
- Tree planting
- Installation or improvement of a permanent sidewalk café or patio that is located at the edge of a sidewalk
- Installation of benches or permanent planters
- Services of a professional landscape architect to design the features noted above; or
- Any combination of the above

Program Incentives

The maximum value of a grant shall be 50% of eligible costs and shall not exceed a maximum of \$15,000.

Duration

The duration of this project is subject to Council's direction

Stimulative Effect

This grant proposes a list of eligible costs that would be very attractive to a commercial, institutional, or mixed-use property owner. The stimulative effect may be increased if the maximum amount available were increased and the overall budget was generous, so many properties contiguous to one another could be activated simultaneously. The matching subsidy percentage seems satisfactory.

The program may provide more stimulus and attract more applicants if eligible costs included permanently installed art pieces placed on private property that are openly accessible to public view.

Nature of Implementation

The implementation model is well suited to this type of grant. See the "Building Façade Improvement Program Grant" for comments.

It would be expected that applicants could also stack other grants on top of this one, and not be disqualified if they received grant funding for other programs recently.

There should be an option for several contiguous properties to pool their resources and grant allotments and hire one professional landscape architect to design the projects together. This would speed up the activation window and maximize the time of a limited number of available contractors.

Funding Amounts

The grant proposed, 50% to a maximum of \$15,000, is satisfactory.

To stimulate 10 landscaping and property improvement projects per year in Mitton Village, City Council should budget a minimum of \$150,000 per year, for at least three years.

Total Budget

In theory, the City can only take credit for matching private-sector investment, so the Council should base its budget on what the total direct impact should be.

Smaller communities develop budgets with total lines for incentives ranging from \$150,000 to \$250,000 per year, meaning total project investment will be, at a minimum, \$300,000 to \$500,000.

Political will is the only reliable determinant for how much a municipality is willing to invest, and what multiplier effect is acceptable.

General Requirements for Programs

The general eligibility requirements are described below, while more specific requirements are contained in the specific programs. The terms and conditions of any grant or loan program and administrative procedures may be changed, altered, amended, or modified by the City of Sarnia without amendment to the Plan.

- The applicant must be the registered owner for which the application is being made or an agent authorized by the registered owner.
- All City of Sarnia realty taxes must be paid in full prior to the loan and/or grant being issued and remain so for the lifetime of the loan
- An applicant may apply for more than one CIP grant or loan program
- To be eligible for assistance, the property must be located within one of the Community Improvement Plan Areas
- Prior to disbursements of funds for any incentive, the City shall confirm that all the requirements of the particular program have been met
- Improvements and activities to private property must not commence until an application has been approved in full by the City of Sarnia and an agreement has been executed by both the registered owner and/or assigned agent and the City. Retroactivity for improvements made prior to the approval of a CIP application are not permitted.

General Application Procedure

This section outlines the general application process for financial incentive programs available under this CIP. The City, at its sole discretion, may indicate or require additional processes through specific Program Guidelines.

1. Application Submission

Prior to submitting an application, applicants should arrange and participate in a pre-application consultation meeting with the CIP Administrator to discuss application requirements, program eligibility, proposed scope of work, project timing and supporting documentation.

The applicant must submit a complete application, which includes all the required forms and supporting documentation as required by the CIP Administrator or by Council. Supporting documentation may include, but is not limited to:

- Site plan and/or professional design study/architectural drawings
- Specification of the proposed works, including a work plan for the improvements and construction drawings
- At least two cost estimates for eligible work provided by licensed contractors or consultants, as appropriate in the context of the financial incentive program

Once required forms and documentation has been received, the CIP Administrator will undertake a review of the proposal and application. Based on the application and proposal, the results of the preliminary screening, the CIP Administrator may perform an initial site visit and inspection of the building/property, as necessary.

If the application clearly does not meet the program requirements, the application will not be accepted.

If the application meets the program requirements, the application will be accepted. By accepting an application for any of the financial incentive programs, the CIP Administrator does not guarantee program approval.

2. Application Approval

Once an application is approved by Council or its designated approval authority based on the recommendation of the CIP Administrator, a copy of the Recommendation Report and resolution of Council to the Application will be forwarded. The CIP Administrator and the Applicant will execute a Financial Incentive Program Agreement, where required, to be authorized through by-law by Council.

If Council or the designated approval authority refuses an application, the Applicant may re-submit the application for reconsideration, provided the applicant has made consideration of the reasons for refusal.

3. Approved Applicant Undertakes Work

Once an application has been approved and the required agreements signed and authorized, and once all the required approvals and permits for the work are secured, the applicant may commence community improvement works.

4. Grant Paid by Municipality

Payment of the financial incentive will be provided upon successful completion of the approved works.

Prior to the issuance of the financial incentive, the applicant may be required to provide the CIP Administrator with final supporting documentation.

If required, the CIP Administrator may perform a final site visit and inspection of the building/property (as necessary) in order to ensure that the project has been completed in accordance with the Agreement.

If all the program requirements and Financial Incentive Program Agreement requirements have been met to the CIP Administrator's satisfaction the CIP Administrator will issue payment of the approved grant in accordance with the general and specific program eligibility requirement, and the Financial Incentive Program Agreement.

8 Budgeting for the CIP Incentives

Budgeting for a municipal Community Improvement Plan (CIP) is a challenging endeavour. Under the ideal scenario, City officials would have a full grasp on the sizes and types of property improvements that business owners are considering, as well as an accurate understanding of construction cost forecasts related to public realm enhancements. Add into that mix any number of public-private partnership projects, and the forecasting becomes even murkier.

This report proposes a modest slate of public realm improvements, several of which should be incorporated as design changes into existing capital budget forecasts. The report also recommends a focused set of financial incentives aimed at the private sector, which may or may not be affected by global markets, commodity prices, and business confidence. Perceptions by developers of forward-thinking leadership on the part of City Council will rise or fall on the financial commitment the municipality musters for its CIP. The numbers stated below do not include operational costs related to administration of the program, such as wages and benefits, financial or legal costs, debt servicing, office space, materials, supplies, services, printing, advertising or promotion.

Any funding allocated by the City to a public realm CIP budget would be considered an incremental enhancement to existing capital expenditures and is not meant to offset total budget lines. Funding amounts committed to stimulate private-sector incentives are assumed to be matching, at a minimum. In many cases, CIP incentives can generate a fourfold to sixfold multiplier when developers tally total project costs.

Neither scenario considers potential megaprojects that may unexpectedly materialize requiring major infusions of tax rebate grants to stimulate their construction. Such opportunities would need to be considered by Council on a case-by-case basis, with a separate cost-benefit analysis, and separate budget.

\$1 Million Budget

The basic amount required to activate an improved version of the City of Sarnia's Community Improvement Plan would be \$1 million per year for a minimum period of three years.

Over the course of three years with a City CIP budget of \$1 million per year, it is predicted that private property owners would invest an additional \$3.6 million to \$7.2 million – not including any large-scale projects eligible for tax-increment rebates.

- **Year One** would see public realm improvements valued at \$450,000 in Mitton Village and \$200,000 in Downtown. In addition, pools of funds for matching private-sector investment would be made available in Downtown for renovation grants (\$200,000) and building façade improvement grants (\$75,000), and in Mitton Village for landscape and property improvement grants (\$50,000) and building façade improvement grants (\$25,000). Total: \$1 million.
- **Year Two** would include public realm improvements valued at \$500,000, in the Downtown, as well as financial incentives for the private sector totalling \$150,000 for additional residential unit development grants, \$100,000 for renovation grants, and \$100,000 for building façade grants there. Mitton Village would be allocated \$35,000 for additional residential unit development grants, \$40,000 for renovation grants, \$50,000 for landscape and property improvement grants, and \$25,000 for building façade grants. Total: \$1 million.
- **Year Three** would see Downtown continue to receive \$500,000 in public realm improvements, as well as matching funding for the private sector: \$100,000 for renovation grants, \$100,000 for any eligible projects under the Tax Increment Based Program, and \$100,000 for building façade grants. Mitton Village would be allocated \$50,000 for landscape and property improvement grants, \$50,000 for the Tax Increment Based Program, \$40,000 for renovation grants, \$35,000 for additional

residential unit development grants, and \$25,000 for building façade grants. Total: \$1 million.

\$2 Million Budget

To demonstrate commitment to accelerating improvements to the City of Sarnia, Council may wish to double down on its CIP budget. This would send a clear signal to developers and businesses small and large that the municipality intends to attract new investment to the community. In this scenario, proportionally more funding would be allocated to public realm projects, but there would be additional funding for private-sector incentives, too.

Over the course of three years with a City CIP budget of \$2 million per year, it is predicted that private property owners would invest an additional \$4.5 million to \$9 million – not including any large-scale projects eligible for tax-increment rebates.

- **Year One** would include public realm improvements valued at \$375,000 in Downtown and \$700,000 in Mitton Village. In addition, pools of funds for matching private-sector investment would be made available in Downtown for additional residential unit development grants (\$150,000), renovation grants (\$200,000) and building façade improvement grants (\$75,000). Mitton Village would be allocated \$150,000 for landscape and property improvement grants, \$150,000 for additional residential unit development grants, \$100,000 for renovation grants, and \$100,000 for building façade improvement grants. Total: \$2 million.
- **Year Two** would see public realm improvements valued at \$1.25 million in Downtown and \$250,000 in Mitton Village. Financial incentives for the private sector in the Downtown would total \$100,000 for the Affordable Housing Development Program, \$75,000 for additional residential unit development grants, \$75,000 for renovation grants, and \$75,000 for building façade grants. Mitton Village would be allocated \$100,000 for building façade grants, and \$75,000 for landscape and property improvement grants. Total: \$2 million.

- **Year Three** would include public realm improvements valued at \$1.5 million in Downtown and \$250,000 in Mitton Village. In terms of matching funds for private-sector financial incentives, Mitton Village would receive \$100,000 for the Affordable Housing Development Program, \$50,000 for building façade grants, \$50,000 for landscape and property improvement grants, \$25,000 for additional residential unit development grants, and \$25,000 for renovation program grants. Total: \$2 million.

\$500,000 Budget

In a compromise scenario, the City of Sarnia could activate a portion of its incentives with a smaller budget. With fewer funds, it might be best to concentrate almost half on public realm improvements, with the remainder focused on specific grants. The degree to which the private-sector will respond to this scenario is not as clear.

- **Year One** would involve public realm improvements of \$450,000 and \$25,000 available for landscape and property improvement grants in Mitton Village. For Downtown, \$25,000 would be allocated for building façade grants.
- **Year Two** would shift the public realm focus to Downtown, with \$450,000 in funds, and continued building façade grants available for \$25,000. In Mitton Village, the focus would be additional residential unit development grants, with \$25,000 allocated.
- **Year Three** would be focused on private-sector incentives. Downtown would be allocated \$100,000 for renovation grants, \$100,000 for tax-increment based program grants, \$75,000 for building façade grants, and \$50,000 for additional residential unit development grants. Mitton Village would be allocated \$75,000 for renovation program grants, \$50,000 for landscape and property improvement grants, and \$50,000 for additional residential unit development grants.

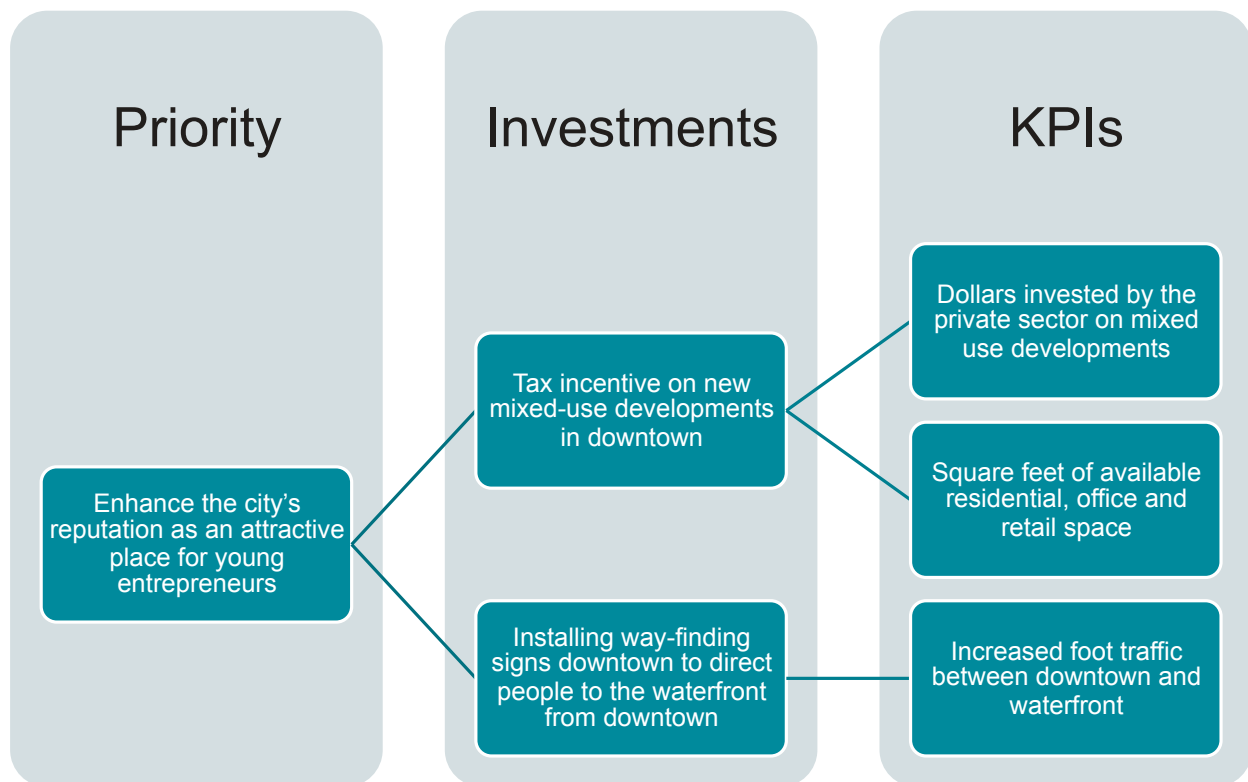
9 Monitoring of the CIP

Monitoring progress through quantitative key performance indicators (KPIs) allows the city to see the impact of specific investments, as well as how they are leading towards the achievement of key priorities. Examples of priorities could include the following.

- Promotes cultural development and tourism
- Improves buildings and infrastructure
- Uses land strategically for the redevelopment of vacant/underutilised properties

As seen in the figure below, this measurement tool groups investments under each priority and groups KPIs under each investment.

An investment may fit under more than one priority. When measuring the effects of a specific investment the City can pull all KPIs for the investment to track progress. The KPIs can also act as an input for the benefits part of cost-benefit analysis to allow the City to evaluate the return on investment of public realm investments and incentives.



General Example of the Investment Measurement Tool (Note: This figure is for reference is not a holistic list of finalized High level goals, investments or KPI's for the CIP)

The frequency of monitoring reports increases the integrity of the program, but also raises the administrative cost and labour intensity of the program.

At a minimum, staff should monitor the program quarterly. Council should receive a report annually, at a minimum, well in advance of the budget review process.

The Economic Development Strategy identified the need to engage with businesses directly to promote available financial incentives. The Sarnia-Lambton Economic Partnership's business visitation program is meant to identify concerns and opportunities facing business owners/operators. A protocol for the marketing/promotion of the CIP programming should be established, given the knowledge gap identified in the Economic Development Strategy particularly as it relates to the Downtown.

10 Marketing of the CIP

Marketing Goals

The marketing goals for the Sarnia CIP define what successful implementation of the plan will achieve. These goals guide the creation of the marketing strategy and inform the activities. Although they may seem obvious, explicitly stating the goals for marketing the CIP is key to ensuring those involved in implementation have a clear understanding of its purpose.

In general terms the goals for the Sarnia CIP are:

- to identify opportunities to improve the public realm (e.g. streets, parks, public spaces);
- to create financial incentive programs that encourage private sector investment that will enable revitalization and redevelopment in two areas – Downtown and Mitton Village; and
- to ensure that residents and businesses are invested in the success of the Sarnia CIP.

While each area is experiencing a different set of issues that impact the economic growth and opportunity the approach to marketing the CIP remains the same.

Target Market(s)

Existing Business Owners/Property Owners

- Existing business and property owners represent the established business community and the greatest potential uptake for the Sarnia CIP. These individuals are already invested in the community and in some cases, may be longstanding tenants or owners who have been involved through upturns and downturns in the economy.

Potential New /Relocating Businesses and Entrepreneurs

- New businesses bring vibrancy to the local economy and have the potential to rehabilitate older buildings and/or underutilized properties. New ventures often come with considerable risk both financial and regulatory, particularly with older properties. Ensuring that potential investors are aware of possible support and the City's commitment to the CIP through its financial support and investment in the public realm are essential and could be the difference between investing and not.

Real Estate Professionals

- Often overlooked, real estate agents are a key market in terms of community development and community awareness. Real estate agents are often the gateway for a potential resident or business owner and can often provide their clients with a lasting image of your community. By tapping into the real estate community and ensuring they are aware of the Sarnia CIP and the positive vision for the community, you can help to create a positive first impression and turn your real estate professionals into community ambassadors. The Economic Development Committee (EDC) is currently engaged with the real estate community in Sarnia and can further enhance their outreach by engaging with realtors from across the region.

Tourists and Visitors

- The city has recognized the importance of renewal in the Downtown and Mitton Village as important city-building priorities and an economic development imperative for the community. In the case of the Downtown this ties directly to the long-term success of the City's waterfront and the health and well-being of surrounding neighbourhoods. By targeting programs that enhance the vibrancy of the City you convey the energy and opportunity associated with the CIP to both potential residents or regular visitors.

Current Residents

- Current residents of Sarnia include both new residents and those who have been established in the community for generations. For the CIP to take root and be successful, it is vital that there is broad community awareness and support for the plan. Strong support for the CIP will ensure that they are invested in the project and its success. If residents are aware and invested in the CIP, they will also serve as ambassadors to family and friends who are visiting or when they are abroad.

Marketing Initiatives

Marketing initiatives represent the various media or technological tools expected to be used to promote the CIP and pursue the marketing goals specified previously. Key marketing initiatives are summarized.

Logo/Brand Development

An appealing and consistent Sarnia CIP logo and brand is essential to ensure that all the elements of the CIP remain connected. Many elements of the CIP may not be readily identified as part of a larger vision. For example, road works or short-term loss of parking as active transportation elements of the CIP are implemented may not be fully realized as part of a larger vision but rather as a temporary inconvenience. Consistent branding and logo deployment across all elements of the Sarnia CIP will ensure that the larger vision is not lost on elements that may not readily be connected.

Goal: All elements and activities associated with the Sarnia CIP are easily identified by businesses, residents and visitors.

Metric: Level of familiarity about the Sarnia CIP among community members.

CIP Webpage/Social Media Campaign

A well-developed webpage serves as the single point of reference for all Sarnia CIP information. A Sarnia CIP webpage on the City's website should contain general information on the CIP as well as specific sections for residents and potential applicants. Sarnia CIP logos and branding should be present and information about projects (upcoming, in-progress, or completed) should also be featured on the webpage. Success stories should be featured prominently (detailed below) and the webpage should receive regular updates to ensure that it remains relevant. Web content and success stories (before and after) about the CIP and testimonials should be incorporated into the webpage and used to develop a content bank of social media posts.

Goal: The Sarnia CIP webpage is a trusted and widely known source of information about the CIP.

Metric: Number of unique visitors to the webpage, Social media metrics and engagement with CIP posts.

Real Estate Conference/Realtor Roundtable

Setting up a booth at a local real estate board event provides staff with face-to-face interaction with the local real estate community to provide information about the Sarnia CIP as well as more general information about the competitive advantages of living in Sarnia. Staff would also be able to engage in one-on-one conversations with real estate professionals to find out what features they are using to sell the community to their clients and hear what clients are looking for. Sarnia is actively engaged with the real estate community within the City and can expand their outreach to realtors from the region who may be bringing inbound clients to the area.

Goal: Increased awareness among the real estate community of the CIP so they can act as ambassadors

Metric: Number of visitors to event booth

Traditional Media Advertisements

While there is a tendency to gravitate towards strictly online and social media advertising due to their ubiquity and cost effectiveness, it is essential that the Sarnia CIP utilize traditional mediums including print advertisements and addressed letter mail. It cannot be assumed that all business and property owners relate to the City via the municipal website or social media. Especially regarding absentee landlords, who would rarely be in the community or be unlikely to regularly check the municipal website. Dedicated mailings to downtown property owners via municipally maintained tax rolls can ensure that all property owners are aware of the opportunities under the CIP and potential impacts.

Goal: Businesses, property owners and interested participants are aware of the Sarnia CIP, even if they are not present in

the community or are not active on the web/social media.

Metric: Number of CIP inquiries generated, Total circulation of printed advertisements.

Signage

Closely associated with logo/brand development, an effective signage campaign will ensure that awareness for the Sarnia CIP is created. Prominent signage featuring the Sarnia CIP logo will help to reinforce the revitalized brand for the community that the CIP is fostering. Benches, public bulletin boards and other public spaces are ideal locations for signage related to the Sarnia CIP. Permanent signage or customized before, during and after signage at key locations targeted by the CIP will also help reinforce the brand. The use of temporary signage at business locations that benefit from CIP funding is an ideal way to showcase the impact of the CIP and inform residents and other businesses about the opportunity. This temporary signage may be a lawn sign with "Project supported by Sarnia CIP" or a window decal for downtown storefronts. Signage should always include the web address for more information.

Goal: All projects have a sign on site that identifies the link of the work to the Sarnia CIP

Metric: Number of CIP signs at business locations, Number of CIP signs at public infrastructure improvements.

Celebrate Success Stories

Especially at the early stages of the CIP implementation, successful CIP projects must be celebrated. Profiling successful CIP applicants is critical to ensuring the program maintains momentum and potential applicants can see the real impact of the program. Too often, CIP's are regarded as bureaucratic processes and people lack inspiration to even make an application. By profiling successful applicants and encouraging the use of language around the ease of applying, the approval process and the programs' benefits, new applications will be encouraged and facilitated.

Before and after pictures of the projects should feature prominently in these articles which may be profiled on social media, economic development newsletters, annual reports or other local publications.

Goal: Applicants speak highly of the Sarnia CIP and encourage others to participate

Metric: Number of applicants profiled, Social media metrics and engagement with success story posts

Recommended Marketing Collaterals

The following list presents some of the recommended marketing collaterals for the Sarnia CIP. Dependent on available budget, all or some of the following should be considered for successful implementation of the marketing strategy:

Type	Description
Website	Dedicated website or sub-directory page on the City of Sarnia website
Banners/ Booth Display Materials	Design and production of floor and table top banners, display boards for use at conferences, business networking meetings
Social Media Posts	Developed bank of social media posts related to the CIP including municipal and private sector initiatives
Signage	High resolution standard signage layout that can be easily adapted to lawn signs, buses, benches, window decals or other mediums available
Brochures	1-2 page brochure featuring high level program details and reference to website and contacts
Press Release(s)	Press release for project initiation and stock release that can be adapted for individual projects
Print/Web Advertisements	High resolution, standard advertisements in a variety of formats including website banners, ¼ page or addition sizes that can easily be set for print or digital publication

Recommended marketing collaterals

SARNIA

Community Improvement Plan

